Association of College & Research Libraries
A division of the American Library Association

# ACRL Virtual Board Update Information Session

**January 25, 2022, 10:00 – 11:00 a.m. central**

Zoom Login

| Time | Agenda Item |
|---|---|
| **10:00–10:05 a.m.** | **1.0 Welcome and Introductions (Garrison)**<br>ACRL President Julie Garrison will welcome the Board and guests and will ask the Board if there are items for New Business. |
| **10:05–10:35 a.m.**<br>*Discussion* | **2.0 Board Ground Rules & Social Media Guidelines (Malenfant) #14.0**<br>ACRL Senior Strategist for Special Initiatives Kara Malenfant will lead the Board in reviewing its Ground Rules and Social Media Guidelines for possible changes. If the Board would like to amend its Ground Rules or Social Media Guidelines, the Board will take action during its next meeting. |
| **10:35–10:45 a.m.**<br>*Discussion* | **3.0 ACRL Board Meetings: ALA Annual 2022 (Garrison) #15.0**<br>The Board will give feedback on a draft schedule, which includes virtual and face-to-face meetings for AC22, and discuss its preference for meeting face-to-face or virtually at the 2022 ALA Annual Conference in Washgington, DC. Board members will also be encouraged to submit feedback through an online survey (link will be distributed to Board members). |
| **10:45–11:00 a.m.** | **4.0 New Business (Garrison)** |
| **11:00 a.m.** | **5.0 Adjournment (Garrison)**<br>Next meeting:<br>• **ACRL Board I**<br>Thursday, January 27, 2022<br>11:00 am-1:00 pm Central Time<br>Join Zoom Meeting |

Association of College and Research Libraries
**Board of Directors Meeting I**
Thursday, January 27, 2022
11:00 AM–1:00 PM CST

Zoom Login

# Board I Agenda

| Time | Item (Document number follows topic description) |
|---|---|
| 11:00–11:01 AM | 1.0 Call to order (Garrison) |
| 11:01–11:04 AM | 2.0 Welcome & Opening remarks (Garrison) |
| 11:04–11:05 AM<br>***Action*** | 3.0 Adoption of the Agenda (Garrison) |
| 11:05–11:07 AM<br>***Action*** | 4.0 Consent Agenda Full Board (Garrison)<br>[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.]<br><br>The following items are placed on the consent agenda:<br><br>**Approval of:**<br>• Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology #2.1, #2.1a, #2.1b<br>• Research and Scholarly Communication Committee composition update #2.2<br><br>**Confirmation of Virtual Votes #2.0**<br>• RBMS Conference Plan<br>• Annual Conference Proceedings |

| Time | Item (Document number follows topic description) |
|---|---|
| 11:07–11:15 AM<br>***Information*** | 5.0 FY21 Q4 (Malone/Allen) #9.0, #9.1<br>The Board will receive an update on ACRL's FY21 fourth-quarter performance. Due to delayed financial reporting, an update on FY22 performance will be postponed to the 2022 Spring Board Virtual Meeting. |
| 11:15–11:30 AM<br>***Discussion*** | 6.0 ACRL FY23 Preliminary Budget (Malone/Allen) #11.0, #12.0, #12.1, #13.0<br>The Board will have the opportunity to give input on ACRL's and Choice's FY23 preliminary budget. |
| 11:30–11:45 AM<br>***Discussion*** | 7.0 Virtual Leadership Council Spring 2022 (Garrison) #16.0, #17.0<br>The Board will review past agendas and evaluations and discuss topics for the TBD Spring 2022 ACRL Leadership Council & Membership Meeting. |
| 11:45–11:55 AM | BREAK |
| 11:55 AM–12:15 PM<br>***Discussion/Action*** | 8.0 WOC + Lib (Garrison) #18.0, #20.0<br>The Board will pick-up the discussion originally planned for the 2021 ACRL Fall Board Virtual Meeting and will discuss recommendations from the WOC + Lib Board Working Group regarding the WOC + Lib statement. The Board will take action on the ACRL Nominations and Policies Audit Task Force. |
| 12:15–12:30 PM<br>***Discussion/Action*** | 9.0 EDI Policy Review (Garrison) #19.0, #20.0<br>The Board will discuss if it is time to examine, through an equity, diversity, and inclusion lens, ACRL policy—including, but not limited to member compensation, Board recruitment and participation. The Board will take action on forming the Member Accommodation/Compensation Task Force. |

| Time | Item (Document number follows topic description) |
|---|---|
| 12:30–1:00 PM<br>***Information*** | 10.0 Open Microphone & ALA Candidate Forum (Garrison)<br>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. This time is publicly posted on ALA Connect and shared with members through ACRL marketing channels.<br><br>**2023–2024 ALA Presidential Candidates**<br>Each candidate will be given 3 minutes to address the Board and guests.<br>• Emily Drabinski, interim chief librarian at the Graduate Center, City University of New York<br>• Kelvin Watson, executive director of Las Vegas–Clark County (Nev.) Library District<br><br>**EDI Committee & Core Commitment (tent.) #21.0** |
| 1:00 PM<br>***Action*** | 11.0 Adjournment (Garrison) |

Association of College and Research Libraries
**Board of Directors Meeting II**
Friday, January 28, 2022
1:00 PM–4:00 PM CST

Zoom Login

# Board II Agenda

| Time | Item (Document number follows topic description) |
|---|---|
| 1:00–1:01 PM | 12.0 Call to order (Garrison) |
| 1:01–1:05 PM | 13.0 Opening remarks (Garrison) |
| 1:05–1:06 PM<br>***Action*** | 14.0 Adoption of the Agenda (Garrison) |
| 1:06–1:35 PM<br>***Information/Discussion*** | 15.0 ACRL Awards Task Force (Merinda Kaye Hensley, Erin T. Smith) #8.0, #8.1, #8.2<br>The Board will review the final report and discuss recommendations from the ACRL Awards Task Force. |
| 1:35–1:50 PM<br>***Information*** | 16.0 Councilor's Update (Bryant)<br>The ACRL Councilor will update the Board on ALA Council resolutions of interest to academic and research libraries or ACRL as a division of ALA. |
| 1:50–2:00 PM | BREAK |

| Time | Item (Document number follows topic description) |
|---|---|
| 2:00–3:15 PM<br>***Information*** | 17.0 Goal-area & EDI Updates #3.0<br>The Board will receive updates from its four goal-area committees and the EDI committee. |
| 2:00–2:15 PM<br>2:15–2:30 PM<br>2:30–2:45 PM<br>2:45–3:00 PM<br>3:00–3:15 PM | • Equity, Diversity, and Inclusion Committee (Maisha Duncan Carey, Je Salvador, Mary Beth Lock) #7.0<br>• New Roles and Changing Landscapes Committee (Marilyn Myers, Amy Dye-Reeves) #4.0<br>• Research and Scholarly Environment Committee (Sandra Enimil)<br>• Student Learning and Information Literacy Committee (Meg Meiman, Melissa Nicole Mallon) #5.0<br>• Value of Academic Libraries Committee (Rebecca Croxton, Jung Mi Scoulas) #6.0 |
| 3:15–3:30 PM<br>***Information*** | 18.0 Priority Setting (Cawthorne)<br>ACRL Past President Jon Cawthorne will give an update on assessment plans for ACRL's short-term priorities (communication; equity, diversity and inclusion; and membership) that were identified by the Board in 2021. |
| 3:30–3:45 PM<br>***Discussion*** | 19.0 Officer Reports<br>• President's Report (Garrison) #1.1<br>• Vice-President's Report (Ellis) #1.2<br>• Past-President's Report (Cawthorne) #1.3<br>• Councilor's Report (Bryant) #1.4<br>• Executive Director's Plan for Excellence Activities Report (Malone) #1.5, #1.6 |
| 3:45–4:00 PM | 20.0 New Business (Garrison)<br>• EDI Committee & Core Commitment (tent.) #21.0<br>• TBD |
| 4:00 PM<br>***Action*** | 21.0 Adjournment (Garrison) |

# January 2022 ACRL Board Document Inventory

**Blue** = New Documents
**Black** = Included in Packet

| Doc # | Document |
|---|---|
| Doc 1.1 | President's Report |
| Doc 1.2 | President-Elect's Report |
| Doc 1.4 | Councilor's Report |
| Doc 1.5 | Executive Director's Plan for Excellence Activities Report (PEAR) |
| Doc 1.6 | Key Performance Indicators (KPI) |
| Doc 2.0 | Board action form Confirmation of virtual actions taken between Annual 2021 and LLX22 |
| Doc 2.1 | Board action form: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology |
| Doc 2.1a | Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology |
| Doc 2.1b | Transmittal: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology |
| Doc 2.2 | Board action form: ReSEC Composition Update |
| Doc 3.0 | ACRL Plan for Excellence |
| Doc 4.0 | New Roles and Changing Landscapes Work Plan 2022 |
| Doc 5.0 | Student Learning and Information Literacy Committee 2022 |
| Doc 6.0 | Value of Academic Libraries Committee 2022 |
| Doc 7.0 | Equity Diversity and Inclusion Committee Work Plan 2022 |
| Doc 8.0 | Board action form: Awards Task Force |
| Doc 8.1 | 2022 Awards Task Force Report |
| Doc 8.2 | 2017 Awards Task Force Report |
| Doc 9.0 | ACRL FY21 Q4 Memo |
| Doc 9.1 | ACRL FY21 Q4 Report |
| Doc 10.0 | Choice FY21 Q4 Memo |
| Doc 11.0 | ACRL and CHOICE FY23 Budget Assumptions |
| Doc 12.0 | ACRL FY23 Preliminary Budget Memo |
| Doc 12.1 | ACRL FY23 Preliminary Budget |
| Doc 13.0 | Choice FY23 Preliminary Budget |
| Doc 14.0 | ACRL Board Ground Rules & Social Media Guidelines |
| Doc 15.0 | Draft 2022 ACRL Governance Schedule |
| Doc 16.0 | Past Leadership Council Agendas |
| Doc 17.0 | May 2021 Leadership Council Evaluation Responses |
| Doc 18.0 | Board action form: Nominations Appointments Audit Task Force |
| Doc 19.0 | Board action form: Member Compensation for Participation Policy Review Task Force |
| Doc 20.0 | Report of Board WG Conversation: WOC+ LIB Statement |
| Doc 21.0 | EDI Committee & Core Commitment Background |

| FYI Documents | |
|---|---|
| FYI-1 | Task Force Status Chart |
| FYI-2 | ACRL Board Working Group Status Chart |
| FYI-3 | Board Liaison Assignments 2021–2022 |
| FYI-4 | Transforming ALA Governance Task Force Report |
| FYI-5 | LLX Committee Agendas |

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# ACRL Officer Report

**Position: President**

**Name: Julie Garrison**

**Report period: November 1, 2021 – January 30, 2022**

**Date submitted: January 12, 2022**

## Strategic priority activities

- Continued to work with ACRL 2022 President's Program Committee to flesh out program description and identify speakers.
- Facilitated ACRL Executive Board Meeting on November 9, 2021.
- Assisted in preparation of January 2022 Board Committee meeting agendas.
- Participated on Board Working Group to discuss WOC+ Lib Statement Against White Appropriation of Black, Indigenous, and People of Color's Labor (https://www.wocandlib.org/features/2021/9/3/statement-against-white-appropriation-of-black-indigenous-and-people-of-colors-labor)
- Attended ASAE Symposium for Chief Staff Executives and Chief Elected Leaders in Naples, FL, January 10-11, 2022.
- Will facilitate upcoming Board meetings on January 25, 27, and 28, 2022.

## Ambassador activities

- Attended CNI Virtual Meeting, December 7-9, 2021.
- Attended CNI Meeting in Washington D.C. December 13-14, 2021, while in D.C. visited ALA's Washington Office with Executive Director, Jay Malone, to discuss library advocacy efforts.
- Attended ACRL Virtual Chapters Council Meeting on January 12, 2022.

## Association service

- Attended ACRL Presidents Calls most Fridays.
- Confirmed additional committee appointments as needed.
- Made thank you calls to ACRL donors.
- Participated in "ACRL Get Involved" Webinar, December 2, 2021.

## Press coverage

- Press release announcing launch of Benchmark: https://www.ala.org/news/press-releases/2021/10/acrl-pla-partner-launch-benchmark-new-digital-data-tool-libraries
- Spoke with reporter from The Chronicle of Higher Ed on January 4, 2022. No details on when to anticipate a report or story.

## Upcoming scheduled activities

- ACRL Board Update, January 25, 2022, 11:00 -12:00 pm ET
- ACRL Board I, January 27, 2022, 12:00 – 2:00 pm ET
- ACRL Board II, January 28, 2:00 – 5:00 pm ET
- ACRL Spring Board, Virtual Meeting, April 6, 1:00 – 3:00 pm ET
- ACRL Leadership Council, April 11, from 2:00-4:00 pm ET

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# ACRL Officer Report

**Position: Vice-President/President-Elect**

**Name: Erin L. Ellis**

**Report period: November-December 2021**

**Date submitted: January 14, 2022**

## Strategic priority activities

- Made small contributions to the preparation of content for the "ACRL Get Involved: Everything You Need to Know about Volunteering for an ACRL Division-level Committee, Section Committee, ACRL Interest and Discussion Groups" webinar

## Ambassador activities

- Made thank you call to an ACRL Conference Scholarship Fund donor
- Talked with chair of Appointments about information the committee is gathering from current committee chairs
- Reached out to current Budget & Finance committee chair to discuss thoughts and ideas for the next chair appointee

## Association service

- ACRL Presidents' Calls, most Fridays
- Attended "ACRL Get Involved: Everything You Need to Know about Volunteering for an ACRL Division-level Committee, Section Committee, ACRL Interest and Discussion Groups" webinar
- Attended CNI Fall Meeting virtually and in Washington, DC

## Press Coverage

- Call for Volunteers shared on ACRL marketing channels and in *C&RL News,* December 2022

## Upcoming scheduled activities

- ALA Library Learning Exchange virtual conference, January 2022
- ALA Executive Board I, Jan. 18, 2022
- Planning Budget Assembly/BARC/Division Leadership, Jan. 19, 2022
- ACRL Board Update, Jan. 25, 2022
- ALA Executive Board II, Jan. 25, 2022
- ALA Executive Board III, Jan. 26, 2022

- ACRL Board I, Jan. 27, 2022
- ARL Leadership Fellows Panel Participant, Jan. 27, 2022
- ACRL Board II, Jan. 28, 2022
- ACRL Joint Board/B&F, Feb. 1, 2022
- ACRL B&F, Feb. 3, 2022
- Meetings with Goal-Area Committee Chairs – being scheduled

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# ACRL Officer Report

**Position: ACRL Division Councilor**

**Name: Jacquelyn A. Bryant**

**Report period: July 2021- January 2022**

**Date submitted: January 13, 2022**

## Strategic priority activities

- ACRL Board Working Group: Priorities and Workplan, (7/26, 8/4, 11/8, 12/9)
- ACRL Virtual Leader Orientation - Committees (7/28)
- ACRL Executive Director presentations (7/29)
- ACRL Board Orientation (8/26)
- ACRL's and Choice's FY22 Budget Meeting (9/1)
- ACRL BOD Meeting (11/9)
- Participated in Board discussions/votes as needed

## Ambassador activities

- Thank you calls to ACRL member donors (10/22, 11/30)

## Association service

- ACRL Government Relations Committee Meetings (Monthly)
- ACRL Committee on Professional Values (Monthly)
- ALA Council Orientation Committee Meetings (Monthly, September-)
- ALA Council Orientation Committee Meetings, Tune in Tuesdays (biweekly, November)
- Accepted appointment to the ALA Nominating Committee (12/21)
- ALA TAG Forum Discussion (1/12)

## Upcoming scheduled activities

- ALA Virtual Information Session, Councilors and ALA EB (1/18)
- ALA Council / ALA Fora (1/19 - 1/24)
- ALA LLX Conference (1/21 - 1/24)
- ACRL Board Update (1/25)
- ACRL Board I & II (1/27 -1/28)
- ACRL Joint Board/Budget & Finance Meeting (2/1)

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ACRL Advancing learning Transforming scholarship
Association of College & Research Libraries
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# Plan for Excellence Quarterly Activity Report (PEAR)
# Report Period: October 23, 2021 – December 31, 2021

This is the first-quarter report of a cumulative report for FY2022. 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.

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

- The Value of Academic Libraries committee continues its efforts to refocus attention on using data to support data-driven decision making and making sure academic libraries have a place at the table at the larger institutional level so that the work of libraries is not just recognized but understood to be a critical component of the student experience.
- The Northeast Florida Library Information Network licensed the virtual workshop "Putting the Standards for Libraries in Higher Education into Action," March 24-25, 2022. The VAL committee has oversight of this workshop.

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

- Project Outcome (PO) for Academic Libraries has 4,032 users as of December 31, 2021. To date, 684 academic libraries have created surveys and collected 94,157 responses. This fall, Project Outcome partnered with the ALA Public Programs Office to create tutorials and resources for Libraries Transform grant recipients who wish to use the toolkit. Project Outcome for Academic Libraries also presented a workshop at the Sharjah Library Conference in the United Arab Emirate.

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

- The Value of Academic Libraries committee observed that the ACRL Proficiencies for Assessment Librarians and Coordinators (approved by the ACRL Board of Directors in January 2017), for which they are the originating body, do not include EDI perspectives and proficiencies that should be there. At the same time, ACRL's EDI Committee has been seeking to design a process for reviewing ACRL's standards, guidelines, and frameworks with an equitable lens, in concert with the Standards Committee. On November 18, members of all three groups met to begin planning how best to update these proficiencies and discuss ways in which this process could be replicated by other groups in the future.

## 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 information Literacy Framework Sandbox, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework in practice and professional development, was visited more than 30,906 times in this period. The Sandbox now provides access to 299 resources, including more than 7 resources that were added or revised in this period.
- PRIMO: Peer-Reviewed Instructional Materials Online is an openly accessible peer-reviewed database of instructional materials created by librarians maintained by the ACRL Instruction Section, to teach people how to discover, access, evaluate, and ethically use information. The database now lists over 350 URLs to projects that have been added to the PRIMO database, including 7 resources added this year.
- The Student Learning and Information Literacy Committee published two “Perspectives on the Framework” columns in C&RL News (in October and December).

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

- Gale Cengage announced a new product, Learning Centers for Primary Resources which is based on the Association of College and Research Libraries (ACRL) and Society of American Archivists (SAA) Guidelines for Primary Source Literacy learning objectives which were developed by RBMS and approved by the ACRL board in 2018.
- ACRL launched Benchmark: Library Metrics & Trends tool in October. The new platform allows subscribers to view metrics relevant to student learning and information literacy under the “Educational Role.”
- The ACRL National Survey of Student Engagement Task Force has made good progress in developing a close-to-final draft of a new information literacy module for the National Survey of Student Engagement.

## 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.

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### 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.

- ACRL Scholarly Communication discussion group co-conveners (also appointed as members of the ACRL Research and Scholarly Environment Committee), worked with ACRL and SPARC staff to begin planning the June 2022 ACRL-SPARC Forum at the ALA Annual Conference.
- The American Theological Library Association licensed the virtual workshop "Open Educational Resources and Affordability," March 9-11, 2022. RESEC has oversight of this workshop.

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

- See below, under advocacy, for activities of the Library Copyright Alliance and Open Access Working Group.

## 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 will offer an ACRL Presents webcast on February 7, 2022, on hybrid work challenges in the new normal.
- The Committee's newest subgroup is centered on creating recommendations and competencies for emerging flexible and add-on roles in academic libraries. They have completed a draft survey, "New and Emerging Roles of Academic Librarians Working in Academic Libraries," based on the survey from the *C&RL* article "Reinventing Ourselves: New and Emerging Roles of Academic Librarians in Canadian Research-Intensive Universities," with approval from the original authors. The draft survey is currently under IRB review and will be distributed in spring 2022.

### 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 2021 Fostering Change Cohort launched on September 20, 2021, and concluded on December 17, 2021. There were 23 participants comprising 5 institutional teams. On the cohort's conclusion, participants were sent a certificate, gift ebook of ACRL's *Becoming a Library Leader,* and an evaluation of the program to be completed by January 31, 2022. Facilitators will begin planning the next offering of the cohort with the NRCL change subgroup in spring 2022.

- The Open Educational Resources and Affordability RoadShow was adapted by the curriculum designers/presenters as a licensed virtual "Off-RoadShow" over summer 2021, and became available for institutions, consortia, and chapters in September. They are booked to present their Off-RoadShow to the American Theological Library Association in March 2022.

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

- NRCL's diversity subgroup is collaborating with ACRL's EDI committee on an ACRL Presents webcast on retention to be offered in spring 2022.

## 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.

- On January 19, 2022, a coordinated marketing push (ALA press release) launched to publicize the ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force's start of the six-week comment period. In addition to the four organizations' typical audiences, effort will be made to solicit feedback from stakeholders, such as rural libraries. Two public forums (Feb 16 for all libraries and Feb 23 for public libraries) will be held during the request for comment period.
- In January 2022, ACRL became an institutional member of the American Indian Library Association (AILA); Asian/Pacific American Librarians Association (APALA); Black Caucus of the American Library Association (BCALA); Chinese American Library Association (CALA); REFORMA The National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking.
- In November 2021, the ACRL Board of Directors approved up to $15,000 to fund 72 ALA and ACRL memberships for BIPOC library workers serving underrepresented groups. Funding will support memberships for year two of the first cohort (47 members), as well as funding for cohort two (25 members). The call for applicants for cohort two is expected to launch in spring 2022 and information will be posted widely on ACRL communication channels, including ACRL Insider.
- ACRL exhibited at REFORMA's virtual National Conference VII, from Nov 4 - 7, 2021.
- The ACRL Membership Committee worked the Core to sponsor a well-attended webcast on Nov 18, 2021: "Core/ACRL: Bringing Intentionality and Inclusivity to the Academic Library Interview."
- As an in-kind contribution to the Joint Council of Librarians of Color (JCLC) Fundraising & Sponsorship Committee for their November 2021 silent auction in support of the upcoming 2022 JCLC Conference, ACRL donated one face-to-face and one virtual registration for the ACRL 2023 Conference.
- ACRL established a new Experience and Inclusion Committee for the ACRL 2023 Conference. The committee's charge is as follows: *"To recommend to the conference chair, ACRL staff, and the other component committees' innovations and inclusive practices to enhance the experience of attending the in-person event for all participants. These innovations may include social, networking, and inclusion aspects, health and wellness, and/or accessibility efforts that ACRL works with professional consultants and providers to execute."*
- ACRL Director Jay Malone met with numerous members and groups in order to understand better EDI needs in ACLR. These include Yasmeen Shoresh (9/16/21); ARL Staff (11/16/21); Twanna Hodge (11/18/21); Alexia Hudson-Ward (12/14/21); and Wanda Brown (12/16/21) among others. Malone has also scheduled listening meetings with the chairs of the EDI committee.

## 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

- On December 2, ACRL joined 13 other members of the Open Access Working Group (representing national and regional library, publishing, funding, research and advocacy organizations) in a statement applauding the ratification of UNESCO's Recommendation on Open Science during its 41st General Conference.
- On November 18, Mary Jane Petrowski and Kara Malenfant meet with staff from the U.S. Census Bureau's Office of Strategic Alliances and the Economic Management Division at their invitation regarding the Census product Post-Secondary Employment Outcomes, experimental tabulations that highlight employment and earnings outcomes for college and university graduates.
- On October 28, 2021, ACRL joined ACRL joined an amicus brief by the Electronic Frontier Foundation (together with the American Library Association, the Association of Research Libraries, and the Freedom to Read Foundation among other public interest groups, small tech companies, and representatives of the start-up community) in support of a petition for rehearing in Hepp v. Facebook et al.
- On October 26, ACRL staff members Kara Malenfant and Erin Nevius joined ALA's Alan Inouye in a meeting with staff from Apple responsible for government relations, strategic initiatives, and sales to the higher education market. Apple invited the perspective of ALA and ACRL as they look to engage higher education, enhance digital learning resources and affordability, and better understand how librarians engage in the development of undergraduate curricular resources.
- Together with ARL and ALA, as part of the Library Copyright Alliance, ACRL took the following actions:
    - On November 29, LCA submitted comments regarding the compliance review by the Copyright Claims Attorney (CCA) of claims before the Copyright Claims Board under the Copyright Alternative in Small-Claims Enforcement Act. The comments address the uncertainty concerning whether the CCA should consult the opt-out list when performing a review of whether a claim complies with the statute's requirements.
    - On November 24, LCA responded to the Copyright Office Notice and Request for Comment about the current protections for local news publications, believing a press publisher's right is not warranted. Roundtables were held, and LCA planned to supply comments on January 5, 2022.
    - On October 27, LCA issued a statement welcoming new exemptions to Section 1201 which are necessary for libraries and their users to exercise their fair use rights.

## Education

### Immersion Institutes

- The in-person Immersion Program remains on hold. The Immersion facilitators are currently working to transition portions of the Immersion curriculum into virtual offerings to be held in spring or summer 2022.

### Licensed Workshops

- In-person workshops remain on hold. Four virtual workshops are available for institutions to host on request: "Engaging with the ACRL Framework", "Building Your RDM Toolkit", "Putting the Standards for Libraries in Higher Education into Action," and "Open Educational Resources and Affordability", with the "Scholarship of Teaching and Learning" and "Assessment in Action" transitioning to virtual workshops soon.
- The American Theological Library Association licensed the virtual workshop "Open Educational Resources," to be offered March 9-11, 2022. The Northeast Florida Library Information Network licensed the virtual workshop "Putting the Standards for Libraries in Higher Education into Action," March 24-25, 2022.

### ACRL Conference

- ACRL 2023, "*Forging the Future*," will be offered as a hybrid conference, with the in-person conference held in Pittsburgh, March 15-18, 2023, and a complementary virtual component offered over the same dates. John Culshaw, University Librarian at the University of Iowa, is the ACRL 2023 conference chair. Co-chair and committee appointments were finalized over summer and fall 2021.
- The conference purpose statement was drafted and confirmed in November 2021. The conference website and Call for Participation are scheduled to launch by February 2022.
- ACRL has contracted with Pathable, with the platform serving as the conference website, hybrid/virtual conference platform, conference app, and scheduler.

### Conferences, Pre Conferences, and Workshops

- The RBMS 2022 Conference was announced in early December. Entitled *What now?: Reflection, Reckoning, and Recovery,* it will take place June 21 – 24, 2022 at Yale University, New Haven, CT. In this hybrid gathering, we hope to take a hard look at our field in the wake of the pandemic. Conversations will focus on continuing actions for racial, social, and environmental justice, along with examining opportunities to focus our efforts toward effecting necessary change. The Call for Proposals will close January 24, 2022. The website includes the latest information on content, in-person and virtual registration options, and travel plans (currently, proof of vaccination is required for in-person attendance). More than $20,000 in scholarships are available and we encourage anyone in need of support to apply. The deadline for scholarship applications is also January 24, 2022.

### Annual Conference Programs

- ACRL received 73 program submissions for the 2022 ALA Annual Conference. The ACRL Professional Development Committee reviewed proposals and selected 15 programs for presentation. Based on the large number of submissions, the acceptance rate for 2022 Annual Programs was only 21%.

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

The new ALA e-Learning store launched November 10, 2021. The new store serves as a centralized portal that is fully accessible, mobile-friendly, and includes a robust search capability and dynamic product listings. Along with the transition to the new store, ALA implemented standardized registration rates for webinars. New rates are:

ACRL member: $50
ALA member: $71
Nonmember: $79

Bulk discounts have replaced ACRL's group rate ($295), with discounts based on the number of seats an institution purchases.

| Number of Seats | Discount |
|---|---|
| 2-5 | 15% |
| 6-9 | 25% |
| 10+ | special discounted pricing available |

ACRL offered the following e-Learning events during the reporting timeframe:

| Title | Type | Date | Individual Reg | Group Reg | Quality | Learning Outcomes | Recommended (9 to 10 ratings) | # of eval respondents |
|---|---|---|---|---|---|---|---|---|
| Copyright Decision Making, Step-by-step | Webcast | 10/26/21 | 10 | 1 | 100% | 98% | 60% | 5 |
| Leading from the Middle: Changing approaches to library leadership and communication | Course | 11/22-12/17/21 | 37 | | 100% | 92% | 64% | 10 |

## Member Engagement

### Membership units/Governance

- In December 2021, ACRL President Julie Garrison published a summary report on the 2020-2021 division-level committee appointments process, which included race and gender demographics for volunteers.

- The ACRL 2022 Call for Volunteers went out on December 3, 2021, and was posted in ACRL Insider.
- The ACRL Membership Committee sponsored a well-attended webcast ("ACRL Get Involved: Everything You Need to Know About Volunteering for an ACRL Division-Level Committee, Section Committee, Interest and Discussion Group") on the volunteer appointments process.
- ACRL Director Jay Malone has been penning a series of articles for membership that focus on EDI and the value of academic libraries.

### Awards

- 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.

## Membership

### Special events at ALA Conferences

-

### Consulting services

- Reviewed and revised pricing structure, flat since 2018, to ensure client fees cover all costs and to make modest increase to adjunct consultant honorarium.
- Prepared to launch a new service, *Facilitative Support for Library Leaders*, to help institutions address organizational development needs surfaced by the COVID-19 pandemic. A highly experienced leadership consultant will serve as an external sounding board, guiding a series of conversations designed to help clients make sense of work they have already accomplished, leverage it, and create action plans for next steps. This new ACRL Consulting service will help library leaders and leadership teams clarify issues and generate new insights, while also nurturing reflective practices to carry forward.
- Held discussion with a very large research university, submitted a proposal, negotiated a contract for an external review, and began planning.
- Negotiated contract for an external review at a community college and began planning.
- Held discussion with a large university and submitted a proposal for an external review.
- Held discussion with a large research university and submitted a proposal for facilitative support.

### Fundraising

- The Giving Tuesday campaign (Nov. 23 – Dec 31, 2021) raised $7,707 from 66 donors. Between Oct 23 – Dec 31, 2021, ACRL received $11,529 in donations. As of Dec 31, 2021, the Friends of ACRL fund balances were: $38,458 (Advancement Fund), $55,868 (ACRL Conference Scholarship Fund), and $23,266 (RBMS Scholarship Fund).

## Publications

### Non-periodical Publications

- ACRL has published seven new books in fiscal year 2022 through December. The most recent are:
  - Ethnic Studies in Academic and Research Libraries, edited by Raymond Pun, Melissa Cardenas-Dow, and Kenya S. Flash
  - Academic Library Mentoring: Fostering Growth and Renewal, 3 volume set, edited by Leila June Rod-Welch and Barbara E. Weeg
    - Vol. 1: Fundamentals and Controversies
    - Vol. 2: Mentoring of Library Faculty and Librarians
    - Vol. 3: Mentoring of Students and Staff
- The next books to publish will be:
  - How to be a Peer Research Consultant: A Guide for Librarians and Students, by Maglen Epstein and Bridget Draxler
  - Once Upon a Time in the Academic Library: Storytelling Skills for Librarians, edited by Maria Barefoot, Sara Parme, and Elin Woods
  - Implementing Excellence in Diversity, Equity, and Inclusion: A Handbook for Academic Libraries, edited by Brian Lym and Corliss Lee with Tatiana Bryant, Jonathan Cain, and Kenneth Schlesinger

### Library Statistics

- ACRL and PLA launched a new peer comparison tool in late October 2021, Benchmark: Library Metrics and Trends. All current subscribers to ACRL Metrics were migrated to the new platform.
- The 2021 ACRL Academic Library Trends and Statistics Survey data collection opened on October 12, 2021 and will close on February 28, 2022.
- The 2020 print edition of ACRL Academic Library Trends and Statistics was published in September 2021. This will be the last print edition of the survey.

### Standards, Guidelines, and Standards

- The ACRL Board of Directors approved a new Companion Document to the ACRL Framework for Information Literacy for Higher Education: Research Competencies in Writing and Literature (PDF) at its November 2021 virtual meeting.

| | Q1 (Sept.-Nov.) | Q2 (Dec. – Feb.) | Q3 (March – May) | Q4 (June – August) | Total |
|---|---|---|---|---|---|
| **Framework for Information Literacy for Higher Education Stats** | | | | | |
| Online visits | 29,388 | | | | 29,388 |
| Print distribution | 20 | | | | 20 |

| | Q1 (Sept.-Nov.) | Q2 (Dec. – Feb.) | Q3 (March – May) | Q4 (June – August) | Total |
|---|---|---|---|---|---|
| **Standards for Libraries in Higher Education Stats** | | | | | |
| Online visits | 4,586 | | | | 4,586 |
| Print distribution | 30 | | | | 30 |
| **ACRL Insider Stats** | | | | | |
| Posts | 56 | | | | 56 |
| Page Views | 50,403 | | | | 50,403 |
| **ACRLog Stats** | | | | | |
| Posts | 11 | | | | 11 |
| Page Views | 27,660 | | | | 27,660 |
| **ACRL TechConnect Stats** | | | | | |
| Posts | 0 | | | | 0 |
| Page Views | NA | | | | |
| **VAL Blog Stats** | | | | | |
| Posts | 0 | | | | 0 |
| Page Views | 1,705 | | | | 1,705 |
| **College & Research Libraries** | | | | | |
| Online Access Stats (total access across content formats) | 340,103 | | | | 340,103 |
| **C&RL News** | | | | | |
| Online Access Stats (total access across content formats) | 395,620 | | | | 395,620 |

| | Q1 (Sept.-Nov.) | Q2 (Dec. – Feb.) | Q3 (March – May) | Q4 (June – August) | Total |
|---|---|---|---|---|---|
| **RBM** | | | | | |
| Online Access Stats (total access across content formats) | 47,085 | | | | 47,085 |
| **Social Media** | | | | | |
| Facebook Followers | 8,376 | | | | |
| Twitter Followers | 22,081 | | | | |
| Pinterest Followers | 400 | | | | |
| Instagram Followers | 1,324 | | | | |
| YouTube Followers | 2,198 | | | | |

### College & Research Libraries

- Issues published on regular schedule.
- Kristen Totleben was appointed to the post of C&RL editor-designate in July 2021 and will serve an initial three-year term as editor of the journal beginning July 1, 2022. Totleben has been working with ACRL staff, the C&RL Editorial Board, and outgoing editor Wendi Kaspar on the editorial transition this fall.

### C&RL News

- Issues published on regular schedule.
- C&RL News adopted an online-only publication model beginning in January 2022. The December 2021 issue was the final print issue of the magazine. C&RL News is freely available as an open access online publication. ACRL staff have been working with the C&RL News Editorial Board on enhancing the online version of the magazine for the online-only publishing environment. A full issue PDF was added to the online version this fall for readers who prefer an all-in-one experience as opposed to reading individual articles. The PDF version of the full magazine (and individual articles) was converted from a two-column to a single-column presentation beginning with the January 2022 issue for easier online

reading. Staff and the editorial board will continue to evaluate C&RL News contents and presentation over the course of the year.

### RBM

- Issues published on regular schedule.
- Reviews Editor Jennifer Sheehan stepped down from the post this fall. The RBM Editorial Board is conducting a search for a new reviews editor.

## Operations

### Staff

- In late November 2021, ACRL Professional Development and Outreach Specialist Chase Ollis left ACRL to take on a new role as Communications Manager in ALA's Communication and Marketing Office. Ollis spent 8 years as an integral member of the ACRL team where he most recently managed ACRL's RoadShow program, served as staff liaison to ACRL's extensive awards program, and managed ACRL's Conference Scholarship program.
- ACRL's FY22 budget includes funding for this recently vacated position along with one vacated in June, which is being re-envisioned. We look forward to hiring new colleagues in the coming months.

### ACRL Staff & ALA

- ACRL staff continue serving on ALA cross-functional teams.
- In late October, ACRL Senior Strategist for Special Initiatives Kara Malenfant began serving on the ALA Rapid Response Team: Freedom to Read & Learn Campaign
- ACRL Senior Strategist for Special Initiatives Kara Malenfant continues serving as a staff member of the ALA Operating Agreement Working Group.
- ACRL Associate Director Mary Jane Petrowski continues chairing the staff panel for the ALA Director of Institutional Advancement & Partnerships.
- ACRL Director Jay Malone began working with ALA Development Director Anne Manly to raise ALA's ranking on Guidestar.

## CHOICE

### November–December 2021

For both our staff and our readers, the final two months of the year typically bring a burst of end-of-term activity followed by a lull stretching over the last weeks of December. Nonetheless, even during December, the quietest month of the year, Choice360, our content "hub," continued to draw strong engagement, particularly compared to the same period a year ago.

**TABLE 1: CHOICE360 YEAR-OVER-YEAR ENGAGEMENT STATISTICS**

| | | Dec 2021 | FY22 YTD | Dec 2020 | FY21 YTD | M/M % | Y/Y % |
|---|---|---|---|---|---|---|---|
| Choice360 | Sessions | 21,192 | 128,095 | 6,930 | 34,510 | 206% | 271% |
| | Page Views | 39,065 | 218,823 | 18,824 | 75,952 | 108% | 188% |
| | Users | 17,645 | 113,745 | 5,290 | 27,980 | 234% | 307% |

Although the reporting period for this document effectively comprises no more than six working weeks, during the period we hosted sixteen Authority File podcasts, produced eleven webinars, and added six hundred and eighty-two reviews to *Choice Reviews*. Taken as a whole, the first four months of the academic year have been a period of strong engagement with our content, as shown here in Table 2:

**TABLE 2: CHOICE ENGAGEMENT STATISTICS, ACADEMIC YTD**

| Choice Reach | |
|---|---|
| September-December 2021 | |
| Choice360 | 218,823 page views |
| *Choice Reviews* | 37,140 user sessions; 268,449 page views |
| Webinars (17 webcasts) | 15,497 registrations; 6,710 attendances |
| Podcasts (24 episodes) | 5,178 downloads |
| Newsletters (10) | 20,264 subscriptions; 8,020 subscribers |
| Choice Media Channel | 48,126 webinar screenings |

## Toward Inclusive Excellence

Since its launch in March 2020 *Toward Inclusive Excellence (TIE)* our DEIA-focused content channel, continues to make great strides. The TIE team, consisting of Editor in Chief Alexia Hudson-Ward along with Choice editorial, marketing, and operations staff, have created a multi-channel presentation of topics important to the academic library community and beyond.

During the reporting period, in addition to our weekly blog posts, we published a *List of DEIA Resources for Higher Education,* the first of a planned series of recommended readings on equity, diversity and inclusion, to be published quarterly. To date we have had 507 downloads of this document, with a second installment set to publish in January. Download the resource list at https://www.choice360.org/tie-post/a-list-of-deia-resources-for-higher-education/

The launch of the *Toward Inclusive Excellence* content strand on Choice360.org has also created several new advertising and underwriting opportunities. Choice's careful oversight of advertising and sponsor messaging is especially important for *TIE;* consequently, we have developed a set of guidelines for language and visual placements used to describe and depict underwriters of *TIE*'s blog, webinar, and podcast formats. These guidelines are intended to internally govern how CHOICE solicits and credits third-party financial support within the context of *TIE*.

## Choice Reviews and Choice magazine

During the period, Choice reviewers and editors added 682 reviews to the *Choice Reviews* database.

- Number of reviews as of 3 January 2022: 220,598
- *Choice Reviews*: Subscribing Institutions: 813. Registered users: 12,929
- *Choice* magazine: Subscribing Institutions: 521

**TABLE 3: *CHOICE REVIEWS* USAGE STATISTICS, ACADEMIC YTD**

| | Sessions | Page Views | Searches | Readings | Unique Reviews Read |
|---|---|---|---|---|---|
| Sep | 9,344 | 60,929 | 29,114 | 34,074 | 10,377 |
| Oct | 10,407 | 74,345 | 36,321 | 37,325 | 12,157 |
| Nov | 9,810 | 71,080 | 34,764 | 36,428 | 10,455 |
| Dec | 7,579 | 62,095 | 31,514 | 34,017 | 8,939 |
| TOTAL | 37,140 | 268,449 | 131,713 | 141,844 | 41,928 |

Our feature-length review series of racial justice titles continued in November with a 1,500-word review of *Four Hundred Souls: A Community History of African America*, 1619-2019, by Ibram X. Kendi and Keisha N. Blain (One World, 2021). January 2022 will feature a review of *The Scholar and the Struggle: Lawrence Reddick's Crusade for Black History and Black Power*, by David A. Varel (North Carolina, 2020). These extended reviews are also published on our website, Choice360.org, as open content available to all readers at https://www.choice360.org/choice-picks/category/reatured-review/.

### *Outstanding Academic Titles 2020*

Published at the beginning of December, Choice's Outstanding Academic Titles (OAT) list for 2021 features 440 print and digital resources from 132 publishers. It represents about 12% of the titles we reviewed during the year (almost 4,000 out of the more than 11,000 received). While the complete list is available only to subscribers, we release selected titles, thematically grouped, periodically during the following year. These snippets can be seen on Choice360.org at https://www.choice360.org/choice-pick/choice-outstanding-academic-titles/. Subscriber sign-ups to the companion OAT newsletter have grown to more than 850, with continually strong open and click rates. Twelve percent of our Choice360.org page visits are attributed to these OAT "mini list" posts.

## Choice Bibliographic Essays:

Our most recent essay is "Histories of Women's Reproduction in Latin America and the Caribbean," coauthored by Bonnie Lucero (University of Houston-Downtown) and Elizabeth O'Brien (Johns Hopkins University). It exposes a growing body of scholarship on the history of women's reproduction in Latin America and the Caribbean, scholarship growing out of a much longer tradition of feminist research on women's history and, more recently, on gender and sexuality in the region. Although the primary focus is on English-language monographs and volumes, the essay also references important foreign-language texts, especially those on significant regions such as Brazil, Cuba, and Mexico.

*This and other of our over one hundred bibliographic essays can be accessed at* https://www.choice360.org/choice-picks/category/bibliographic-essays/ *and are available as LibGuides at* https://ala-choice.libguides.com/.

## *Ask an Archivist*

"Ask an Archivist" is an ongoing series of interviews conducted by Choice staff with directors, curators, and others responsible for special collections or exhibits of note in academic libraries. Two such interviews were published during the last quarter of 2021.

*October*: "The A is for Arab Exhibit." In this interview, Choice sits down with Amita Manghnani, associate director of the Asian/Pacific/American Institute at NYU, and Laura Chen-Schultz, the institute's deputy director, to discuss "A Is for Arab," a traveling exhibition showcasing pervasive stereotypes of Arabs and Muslims in US media. Interview conducted by Fatima Mohie-Eldin, our editor for social and behavioral sciences and the editor of the TIE weekly blog posts.

*December: "The American Left Ephemera Digital Collection," a conversation* with Edward Galloway and David Grinnell of the University of Pittsburgh Library System regarding the American Left Ephemera Digital Collection. Founded by Pittsburgh history professor Dr. Richard Oestreicher, the archive consists of pamphlets, posters, flyers, and other short-term objects created or used by 20th-century American Leftist movements. Interview conducted by Sabrina Cofer, Choice digital media producer.

Ask an Archivist interviews from 2016 to the present can be found at https://www.choice360.org/features/category/ask-an-archivist/.

## Resources for College Libraries

RCL and RCL *Career Resources* subject editors added 245 titles during this period (14 October – 31 December). As our ongoing database-wide deselection initiative enters its final phase, the RCL Plus database currently holds 94,302 titles in total. During this time, the project editor provided administrative support for the conclusion of the 2021 editorial calendar and beginning of the 2022 revision cycle, including: distributing editorial acknowledgment and honoraria payments, preparing 73 new edition reports, and sending new subject editor agreements to continuing subject editors. The RCL editorial board held its midyear meeting in early December, and recruiting began to fill editorial vacancies.

## Choice Research

Choice and OverDrive Professional have agreed to collaborate on an underwritten report that combines a survey, analysis, and case studies that examine how academic libraries are managing their budgets over the next few years. Initial planning for the report will begin early in the new year with a targeted publication date of late in the second quarter. Find our reports at https://www.choice360.org/research-papers/.

## Choice Case Studies

Taylor & Francis has secured Choice's custom publishing team to develop a series of case studies that examine how academic libraries are building especially productive and fruitful faculty relationships. Choice will target five different library types for the case studies and follow their publication in spring 2022 with a webinar featuring a panel of stakeholders from each of the reports.

## The Authority File

November saw Wilfrid Laurier University Press return with its third series of the calendar year to discuss *DisPlace: The Poetry of Nduka Otiono*, as well as Adam Matthew Digital to talk about primary source literacy. December's sponsors included the University of Ottawa Press and the previously mentioned Wilfrid Laurier University Press. The former discussed its 2020 title *Anthropocene Geopolitics*, and the latter included three guests who explored the topic of community music. November 2021 also marked a year since Choice switched its podcast metrics service to Blubrry, which records individual episode and monthly download data.

**TABLE 4: THE AUTHORITY FILE PODCASTS, ACADEMIC YTD**

| Date | Series Title | Episode Title |
|---|---|---|
| 9/1/2021 | The Myth of the Covid-Transformed Workplace | Are Changes Long-Lasting or Temporary? |
| 9/8/2021 | The Myth of the Covid-Transformed Workplace | How to sustain Positive Initiatives |
| 9/15/2021 | The Myth of the Covid-Transformed Workplace | The Changing Role of Higher Ed |
| 9/22/2021 | The Myth of the Covid-Transformed Workplace | Unpacking Impact Disparity |
| 10/6/2021 | The Path Toward Open Science | Background and Defining "Open" |
| 10/13/2021 | The Path Toward Open Science | Let's Talk Transformative Agreements |
| 10/20/2021 | The Path Toward Open Science | The Value of Parntership s |
| 10/27/2021 | The Path Toward Open Science | The Future of the Open Research Landscape |
| 11/3/2021 | The Making of *DisPlace* | Backgrounds and Beginnings |
| 11/8/2021 | Primary Source Literacy | Definitions and Approaches to Archival Material |
| 11/10/2021 | The Making of *DisPlace* | Contextualizing "World Literature" |
| 11/15/2021 | Primary Source Literacy | Understanding Embedded Power Structures |
| 11/17/2021 | The Making of *DisPlace* | Unpacking the Title, Themes, and Influences |
| 11/22/2021 | Primary Source Literacy | *Research Methods Primary Sources* |
| 11/24/2021 | The Making of *DisPlace* | Language as Politics |
| 11/29/2021 | Primary Source Literacy | The Impact of Digitization |
| 12/6/2021 | *Anthropocene Geopolitics* | Book Origins and Multidisciplinary Approaches |
| 12/8/2021 | Looking at Community Music | A Fluid Definition |
| 12/13/2021 | *Anthropocene Geopolitics* | Our Current Geological Age |
| 12/15/2021 | Looking at Community Music | Music-Making in Prisons |
| 12/20/2021 | *Anthropocene Geopolitics* | Living in a Globalized World |
| 12/22/2021 | Looking at Community Music | Activism, Resources, and Current Movements |
| 12/27/2021 | *Anthropocene Geopolitics* | Climate Change Effects and Future Policies |
| 12/29/2021 | Looking at Community Music | Can It Thrive Within Higher Education? |

The Authority File episodes are available on all of the major podcast services and can most easily be accessed via our website, https://www.choice360.org/podcasts/category/the-authority-file/

## Webinars

During November and December Choice hosted five sponsored webinars, with averages of 765 registrants and 312 attendees. The average attendance rate was 40 percent, with 3,826 total registrations. Two webinars of note were “Cutting-Edge Solutions Moving Libraries Forward in the Digital Age” (1,047 registrants, 429 attendees) and “Best Practices to Make Accessibility Services More Visible Online and Web Content More Accessible” (952 registrants, 445 attendees), the latter including a third-party captioning service provided by the sponsor to support the topic of accessibility.

View recent webinars at https://www.choice360.org/media/webinars/ or visit the Choice Media Channel on YouTube: https://www.youtube.com/channel/UC4AQ1G-u32Y9OX5hRzxdXrQ.

**TABLE 5: CHOICE/ACRL SPONSORED WEBINARS, ACADEMIC YTD**

| Date | Sponsor | Title | Regs | Parts |
|---|---|---|---|---|
| 9/9/2021 | MLA | Introducing MLA Handbook Plus: The Digital Subscription Platform | 982 | 516 |
| 9/14/2021 | ProQuest | Drawing Disability, Framing Activism: Comics and Graphic Narratives for Interdisciplinary Teaching and Research | 499 | 210 |
| 9/16/2021 | BibliU | The Future of the Digital Library: Leveraging Digital Content in an In-Person Learning Environment | 868 | 339 |
| 9/21/2021 | SBRNet | Supporting Students in Sports Business with Data Analysis, Tools and Online Resources | 315 | 142 |
| 9/28/2021 | RCL | What Subject Librarians Can Teach Us About Managing Collections: Perspectives and Best Practices | 1,219 | 513 |
| 9/30/2021 | Springer Nature | Curating the Modern Curriculum: The Librarian's Role in Our Transformation to Online Learning | 847 | 300 |
| 10/5/2021 | ProQuest | Mission: JOY, A panel conversation on creating happiness in troubled times | 3,653 | 1,707 |
| 10/7/2020 | OverDrive | How academic libraries are bringing diversity, equity and inclusion to their campuses | 786 | 368 |
| 10/12/2021 | Ex Libris | Gaining a Competitive Edge Through Research Analytics | 202 | 83 |
| 10/14/2021 | SNSI | Cybersecurity in Higher Education | 578 | 212 |
| 10/19/2021 | Adam Matthew | Settlement, Slavery and Empire: British colonial rule in the Caribbean | 653 | 293 |
| 10/27/2021 | BibliU | Managing Digital Collections: How can libraries make their print and digital collections work together? | 1,069 | 465 |
| 11/9/2021 | ProQuest | Making the Shift from Physical to Electronic Resources Quickly and Affordably | 608 | 224 |
| 11/30/2021 | Elsevier | Open Access Pilots: Learnings from Elsevier and Pilot Partners | 529 | 229 |
| 12/2/2021 | OECD | Economic Outlook: Keeping the Global Recovery on Track | 690 | 235 |
| 12/7/2021 | ProQuest | Cutting-Edge Solutions Moving Libraries Forward in the Digital Age | 1,047 | 429 |
| 12/8/2021 | Springer Nature | Best practices to make accessibility services more visible online and web content more accessible | 952 | 445 |
| | | **TOTAL** | **15,497** | **6,710** |

## Operations

In November our long-serving Library Technical Assistant announced her retirement, giving us the opportunity to reimage this position in the face of changing staffing needs at Choice. The new position will be fulltime and will include more responsibility in the mailroom: sorting and delivery of books to editors as well as processing books to send to reviewers. This new position will free other staff members to take on more responsibility on new digital projects.

The subscription and customer service team continues to work with Omeda, our new subscription and fulfillment vendor, to fix issues left over from the data conversion in June. Now that we have more training, we're able to pull our own subscriber lists and have a clearer idea of which financial reports best satisfy the requirements both of Choice and ALA Finance.

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# Enabling Programs and Services
# Key Performance Indicators (KPIs)
## Report Period: October 23, 2021 – December 31, 2021

** Note: Section A: Membership Engagement includes data through July 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 July 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 FY21 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**

1. Benchmark analysis of ACRL total membership number

**Data**

**ACRL membership has decreased 6.17% (234) since August 2020 when membership was 9,128.**

| | August FY21 | August FY20 | August FY19 | August FY18 | August FY17 |
|---|---|---|---|---|---|
| **Total membership** | 8,662 | 9,128 | 10,157 | 10,260 | 10,473 |
| **Change year over year** | -5.11% | -10.13% | -1.00% | -2.24% | -1.08% |

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 | 1st Quarter | 2nd YTD Quarter | 3rd Quarter | 4th Quarter | Year to Date |
|---|---|---|---|---|---|
| FY21 | 38.1% | 45.9% | 51.6% | 41.0% | 44.7% |
| FY20 | 44.7% | 50.1% | 49.0% | 40.2% | 45.8% |
| FY19 | 51.2% | 48.7% | 47.9% | 51.1% | 49.5% |
| FY18 | 53.1% | 52.2% | 52.3% | 51.7% | 52.3% |
| FY17 | 46.8% | 50.8% | 50.6% | 49.4% | 49.4% |
| FY16 | 41.1% | 53.2% | 49.9% | 47.7% | 48.4% |
| FY15 | 47.8% | 52.3% | 52.6% | 48.6% | 50.2% |
| FY14 | 50.9% | 52.9% | 50.8% | 43.5% | 49.0% |

| Year | 1st Quarter | 2nd YTD Quarter | 3rd Quarter | 4th Quarter | Year to Date |
|---|---|---|---|---|---|
| FY13 | 50.1% | 56.1% | 54.6% | 53.2% | 53.5% |
| FY12 | 56.8% | 57.9% | 54.0% | 47.4% | 53.5% |
| FY11 | 62.5% | 60.1% | 54.0% | 50.6% | 56.5% |
| FY10 | 56.7% | 63.3% | 58.2% | 60.2% | 59.7% |

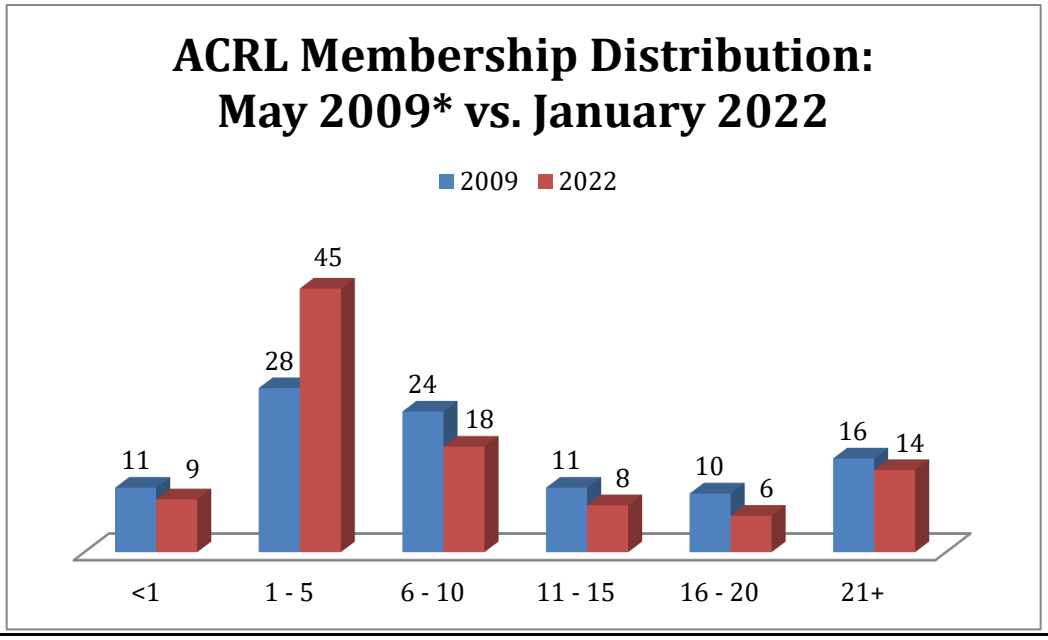
**An analysis of 491 first-year members who did not renew as of August 2021 shows that 32.4% (159) were regular members, 54.4% (227) were students, and 8.4% (41) were non-salaried librarians. 82% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 36% of those were regular members and 52% were students); 2% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 64% of those were regular members); 15% dropped all division and roundtable membership but retained their ALA membership (and 72% were students). The conversion rate for student members in FY21 was 37.9% (meaning that first-year members renewed for a second year) compared with 44.7% of all first-year members.

3. Benchmark by continuous years of membership

ACRL personal membership distribution for FY22 is shown below. The average ACRL membership tenure is 4.5 years (and the median length of ACRL membership is 4 years).

| FY22 Q2 | % | Number | FY21 Q4 | % | Number |
|---|---|---|---|---|---|
| **<1 yr** | 9 | 727 | **<1 yr** | 11 | 913 |
| **1 - 5 yrs** | 45 | 3,559 | **1 - 5 yrs** | 43 | 3,503 |
| **6 - 10 yrs** | 18 | 1,442 | **6 - 10 yrs** | 18 | 1,435 |
| **11 - 15 yrs** | 8 | 606 | **11 - 15 yrs** | 9 | 741 |
| **16 -20 yrs** | 6 | 458 | **16 -20 yrs** | 6 | 473 |
| **21+ yrs** | 14 | 1,071 | **21+ yrs** | 13 | 1,040 |
| **Total** | 100 | 7,863 | **Total** | 100 | 8,104 |

*These numbers include only personal members. Reports were run on January 13, 2022, and October 30, 2020, and reflect total personal members as of those dates.



| | |
|---|---|
| | Y axis: % of total membership<br>X axis: # of years of ACRL membership<br>*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 less, only 41% are new (or relatively new) to the profession according to the 2018 membership survey. |

**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.

ACRL offered one online course and one live webinar during the reporting period, with a total of 47 individuals and 1 group participating.

<table>
<tr><th>KPIs</th><th>Data</th></tr>
<tr><td>4. Quality assessment and learning outcomes</td><td>
<table>
<tr><th></th><th>1st Quarter</th><th>2nd Quarter</th><th>3rd Quarter</th><th>4th Quarter</th><th>FY22 Overall</th></tr>
<tr><td>Average overall quality assessment</td><td>100%</td><td></td><td></td><td></td><td></td></tr>
</table>
* Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.
</td></tr>
<tr><td>5. Participant learning</td><td>Self-reported learning outcomes data from professional offerings detailed above:
<table>
<tr><th></th><th>1st Quarter</th><th>2nd Quarter</th><th>3rd Quarter</th><th>4th Quarter</th><th>FY22 Overall</th></tr>
<tr><td>Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic</td><td>895%</td><td></td><td></td><td></td><td></td></tr>
</table>
Note: Event specific details can be found in Document 1.4 the Executive Director’s Plan for Excellence Activities Report.
</td></tr>
<tr><td>6. Likely to Recommend</td><td>40% Participants enthusiastically recommend ACRL professional development.
<table>
<tr><th></th><th>1st Quarter</th><th>2nd Quarter</th><th>3rd Quarter</th><th>4th Quarter</th><th>FY22 Overall</th></tr>
<tr><td>Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale</td><td>62%</td><td></td><td></td><td></td><td></td></tr>
</table>
<ul><li>This includes every evaluation returned, even if a course had only 1 response.</li></ul>
</td></tr>
</table>

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: Annual 2021 to LibLearnX 2022

Submitted by: Allison Payne, ACRL Program Manager for Strategic Initiatives

Date submitted: January 13, 2022

## 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. This confirmation of virtual votes includes votes taken between Annual 2021 and LibLearnX 2022, as the full Board has not held a meeting since Annual Conference 2021. In lieu of a full Board meeting in the fall, the ACRL Executive Committee met in November 2021.

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 Annual 2021 and LibLearnX.

- RBMS In-person Assessment Plan
  - Virtual Discussion: 10/13/2021 – 10/19/2021
  - Virtual Vote: 10/20/2021-10/26/2021
- ACRL Board Proceedings: Annual 2021
  - Virtual Discussion: 11/3/2021–11/9/2021
  - Virtual Vote: 11/10/2021 – 11/16/2021

## Action Recommended

That the ACRL Board of Directors confirms its asynchronous virtual votes taken between Annual 2021 and LibLearnX 2022.

*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 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:

Association of College & Research Libraries
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acrl@ala.org, http://www.acrl.org

# Board of Directors Action Form

To: ACRL Board of Directors

Subject: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology

Submitted by: Elizabeth Burns, ACRL Standards Committee Chair

Date submitted: January 19, 2022

## Background

In 2016, following the adoption of the ACRL Framework for Information Literacy for Higher Education, the ACRL Anthropology and Sociology Section's Instruction and Information Literacy Committee (ANSS-IIL) was tasked with developing a companion document reflecting the concerns and needs of those teaching information literacy within its respective disciplines. During the 2016-2017 academic year, ANSS-ILL decided to incorporate criminology/criminal justice into its work, as it determined that the knowledge practices and dispositions of this related field are unique enough to warrant a closer look. Three disciplinary subgroups were then formed to identify essential readings related to information literacy and the discipline, and after lengthy discussion, ANSS-ILL decided to develop three separate companion documents rather than a single framework, as originally intended. Over the course of the 2017-2018 academic year, the subgroups looked to the compiled readings to guide the development of their draft documents.

The Sociology subgroup defined sociological information literacy, paired the ACRL Framework for Information Literacy with the Sociological Literacy Framework developed by Susan Ferguson and William Carbonaro, and looked to the sub-field of critical information literacy to ensure the critical sensibilities of sociology were not lost. The subgroup used a table to visually represent the crosswalk between the two literacies and to handle the extensive scope of the document, which prioritizes the application of sociological thinking to information (literacy) rather than the mapping of traditional information literacy onto the discipline of sociology (e.g. using a sociology database or developing keywords for a sociology research topic).

In 2018, this work was presented at a poster session at the Annual Meeting of the American Sociological Association, where it was well received. In 2019-2020, ANSS-ILL began the process of sending the document out for external review, starting with the ANSS Executive Board. In 2020-2021, IRB approval was secured and a survey was distributed to solicit feedback from a larger group of librarians, sociologists, and other stakeholders. Feedback was collected from announcements on ACRL Insider, ACRL social media, the ACRL Update newsletter, the ANSS newsletter and ANSS social media, along with several topical email lists. An online public hearing on the document was held in January 2021. Another subgroup was then formed to review the peer feedback and revise and update the document accordingly. 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 November 2021 and voted to move it forward to the ACRL Standards Committee. The Standards Committee considered the recommendation of ILFSC and approved the document in January 2022.

## Actions Recommended

That the ACRL Board of Directors approves the "Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology."

## 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.*

# Companion Document to the ACRL Framework for Information Literacy for Higher Education

# Sociology

## Table of Contents

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- What Is Sociological Information Literacy?
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- Sociological Information Literacy at the Undergraduate Level
- Sociological Information Literacy at the Graduate Level

Works Cited

# Introduction

Because sociologists have long been concerned with the social structures that influence the creation, dissemination, and popularization of knowledge, they are natural partners for librarians in information literacy projects. In classic theoretical texts (e.g., Berger and Luckmann's *The Social Construction of Reality*), feminist epistemological critiques (e.g., Oakley's *Experiments in Knowing*), and empirical studies of scientists (e.g., Knorr Cetina's *Epistemic Cultures*), sociologists have asked difficult questions about why we value certain kinds of knowledge and knowledge processes over others. This, we would argue, is the same line of inquiry librarians hope to inspire in their students through IL instruction.

In 2016, sociology professors Susan Ferguson and William Carbonaro published a white paper, *Measuring College Learning in Sociology*, which includes the Sociological Literacy Framework (SLF). The SLF defines five essential concepts—The Sociological Eye, Social Structure, Socialization, Stratification, and Social Change and Social Reproduction—that "reflect larger organizing themes that lay the foundation of critical undergraduate knowledge in sociology" (p. 155). The Framework for Information Literacy in Sociology describes connections between the Association of College and Research Libraries' (ACRL) *Framework for Information Literacy for Higher Education (ACRL Framework)* and the SLF that reveal how much librarians and sociologists have to learn from one another. It is for use by librarians who are well-versed in the *ACRL Framework* but who may have limited background in sociology. We believe that a deeper understanding of how sociologists think about the construction of knowledge can only improve librarians' instruction. As there are few standalone undergraduate classes on the sociology of knowledge, librarians can play an important role in developing activities and assignments that introduce these epistemological questions into traditional sociology courses.

We begin with a definition of Sociological Information Literacy (SIL) inspired by the *ACRL Framework* and *Measuring College Learning in Sociology*. Using a conceptual crosswalk, we present six tables that explain how the essential concepts in the SLF relate to the six ACRL frames. Note that with one exception ("Sociological Eye"), the brief definitions of the SLF concepts embedded in the tables are taken directly from Ferguson and Carbonaro's white paper (2016, p. 154). Finally, we offer information for those interested in learning more about assessment strategies appropriate to the discipline (Appendix A), and we provide sample introductory and advanced student learning outcomes (Appendix B).

## What Is Sociological Information Literacy?

Sociological Information Literacy is an understanding of how information and scholarship are created, published, disseminated, and used by individuals and organizations. It is informed by sociological thinking and scholarship, though SIL is not limited to sociological knowledge itself. Instead, it is an application of what Ferguson and Carbonaro (2016) call "sociological eye," a distinctive disciplinary perspective that—like the "sociological imagination" or "sociological perspective"—encourages students "to see sociology in everyday life" (p. 143) with a wide variety of information. Students armed with SIL are better equipped to participate in informed public debates and lifelong learning. On the personal level, students can use this set of integrated abilities–searching, evaluating, synthesizing information and scholarship, and considering the role of the social world in the production of knowledge–in their learning, research, and employment regardless of their field.

## Development of the Document

In 2016, following the adoption of the *ACRL Framework*, the ACRL Anthropology and Sociology Section's Instruction and Information Literacy Committee (ANSS-IIL) was tasked with developing a companion document reflecting the concerns and needs of those teaching information literacy within its respective disciplines. During the 2016-2017 academic year, ANSS-ILL decided to incorporate criminology/criminal justice into its work, as it determined that the knowledge practices and dispositions of this related field are unique enough to warrant a closer look. Three disciplinary subgroups were then formed to identify essential readings related to information literacy and the discipline, and after lengthy discussion, ANSS-ILL decided to develop three separate companion documents rather than a single framework, as originally intended. Over the course of the 2017-2018 academic year, the subgroups looked to the compiled readings to guide the development of their draft documents.

The sociology subgroup – Nidia Banuelos, Paula Dempsey, Hailey Mooney, and Rui Wang – defined sociological information literacy, paired the *ACRL Framework* with the SLF, and looked to the sub-field of critical information literacy to ensure the critical sensibilities of sociology were not lost. The subgroup used a table to visually represent the crosswalk between the two literacies and to handle the extensive scope of the document. It is important to note that the definition of sociological information literacy provided in the previous section has framed the development of the document, which therefore reflects the importance of applying the sociological

eye to the information landscape. In other words, this document prioritizes the application of sociological thinking to information (literacy) rather than the mapping of traditional information literacy practices onto the discipline of sociology (e.g. using a sociology database or developing keywords for a sociology research topic).

In 2018, this work was presented at a poster session at the Annual Meeting of the American Sociological Association, where it was well received.

In 2019-2020, ANSS-ILL began the process of sending the document out for external review, starting with the ANSS Executive Board. In 2020-2021, IRB approval was secured and a survey was distributed to solicit feedback from a larger group of librarians, sociologists, and other stakeholders. Another subgroup was formed – Krystal Lewis (PI), Gina Schlesselman-Tarango (PI), Paula Dempsey, Hailey Mooney, and Christine Slaughter –to review the peer feedback and revise and update the document accordingly. To date, members of ANSS-IIL involved in the project include:

Craig Arthur
Nidia Banuelos
Wayne Bivens-Tatum
Jennifer Bowers
Hilary Bussell
Dawn Cadogan
Carolyn Caffrey Gardner
Nina Clements
Paula Dempsey
Elizabeth Fox
Michelle Guittar
Jessica Hagman
Krystal Lewis
Hailey Mooney
Priscilla Seaman
Emily Scharf
Gina Schlesselman-Tarango
Teresa Schultz
Christine Slaughter
Diana Symons
Pamela Upsher
Rui Wang
Thomas Weeks

# The Frames

## 1. Authority Is Constructed and Contextual

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.

| **Sociological Eye (1a)**<br>Sociology as a distinctive discipline that investigates the social roots of everyday life, including micro and macro phenomena | **Social Structure (1b)**<br>The impact of social structures on human action | **Socialization (1c)**<br>The relationship between the self and society | **Stratification (1d)**<br>The patterns and effects of social inequality | **Social Change and Social Reproduction (1e)**<br>How social phenomena replicate and change |
|---|---|---|---|---|
| The social construction of everyday life applies to the way people shape ideas about authority and are shaped by them.<br><br>Knowledge has a social basis; authoritative knowledge varies by society, social position, and time period.<br><br>"Truth is political:" the legitimacy of scientific knowledge competes with other ways of knowing and authorities (e.g., Weber's classification of legitimate authority). | Social roles influence human thought and action. Roles with more social privilege (gender, race, age, sexual orientation, ability, socioeconomic) may be accorded authority that should be examined critically.<br><br>Institutions of government, business, and higher education exert influence over what is considered valid or factual.<br><br>Hierarchy and power relations can be discerned in the construction of reality. | Conceptions of authority may be shaped by personal histories and learned worldviews; these ideologies are based in the social world. | The authority to produce knowledge is most often bestowed by colleges and universities - institutions that employ policies and practices that marginalize certain groups. Even within the academy, certain forms of knowledge production (i.e., those that seem to be most "objective" and "general") are valued over others.<br><br>These inequities lead to forms of knowledge and ways of knowing that reproduce social inequality. Consider, for example, deficit theories in educational sociology that describe low income students as *lacking* cultural capital, rather than suffering at the hands of institutions that do not value the capital they do have (Yosso, 2005). | Scholarly paradigms (i.e., fundamental beliefs and practices that guide the creation of knowledge) tend to persist over time, in part because students learn about them from mentors who have accepted certain fundamental premises.<br><br>Authority is constructed from acceptance of these paradigms and, as such, they develop a "deep hold" on students' minds (Kuhn, 1970, p. 5). It can be difficult for students acculturated in a given discipline to think in terms of different paradigms (e.g., different ideas of what kinds of evidence are "legitimate," what level of scale is the object of investigation, etc.). |

## 2. Information Creation as a Process

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.

| **Sociological Eye (2a)**<br>Sociology as a distinctive discipline that investigates the social roots of everyday life, including micro and macro phenomena | **Social Structure (2b)**<br>The impact of social structures on human action | **Socialization (2c)**<br>The relationship between the self and society | **Stratification (2d)**<br>The patterns and effects of social inequality | **Social Change and Social Reproduction (2e)**<br>How social phenomena replicate and change |
|---|---|---|---|---|
| Information creation processes are embedded in specific social, material, and cultural contexts that can affect the nature of the information output.<br><br>The format a message takes can influence the message itself, e.g., “the medium is the message.”<br><br>Social media outputs are part of a performance of identity. | The material structures, values, beliefs, and norms of a field (for example, a given academic discipline) shape what kind of information is ultimately produced and regarded as knowledge.<br><br>The ownership of systems of information production and dissemination by media and technology corporations and oversight (or lack thereof) by government influences the processes of information creation and what information is made available. | Accessing, processing, and producing information and knowledge are mediated by social locations such as race, class, and gender and institutions such as the family, education, religion, and the media. | The ability to participate as a producer of information or to access information as a consumer is influenced by socio-economic status. | Because scholars use existing paradigms for hypothesis building, methodological design, and interpretation, they will often fail to see what does not fit into these paradigms. They will investigate the kinds of questions their theories and methods can best answer and they will interpret their results from their existing worldview.<br><br>Should they fail to produce the expected outcome, they may blame themselves–not the paradigm–for their failure. In this way, certain kinds of knowledge and knowledge processes are reproduced. |

## 3. Information Has Value

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.

| **Sociological Eye (3a)**<br>Sociology as a distinctive discipline that investigates the social roots of everyday life, including micro and macro phenomena | **Social Structure (3b)**<br>The impact of social structures on human action | **Socialization (3c)**<br>The relationship between the self and society | **Stratification (3d)**<br>The patterns and effects of social inequality | **Social Change and Social Reproduction (3e)**<br>How social phenomena replicate and change |
|---|---|---|---|---|
| The value of information is dependent, in part, on the social contexts in which it is used, e.g.:<br><br>As a commodity: Information is produced, collected, sold, and/or suppressed by organizations and corporations.<br><br>As a means for education: Institutions provide differential access to information and promote some ideas over others as “correct”.<br><br>As a means to influence: Information may be framed in a particular way to use as propaganda | The ability to control production of information itself as well as the platforms for the production and dissemination of information is primarily concentrated by powerful media and technology systems. Even where information is produced by individuals, it is owned by private corporations (e.g., on social media platforms, transfer of copyright agreements).<br><br>Under evolving regimes of surveillance capitalism, we must also be concerned with the commodification of personal information and the ramifications for personal privacy. | Creation of information is perceived as self-expression, but is monetized and monitored. This self-expression in a social information environment is also tied to producing social belonging. | In our modern economy, information has monetary value and therefore is protected through intellectual property rights. Certain laws allow universities and other research institutions to retain the licenses for products developed in basic research (e.g., the Bayh-Dole Act). This may impact the kind of research universities choose to do.<br><br>The monetary value of information also incentivizes large corporations to control it (e.g. journal aggregators) and limit its distribution. This, in turn, restricts who can participate in a scholarly conversation. | Social movements with the potential to effect change may be aided by social media, but the terms of use and algorithms that impact what information is seen are set by private ownership. |

## 4. Research as Inquiry

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.

| **Sociological Eye (4a)**<br>Sociology as a distinctive discipline that investigates the social roots of everyday life, including micro and macro phenomena | **Social Structure (4b)**<br>The impact of social structures on human action | **Socialization (4c)**<br>The relationship between the self and society | **Stratification (4d)**<br>The patterns and effects of social inequality | **Social Change and Social Reproduction (4e)**<br>How social phenomena replicate and change |
|---|---|---|---|---|
| Sociologists examine the world and ask questions specifically about the nature of social structures' and practices' (e.g. institutions, social groups and interactions, ideologies, social categories) influence on human life experience. Their intellectual inquiries presuppose that social life and social realities matter to understanding and explaining the human experience and why individuals and societies behave in particular ways. | Expert knowledge is shaped by institutional systems such as peer review and established research methodologies and practices are subject to oversight by Institutional Review Boards. | The standard practices of research in a given field are learned from disciplinary authorities, where certain kinds of inquiry are prioritized or bracketed as irrelevant to a given discipline.<br><br>Scholarly inquiry is a social process, undertaken in interaction with other scholars' ideas (see: Scholarship as Conversation) and/or in interaction with other people (e.g., lab science, interview studies, journal reviewers and editors, etc.). | Patterns and effects of social inequalities determine if certain lines of inquiry are even regarded as valid scholarly pursuits. The opportunity of individuals to pursue academic research is itself influenced by these patterns of social inequality.<br><br>Paradigms like Collins's "matrix of domination" (1991) and Crenshaw's "intersectionality" (1991) give us analytical tools that address the intersecting and overlapping nature of these social inequalities, including those of race, class, gender, ability, and sexuality. | Every day, scholars encounter phenomena that cannot be explained by existing theories. This drives the production of new scholarly knowledge.<br><br>These anomalies instigate scientific/scholarly revolutions only when they question the fundamental principles upon which knowledge paradigms are based (Kuhn 1962).<br><br>Additionally, the practice of critical self-reflexivity (Bourdieu 1992) in knowledge production allows one to identify and analyze how social forces act upon oneself, allowing one to attempt to change in light of this new knowledge. |

## 5. Scholarship as Conversation

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.

| **Sociological Eye (5a)**<br>Sociology as a distinctive discipline that investigates the social roots of everyday life, including micro and macro phenomena | **Social Structure (5b)**<br>The impact of social structures on human action | **Socialization (5c)**<br>The relationship between the self and society | **Stratification (5d)**<br>The patterns and effects of social inequality | **Social Change and Social Reproduction (5e)**<br>How social phenomena replicate and change |
|---|---|---|---|---|
| Sociologists are in a unique position to evaluate the social context in which scholarly discourse occurs – including the power structures that determine (a) who is an expert in a field, (b) where the boundaries of a field lie, and (c) what can be said within these boundaries. | Social structures influence where and how scholarly conversation occurs, e.g. predominantly in the context of peer-reviewed journal publications, books published by academic presses, and disciplinary conferences. The material, cultural, and incentive structures of these contexts influence what and who is incorporated into the conversation. | Participants in scholarly discourse are socialized into contributing to those conversations with respect to particular norms, habits, and expectations of the field.<br><br>Communities or individuals may use information to challenge or influence dominant social structures and institutions that produce scholarly knowledge. | Members of marginalized social categories have historically been excluded from or sidelined within "the scholarly conversation." New forms of scholarship (e.g., feminist epistemology, critical legal studies) aim to include these historically marginalized voices by valuing ways of knowing previously rejected by the academy (e.g., *testimonios* in Chicanx Studies). The opening up of established fields of study to the previously excluded also benefits those fields in the form of novel contributions and analyses.<br><br>Exclusion from scholarly conversations can lead to lack of understanding and distrust of experts and scientific fact, and to the distortion of what is taken as "objective" knowledge to be biased toward dominant groups' viewpoints and assumptions. | In order for a scientific revolution (i.e. change) to occur, many prominent scholars in a field need to recognize an anomaly for what it is and to view the resolution of this problem as a central one for their discipline. If we think of scholarship as a conversation**,** the anomaly must come up regularly in this conversation as a key puzzle.<br><br>If existing theories cannot be adapted to explain the anomaly, scholars must generate new, speculative theories to address it. In the end, this crisis may be resolved with the emergence of a new paradigm–one that treats the anomalous as the expected. This is how knowledge processes change. |

## 6. Searching as Strategic Exploration

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.

| **Sociological Eye (6a)**<br>Sociology as a distinctive discipline that investigates the social roots of everyday life, including micro and macro phenomena | **Social Structure (6b)**<br>The impact of social structures on human action | **Socialization (6c)**<br>The relationship between the self and society | **Stratification (6d)**<br>The patterns and effects of social inequality | **Social Change and Social Reproduction (6e)**<br>How social phenomena replicate and change |
|---|---|---|---|---|
| The social world shapes our opportunities and strategies for searching and the forms of knowledge that we have access to for exploration.<br><br>For example, sociological scholarship analyzes search engines as products of human engineering and decisions made by people working in bureaucracies (Halavais 2009).<br><br>Search engines misleadingly present knowledge as easily attained/accessed and finding answers to questions as a straightforward matter of finding the right keywords, regardless of those questions' complexity. | Search engines act as gatekeepers to information. Algorithms reflect the interests of the owners of technology products and culturally dominant ideologies.<br><br>Cultural bias impacts how search engines and classification systems are designed (Noble 2018). | Searching is a social behavior that is influenced by different kinds of authorities (e.g. peers, teachers).<br><br>The sources that an individual will see as relevant are shaped by social position (e.g. race, class, gender). | Development of search strategies considered "expert" require access to particular types of education and experience. However, people to whom traditional academic research experience has not been afforded have their own rich (albeit academically undervalued) research methodologies and traditions.<br><br>People in marginalized communities may be under- or misrepresented in dominant or "standard" searching systems. | Search algorithms can make discovery of unique or disruptive content difficult. Because most search engines hide the exact algorithms they use from the public, the companies that create them have control over how search is conducted and what users see. |

# Appendix A: Tools for Assessment

Here, we describe IL assessment strategies appropriate to the discipline by reviewing existing ASA assessment recommendations and listing resources for those interested in conducting assessments in sociology courses.

## Goal and Objective Setting

As the ASA Task Force on assessing the Undergraduate Sociology Major suggests, “to conduct meaningful programmatic assessment, colleagues must move beyond a statement of program mission to the articulation of specific program goals and objectives” (p. 9). The distinction between mission, goals, and objectives is an important one for librarians working closely with sociology departments. A mission statement is typically set at the departmental level, as it “specif[ies] the purpose of the sociology major/program within the overall college or university context” (p. 8). Goals and objectives are narrower, however, and can be set for either the program or course level. At the program and course levels, librarians can work with faculty to ensure that some goals and objectives are related to the SIL concepts described above.

Goals are generally broader than objectives and are achieved in the long term. For example, a SIL goal for a program might be:

*Sociology majors should be able to apply the sociological eye to news sources*.

The objectives related to this broad goal are specific, realistic, and measurable. The ASA suggests that instructors (and librarians) ask themselves questions like: How do I know if my students have achieved this goal? What would students have to do to achieve it? “The answer to these questions,” they write, “is the content of learning objectives” (ASA Task Force on Assessing the Undergraduate Sociology Major, 2005, p. 9).

We might say that, in order for a sociology major to be able to apply the sociological eye to news sources, they must:

- Have a working definition of the sociological eye.
- Understand the social processes by which news is created.
- Know who creates the news (e.g. patterns in journalists’ education, race, gender) or, at the very least, know how to find this information.
- Acknowledge their own social position as a consumer of that news and, in particular, the sociocultural reasons why they find a story compelling or dubious.

We know we have produced useful objectives when we can easily envision several ways to measure our objectives. For example, we might assign a controversial news article in class and have students discuss the article freely for several minutes before providing more directed discussion questions (e.g. “Who wrote this news piece and why?”). Do students mention the social construction of the information presented without prompting? Do they acknowledge the role of their own social position as readers? After receiving pointed discussion questions, are they able to have a fruitful discussion about who creates the news and why?

Weiss (2002) et al argues that sociologists should also be concerned with the context, process, and effects of assessment. With regards to context, for example, librarians should ask themselves questions about the institutional setting in which their information literacy (IL) goals and objectives are being developed, including “what institutional rewards and sanctions are used to stimulate this work?” (p. 72). Process questions ask who has participated in setting goals and objectives, as well as ways to enhance participation. Here, issues of inclusion should receive full consideration. Have varied perspectives been incorporated during the goal setting process? Which perspectives are missing? For example, to what extent do we want students participating in setting their own learning objectives? Finally, questions of effect ask about the relevancy of the goals and objectives to the work faculty do everyday. For example: “Do the goals and objectives genuinely influence decisions about curriculum, policies, and standards?” (p. 74).

The ASA cautions that faculty have to care about the results of an assessment for it to be (a) effective and (b) worthwhile. Librarians are in a unique position to convince faculty that there is an important role for IL in the sociology curriculum (see above) and that assessment of this form of literacy is vital to the education of critical thinkers.

## Assessment Strategies

It is beyond the scope of this document to review all possible assessments for the discipline. However, it is useful to take a moment to discuss the *types* of assessment that work best for SIL and to explain how some of these might work in practice. Sociological thinking is often iterative, relative, contextual, and self-reflexive. In other words: it is messy. For a discipline with few “right” answers, assessment should be both direct (i.e., testing students’ actual knowledge) and indirect (i.e., asking students to reflect on their own learning). It should also be quantitative (i.e., testing knowledge of facts) and qualitative (e.g. examining students’ thinking processes). Table 1 provides examples of assessments for SIL that fall into each of these types.

**Table 1.** Assessment strategies by type

*Objective: Students should be able to discuss the scholarly impact of a sociological article, including its importance to their research.*

| | **Quantitative** | **Qualitative** |
|---|---|---|
| **Direct** | While visiting class, ask students to break into small groups. They must find out how many times an article has been cited and download a more recent article on this same subject. How many groups came up with a correct number? How many groups were able to download an article without assistance? | In partnership with the faculty instructor, develop an assignment that requires the student to find one of the sources cited in an assigned text. The student must then read this source and reflect on the relationship between the two readings. Is the assigned course reading truly building on its predecessor? If so, how? What questions do these readings prompt? In other words, how would the student plan to continue this scholarly conversation? |
| **Indirect** | After an instruction session, ask the students to fill out an online survey asking them how confident they feel doing a cited reference search. In the same survey, ask if they are confident finding articles that have cited the key article (another way of saying cited reference). Ask about their ability to find newer articles on the same topic. The slight variation in question form can help you identify whether students are getting derailed by terminology. | Issue a call for a focus group of sociology majors to come to the library and talk about their experiences using library materials. Ask the group:<br><br>1. In sociology classes, you often hear that two authors are “in conversation” with one other. What does that mean to you?<br>2. Is there a way you use these “conversations” in your own research? How? |

## Resources for Assessment

Those interested in reading more about specific assessment strategies for this discipline may find the following resources useful.


1. Bandini, J. Shostak, S., Cunningham, D., & Cadge, W. (2015). Assessing learning in a sociology department: What do students say that they learn? *Assessment and Evaluation in Higher Education*, 41(3): 414-426. https://doi.org/10.1080/02602938.2015.1018132
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3. Hohm, C.F. & Johnson, W.S. (2001). *Assessing student learning in sociology.* American Sociological Association.
4. Lowry, J.H. et al. (2005). *Creating an effective assessment plan for the sociology major.* American Sociological Association. http://www.asanet.org/sites/default/files/savvy/images/asa/docs/pdf/Task%20Force%20on%20Assessing%20Undergraduate%20Major.pdf.
5. Spalter-Roth, R. & Scelza, J. (2009). *What's happening in your department with assessment?* American Sociological Association. http://www.asanet.org/sites/default/files/savvy/images/research/docs/pdf/ASAdeptsvybrief3.pdf.
6. Weiss, G.L., Cosbey, J.R., Habel, S.K., Hanson, C.M. & Larsen, C. (2002). Improving the assessment of student learning: Advancing a research agenda in sociology. *Teaching Sociology*, 30(1), 63-79. https://doi.org/10.2307/3211521

## Appendix B: Sample Student Learning Outcomes[1]

### Sociological Information Literacy at the Undergraduate Level

*Key Cognitive Skills*

- Understands how sociology information and research literature are produced and disseminated, and how authority is established.
- Understands a variety of formats of sources, information, and research literature in the sociology discipline (e.g. distinguish between a variety of publications of sociology literature such as journals, book chapters, dissertations, and conference proceedings).
- Understands how sociology information and research literature are formally and informally published, disseminated, and used in the sociology discipline and professions (e.g. the U.S. Census, ethnographies, field notes, artifacts, data sets, conference papers, gray or fugitive literature, scholarly websites, and peer-reviewed scholarly articles).
- Understands how authority in sociology research literature is established (e.g. peer reviewed research articles, highly cited research publications in different research communities).
- Understands issues related to censorship and freedom of speech in the U.S. and in countries/cultures being studied.
- Understands intellectual property, copyright, and fair use of copyrighted material. Obtains and posts necessary permissions from authors and organizations where needed to use copyrighted material in writing or presentations.
- Understands the social consequences of new forms of information technology (e.g. problems of unequal access to information, the uses and meanings of online communities, and the Internet as a tool for doing research and practice).

*Key Behaviors for Success*

- Reads background sources in anthropology and sociology to increase familiarity with the topic (e.g. *Encyclopedia of Social Issues*, *Sage Encyclopedia of Social Science Research Methods*).
- Identifies and lists key concepts, terms, social theories, culture groups, places, and names related to the topic in preparation for searching for information on it (e.g. uses discipline-focused encyclopedias, *Thesaurus of Sociological Indexing Terms*).
- Selects discipline-specific databases that index sociology research literature (e.g. Sociological Abstracts).
- Uses appropriate sociological and anthropological terminology for searching databases, recognizing the different effects of using keywords, synonyms, and vocabulary from the database's own particular list of subject indexing terms.
- Creates and uses effective search strategies in multiple anthropology and sociology databases using advanced search features, such as Boolean operators, truncation, and proximity searches; refines searches as needed later in the process to obtain additional or missing information.
- Searches for and finds books, scholarly journals, and sources appropriate to the inquiry, such as surveys, interviews, text from online communities, multimedia sources, and data.
- Seeks out knowledgeable individuals in the library, academic department, and community as part of the research plan.
- Recognizes that a large quantity of database search results or information signifies nothing about their quality, and that it is necessary to evaluate the suitability of sources for the project (e.g. hundreds of news articles from *Ethnic NewsWatch* might be less valuable for a given term paper than a handful of scholarly journal articles from *Sociological Abstracts*).
- Uses technologies (such as audio or visual equipment, spreadsheets, and statistical and software packages) for studying the interaction of ideas and other phenomena (e.g. uses software to analyze migration patterns or census data; uses equipment to record or listen to videos and sound recordings of populations studied).
- Reevaluates the nature and extent of the information need to clarify, revise, or refine the question after some initial research, reading, interviews, and work with data and/or a population have taken place.
- Selects the main ideas from texts (e.g. books, scholarly articles, interview transcripts, ethnographies), chooses concepts to restate in his/her own words, and identifies verbatim material that can be appropriately quoted.
- Summarizes the main ideas to be extracted from the information gathered and synthesizes main ideas to construct new concepts.
- Seeks differing viewpoints in alternative databases, books, Web sites, and articles, always evaluating the source of the information or argument, and determines whether to incorporate or reject viewpoints encountered.
- Analyzes the structure and logic of supporting arguments or methodology within a sociology framework, understands what constitutes valid evidence in the discipline, analyzes the reasonableness of the conclusions, and recognizes prejudice, deception, or manipulation.

[1] Appendix B does not attempt to map directly to the *ACRL Framework* and is therefore organized neither around frame nor accompanying knowledge practices or dispositions.

- Examines and compares information from various sources in order to ascertain the reliability, validity, accuracy, authority, timeliness, and point of view or bias of a given source (e.g. compares the information in a *Wikipedia* article to the information from a scholarly encyclopedia that has an authoritative editorial board).
- Describes the relative value of different kinds of Web sites (e.g. corporate, scholarly, personal) or different kinds of articles (popular, news, scholarly) on the same topic, in terms of authority and content.
- Recognizes the cultural, physical, or other context within which the information was created and accessed, and understands the impact of context on interpreting the information (e.g. questions and understands whether the researcher had full access to pertinent government sources or to the population studied, whether the researcher encountered censorship or culturally-imposed limitations in asking questions or gathering information, for whose benefit the research was produced, and which data or viewpoint might be missing from the analysis).
- Chooses a communication medium, format, and style that best supports the purposes of the product or performance and the intended audience (e.g. integrates maps, photos of artifacts, and texts of field diaries into a PowerPoint package on a specific archaeological site for a class presentation or to mount on the Internet to educate local residents about a salvage project involving a new highway).
- Uses a range of formats and technologies, incorporating principles of design and communication, in presenting a research project (e.g. creates a study of Polynesian music integrating sound bites and links to photographic images from HRAF and contemporary performances).
- Determines the availability of needed information and broadens the search beyond local resources to obtain materials not at one's own library or institution or online (e.g. borrows material on interlibrary loan; uses resources at other locations, including abroad; and obtains images, videos, text, or sound).
- Defines a realistic overall plan and timeline to acquire the needed information, do the field work, analyze data, or learn new skills.
- Compares new knowledge with prior knowledge to determine the value added, contradictions, or other unique characteristics of the information and take steps to reconcile differences.
- Organizes and integrates content, quotations, and paraphrasing in a manner that supports the purposes and format of the product or presentation (e.g. prepares outlines, oral reports, drafts, videos; uses presentation software; and manipulates/transfers digital text, images, and data for the presentation or product).
- Produces accurate citations and reference lists using the documentation style of the American Anthropological Association, the American Sociological Association, or the American Psychological Association.
- Records systematically all pertinent citation information for future reference (e.g. uses a citation management system such as EndNote or RefWorks, a Word file, or note cards).
- Knows when citation of sources is necessary in order to respect authors' intellectual property rights and accurately indicate where the words and ideas of others have been used.
- Applies appropriate criteria for evaluating both the information and its source.

## Sociological Information Literacy at the Graduate Level

*Key Cognitive Skills*

- Understands issues related to privacy and security of information (e.g. cases in which field notes can be subpoenaed or government funding organizations can demand primary research data).
- Understands the costs and benefits of acquiring the needed information.
- Understands issues related to free versus fee-based access to information, including pertinent inequalities of access in the U.S. and abroad.

*Key Behaviors for Success*

- Identifies and lists key concepts, terms, social theories, culture groups, places, and names related to the topic in preparation for searching for information on it. Example: uses the discipline-focused encyclopedias, *Thesaurus of Sociological Indexing Terms*, and *Outline of Cultural Materials* of the Human Relations Area Files (HRAF).
- Selects the most appropriate investigative methods for researching the topic.
- Identifies and evaluates anthropological and sociological qualitative and quantitative research methodologies applicable to the project that will provide the kind of data or information needed. Example: fieldwork, participant observation, data analysis, interviews, survey research, literature review, software for linguistic text analysis, and spatial databases for databases that provide the *online text* of journals from many disciplines but which are typically limited in date and/or scope for anthropology and sociology (e.g. *JSTOR, Expanded Academic ASAP, Google Scholar*), and the companies, organizations, or systems that simply *license* the databases or online text of journals (e.g. CSA, EBSCO, Sage).
- Records systematically all pertinent citation information for future reference. Example: uses a citation management system such as EndNote or RefWorks, a Word file, or note cards.
- Knows when citation of sources is necessary in order to respect authors' intellectual property rights and accurately indicates where the words and ideas of others have been used.
- Demonstrates an understanding of intellectual property, copyright, and fair use of copyrighted material. Obtains and posts necessary permissions from authors and organizations where needed to use copyrighted material in writing or presentations.
- Shares the product of the research, e.g., the report, data, or ethnography, with groups and sponsors in keeping with ethical principles of the AAA or ASA.

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# Transmittal Sheet for Draft Standards and Guidelines

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

Title of Standard or Guideline:

Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology

Section or Committee Submitting:

Anthropology and Sociology Section Instruction and Information Literacy Committee

Submitting Section or Committee Chairperson:

Gina Schelesselman-Tarango and Krystal M. Lewis

Date of Previous Version:

Not applicable

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

__X__ Published in *C&RL News* (date) December 2020

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

ANSS - L: anss-l@lists.ala.org; 12/1/2020, 1/12/2021

ILI: ili-l@lists.ala.org; 12/1/2020, 1/12/2021

ACRL Frame: acrlframe@lists.ala.org; 12/1/2020, 1/12/2021

__X__ Published in Section newsletter (date) 10/29/2020

__X__ Public hearing held **[optional]** (date) ANSS Sociology Librarians Discussion Group, 1/27/2021

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

*Teaching Sociology* journal editors e.g. Michele Kozimor; 12/1/2020, 1/8/2021

TRAILS editor (Greg Kordmeier), other TRAILS staff; 12/1/2020, 1/8/2021

Committee members of "The Sociology Major in the Changing Landscape…": Pike, Diane L., Teresa Ciabattari, Melinda Messineo, Renee A. Monson, Rifat A. Salam, Theodore C. Wagenaar, Jeffrey Chin, Susan J. Ferguson, Margaret Weigers Vitullo, Patrick Archer, Maxine P. Atkinson, Jeanne H. Ballantine, Thomas C. Calhoun, Paula England, Rebecca J. Erickson, Andrea N. Hunt, Kathleen S. Lowney, Suzanne B. Maurer, Mary S. Senter, and Stephen Sweet (https://www.asanet.org/sites/default/files/asa-booklet-2017.pdf); 12/1/2020, 1/8/2021

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

_____

_____

_____

__X__ Other (please list):

*ACRL Insider;* December 2020

*ACRL Update email newsletter;* December 2020

ACRL social media (Facebook, Twitter, Instagram); posted 12/1/2020, recurring through 1/31/2021

ANSS social media (Twitter & Facebook); posted 12/1/2020, recurring through 1/31/2021

ACRL IS social media (Facebook & Twitter); posted 12/1/2020, recurring through 1/31/2021

Date Approved by Section executive committee (if applicable) 6/29/2021

Date Approved by ILFSC November 2021

Date Approved by Standards Committee _____

Date Approved by ACRL Board _____

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

*C&RL News* by _____

Other (please list)

Association of College & Research Libraries
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# Board of Directors Action Form

To: ACRL Board of Directors

Subject: Composition of Research and Scholarly Environment Committee

Submitted by: Sandra Enimil, Chair ReSEC and Kara Malenfant, ACRL staff liaison to ReSEC

Date submitted: December 13, 2021

## Background

ACRL's Research and Scholarly Environment Committee (ReSEC) works closely with the Scholarly Publishing and Academic Resources Coalition (SPARC) to host an ACRL/SPARC Forum at each ALA Annual Conference on timely subjects in the scholarly ecosystem such as big deal cancellations, collective reinvestment in open infrastructure, and diversity, equity, and inclusion in scholarly communication. In practice, it is the co-convenors of the Scholarly Communication Discussion Group who plan and execute the ACRL/SPARC Forum and its related discussion group as well as manage the Scholarly Communication Community in ALA Connect. While it has long been the case that the outgoing discussion group convenor indicates an incoming convenor from among the ReSEC membership, this has not been codified.

To ensure that this practice is formalized, and future convenors retain a connection to ReSEC, we recommend that the committee composition be updated to indicate the Scholarly Communication Discussion Group convenor(s) serve ex officio on ReSEC. Additionally, this change will permit the Scholarly Communication Discussion Group convenor(s) to accept two additional appointments across ALA (instead of one), in compliance with ALA Policy A.5.4 Member Service Policy (Old Number 4.4) which states:

No person shall concurrently serve in more than three separate positions. Governing board, committee, liaison, subcommittee, and other responsibilities which require service in another position (e.g., service on a committee which entails assembly representation) are not in conflict with this policy.

## Stakeholders

We consulted current Scholarly Communication Discussion Group co-convenors Ashley Sergiadis and Jennifer Chan, and they support this recommended action.

## Fiscal and Staffing Impact

ACRL staff will update the composition statement on the Research and Scholarly Environment Committee roster page and make appropriate process changes for the 2022-23 appointment cycle.

## Action Recommended

That the ACRL Board of Directors approves an update to the Research and Scholarly Environment Committee composition to add new text in bold:

> Ex-officio members include scholarly communication licensed workshops road show presenter coordinator, research data management licensed workshops presenter coordinator, **and the convenor(s) of the Scholarly Communication Discussion 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.

ACRL Advancing learning Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

# 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**
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# Five-Year Goals and Objectives

## Value of Academic Libraries

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

***Proposed Objectives:***

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

## Student Learning

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

***Proposed Objectives:***

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

## Research and Scholarly Environment

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

***Proposed Objectives:***

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

## New Roles and Changing Landscapes

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

***Objectives:***

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

Association of College & Research Libraries
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Advancing learning
Transforming scholarship

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

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

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

| Committee Name & Charge | |
|---|---|
| **Committee Name:** | New Roles & Changing Landscapes Committee |
| **Charge/Tasks:** | To oversee and implement ACRL's New Roles and Changing Landscapes goal, as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, diversity, and consultation services and in developing the ACRL New Roles and Changing Landscapes Initiative; and monitor and assess the effectiveness of this initiative. |

| 2020–2021 Leadership (terms: July 1, 2020–June 30, 2021) | |
|---|---|
| **Chair:** | Erin Smith |
| **Vice-Chair:** | Marilyn Myers |
| **Board liaison:** | Jeanne Davidson |
| **Staff liaison:** | Erin Nevius |
| **Other leaders:** | |

| 2021–2022 Leadership (terms: July 1, 2021–June 30, 2022) | |
|---|---|
| **Chair:** | Marilyn Myers |
| **Vice-Chair:** | Amy Dye-Reeves |
| **Board liaison:** | Mary Mallery |
| **Staff liaison:** | Erin Nevius |
| **Other leaders:** | Change Chair: Amy Dye-Reeves; User Experience Chair: Erica Watson;<br>OER Chair: Russell Michalak; Diversity Pipeline/EDI Chair: Lilly Ramin<br>Add-On Roles Chair: Russell Michalak |

| Report & Work Plan Submission | | | |
|---|---|---|---|
| **Year-end report written by:** | Erin Smith | **Date:** | August 16, 2021 |
| **Work plan submitted by:** | Marilyn Myers | **Date:** | August 30, 2021 |

# 2020–2021 Year-end Report

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

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

- Worked with curriculum designers and Erin Nevius to publish *Fostering Change: A Team Based Guide* on October 20, 2020 (available to all at no charge: http://www.ala.org/acrl/publications/booksanddigitalresources/digital). Worked with the Fostering Change curriculum designers to hire an additional facilitator with experience in leading conversations about EDI in preparation for the Fall 2021 launch of a fee-based cohort experience based on the Guide.
- Worked with curriculum designers and Chase Ollis to present the Open Education Resources Off-Road Show, a three-part webcast held in late February and early March.
- Hosted and presented "Let's Keep Doing This!" in February 2021, an ACRL Presents webcast exploring User Experience initiatives set in motion due to the COVID-19 pandemic, but will be continued indefinitely due to their success.
- Currently connecting with others with the goal of learning about other EDI work happening across the organization in order to identify gaps/overlap and possible areas for collaboration. Identified a focus for our efforts in 2021-2022: retention strategies for librarians from diverse backgrounds.

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

- *Fostering Change: A Team Based Guide* has been viewed 2,356 times since it's October 2020 publication.
- The Open Educational Resources Off-RoadShow had 48 individual registrants and 27 group registrants for all three webinars, with a total of nearly 100 attendees in each webinar.
- "ACRL Presents: Let's Keep Doing This!" had 330 registrants and close to 200 attendees.

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

The Fostering Change cohort and the EDI work will continue next year. User Experience will continue to be a focus—another webinar is already being planned. The OER Road Show project will continue—the committee will be "following along" as ACRL decides if/when to transition back to an in-person experience. The OER RoadShow presenters are also working on converting their in-person RoadShow to an online licensed version, expected in Fall 2021.

**4. What worked well?**

We introduced some structural changes to the committee this year, creating a subcommittee/working group with a chair/co-chair for each area of focus: Change, OER, Diversity Pipeline & UX.
Also, we also convened a meeting of the entire committee on the last Friday of every month—and published the full schedule of meetings at our second meeting (after soliciting input to make sure the day/time selected would usually work for everyone). Having the meeting set so far in advance help alleviate some of the scheduling problems that can plague large committees. As chair, two weeks prior to the meeting, I would invite all the subcommittee chairs and co-chairs, our BOT liaison, and our ACRL staff liaison to provide insight/input into the meeting agenda so that I could distribute the agenda to the full committee the Monday prior to our meeting.

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

I could not be more proud of the work this committee accomplished. Two long-term projects (the Fostering Change guide and the OER Road Show) came to fruition and significant work was made in the other areas as well…and all of this while we faced a global pandemic.

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

The "investigative" work undertaken by the Diversity Pipeline/EDI subcommittee, which endeavored to find a need in the library community that was not being address by another ACRL or ALA group was challenging but will serve our profession well.

Also, we worked with the Fostering Change curriculum designers to advertise for and hire an additional facilitator with a background in leading EDI conversations to deepen the cohort experience based on the guide.

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

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

- **Name:**
- **Email:**

None for the past year, but both of the above projects, when completed would be great additions.

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

No.

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

Personally, I have had many wonderful ACRL experiences, but this one tops them all. The committee members (including our BOD and Staff liaisons) were creative, engaged and dedicated—to a person. And when you have the opportunity to serve with people like that, amazing work cannot help but happen.

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

## 2021–2022 Work Plan

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

**ACRL Short-Term Priorities**

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

NRCL is focused on future needs, opportunities and directions of academic libraries and their staffs. Greater evidence of EDI is among those needs and an aspect of each NRCL activity for 2021/22, as outlined below. In addition NRCL will continue to integrate EDI perspectives in the overall work of the Committee.

- Instruction and mentoring on OER help librarians increase campus capability to provide relevant instruction materials and lower cost cost-of-attendance barriers for college students. Impact can be assessed via the number and type of institutions that launch and sustain programming that

involves faculty in development of relevant course materials and reduces this cost barrier for students based on our work.

- From an initial outline of the EDI aspects of the professional pipeline for academic librarians, the current focus is to explore the challenges and needed support for successful retention of a diverse workforce. Impact can be assessed via the growth of attention to and collaboration on retention across ACRL.
- The Guide for Fostering Change, created by this Committee, addresses needs for a more diverse workforce. A NRCL sub-committee will launch application and education efforts with a self-selected cohort of library professionals. Success measures will focus on include evidence of confidence, knowledge and satisfaction of cohort participants.
- Flexible and Add-On Roles are emerging as a means of adjusting to the new normal—more challenges, fewer resources. This signals new opportunities for staff and new organizational challenges for which EDI should have a conscious role. This would be a newly launched initiative and success measures would emerge as experience in these roles are explored.
- User Experience (UX) and our understanding of it is shifting with users' COVID and post-COVID experiences and expectations. Panel presentations and webinars are planned. Success measures will emerge from how these programs are received and followed up on.

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

The NRCL Committee will be expanding its presence and visibility on ALA Connect. Each project group consists of new and continuing Committee members who work to advance action plans they have participated in designing. Check-ins on progress are reported monthly at NRCL Committee meetings. Communication and engagement support via mechanisms for cross-ACRL groups and activities addressing EDI would be useful.

3. **Membership:**
    a. How might the work of your committee support or provide value for members?

| |
|---|
| Each NRCL project strives to address a current or emerging challenge for ACRL members and member libraries. |

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

| **Work Plan Activity #1** | |
|---|---|
| **Activity Name:** | OER |
| **Brief Description:** | Prepare librarians to advance the understanding of how and why of open educational resources. |

| **Activity #1 Timeline** | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **short-term project that will be completed this membership year** | |
| x | **multi-year project continuing past June 30, 2021. Expected completion date:** | 2022-2023 |

| **ACRL Plan for Excellence** | |
|---|---|
| **Check the best goal and indicate the objective.** | |
| | **Value of Academic Libraries** |
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| X | **New Roles and Changing Landscapes** |
| | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |

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

OER is an element of the changing higher education landscape and librarians, with training and experience, are well-suited to partner with faculty on producing a less costly learning experience for students.

**Activity #1 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Digital licensed version promoted based on existing content | September 2021 | OER Subcommittee | ACRL staff |
| Replace program developers/presenters as needed | June 2022 | Developers/Presenters Subcommittee members | ACRL staff support Financial—recruitment and contracts |
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**Activity #1 Assessment**

| How will success be measured? |
|---|
| Attendance nos.<br>Revenue generated<br>Satisfaction ratings<br>Emergence of additional OER support in/for academic libraries |

## 2021–2022 Work Plan

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

| Work Plan Activity #2 | |
|---|---|
| **Activity Name:** | Diversity Subgroup |
| **Brief Description:** | Working on EDI pipeline, with current focus on retention—"stay strategies" for organizations and individuals |

| Activity #2 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **short-term project that will be completed this membership year** | |
| x | **multi-year project continuing past June 30, 2022.Expected completion date:** | 2023 |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning** |
| **Research and Scholarly Environment** |

| | |
|---|---|
| x | **New Roles and Changing Landscapes** |

**Core Commitment to Equity, Diversity & Inclusion**

**Enabling Programs and Services (education, advocacy, publications, or member engagement)**

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

From an environmental scan including a review of essential documents plus engaging ACRL EDI-related groups and guidelines, emerged a needed focus on elements of retention.

**Activity #2 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Virtual webinar and/or discussions on retention/stay strategies through formal ALA channels | Fall 2021-Spring 2022 | Subcommittee members<br>Leads: L. Ramin and C. Pierard in collaboration with Erin Nevius, ACRL Staff, in conjunction with ACRL Equity, Diversity and Inclusion Committee | ACRL staff support for publicity across ALA<br>Tech support<br>Financial support if funding panel speakers |
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| Activity #2 Assessment |
|---|
| **How will success be measured?** |
| Interest in participation by individuals and ACRL units<br>Projects emerging from this initial engagement |

## 2021–2022 Work Plan

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

| Work Plan Activity #3 | |
|---|---|
| **Activity Name:** | Fostering Change Cohort |
| **Brief Description:** | Grow skills and knowledge about change management for librarians and library professionals. |

| Activity #3 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **short-term project that will be completed this membership year** | |
| x | **multi-year project continuing past June 30, 2022.Expected completion date:** | 2023 |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |

| | |
|---|---|
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| x | **New Roles and Changing Landscapes** |
| | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |

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

The ability and opportunity to successfully "foster change" is critical to managing the changing landscapes of academic librarianship.

**Activity #3 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Launch cohort recruitment | July 2021 | Erin Nevius | Staff and tech support |
| Review cohort applications | August 2021 | Amy Dye-Reeves, Chair and other Subcommittee members | Staff support |
| Run cohort program | Fall 2021 | Facilitators:<br>Dani Brecher Cook<br>Sojourna J. Cunningham<br>Cinthya Ippoliti<br>Briana Marshall | Financial, tech and staff support |
| Edit guide | Winter 2022 | Guide authors and facilitator | Tech and staff support |
| Review cohort feedback | Winter 2022 | Facilitators and subcommittee | Staff support |
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| Activity #3 Assessment |
|---|
| **How will success be measured?** |
| Participant confidence, knowledge acquisition and satisfaction |

## 2021–2022 Work Plan

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

| Work Plan Activity #4 | |
|---|---|
| **Activity Name:** | Add-on Roles and Flexible Assignments |
| **Brief Description:** | Develop recommendations and/or list of competencies that support success in new roles. |

| Activity #4 Timeline | |
|---|---|
| **How long will it take to do this project?** | |
| **continuous project assigned in charge** | |
| x **short-term project that will be completed this membership year** | |
| **multi-year project continuing past June 30, 2022.Expected completion date:** | |

| ACRL Plan for Excellence | |
|---|---|
| **Check the best goal and indicate the objective.** | |
| | **Value of Academic Libraries** |
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| x | **New Roles and Changing Landscapes** |
| | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** | |
| Add-on roles are an emerging professional challenge in a landscape of changing work conditions and expectations. | |

**Activity #4 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Draft online survey to identify new roles academic librarians have assumed in the past two years and their impacts | 10/2021 | Subcommittee | |
| Submit survey for ACRL approval | 10/2021 | Subcommittee | ACRL review and approval via Erin Nevius, staff support |
| Perform environmental scan to identify common new roles in the past two years | 10/2021 | Subcommittee | |
| Finalize survey and implementation plan | 10/2021 | Subcommittee | |
| Conduct survey, analyze data and draft report and plan for online panel | 1/2022 | Subcommittee | Online survey platform |

| | | | |
|---|---|---|---|
| Confirm panelists and date of event, promote the event | 2/2022 | Subcommittee | ACRL staff |
| Host event online and share video of event on ACRL channel, YouTube | 3-4/2022 | Subcommittee | Teleconference platform, ACRL staff |
| Create report on findings on new roles with review by NRCL members | 4/2022 | Subcommittee | |
| Submit recommendations for follow-up to NRCL Co. | 5/2022 | Subcommittee | |
| Share survey findings and recommendations with professional community | 6/2022 | Subcommittee | |

| **Activity #4 Assessment** |
|---|
| **How will success be measured?** |
| Projects initiated with evidence of success measures.<br>.volume of responses to survey<br>.enrollment in panel program and participant evaluations<br>.viability of recommendations for follow-up activities |

## 2021–2022 Work Plan

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

| **Work Plan Activity #5** | |
|---|---|
| **Activity Name:** | UX User Experience |
| **Brief Description:** | Increased emphasis on responding to the user's experience with libraries and services rather than defining what that experience is or should be. This is especially important as we enter a new normal in our engagement with users on campus or remotely. |

| Activity #5 Timeline | |
|---|---|
| **How long will it take to do this project?** | |
| **continuous project assigned in charge** | |
| x **short-term project that will be completed this membership year** | |
| **multi-year project continuing past June 30, 2022.Expected completion date:** | |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning** |
| **Research and Scholarly Environment** |
| x **New Roles and Changing Landscapes** |
| **Core Commitment to Equity, Diversity & Inclusion** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |
| Academic library landscapes are increasing in their complexity as library and institutional expectations of user satisfaction are not as clearly aligned in the post-pandemic era. |

**Activity #5 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Establish scope of presentation and secure roster of presenters on user experience | Fall 2021 | Subcommittee members | |
| Lightening round webinar: (UX) user experience in academic | Spring-Summer 2022 | Subcommittee members | Tech support |

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| libraries in a hybrid world | | | |
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| Activity #5 Assessment |
|---|
| **How will success be measured?** |
| Attendance nos.<br>Satisfaction ratings<br>Expanded interest and engagement across ACRL |

## 2021–2022 Work Plan

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

Advancing learning
Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

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

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

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

| Committee Name & Charge | |
|---|---|
| **Committee Name:** | ACRL Student Learning and Information Literacy Committee |
| **Charge/Tasks:** | To oversee and implement ACRL's Student Learning Initiative as described in the strategic plan. Work with the ACRL Board and other ACRL units to create a comprehensive approach to student learning and information literacy efforts including a) promote and facilitate professional development, publications, research, and advocacy related to information literacy and student learning; b) support the development of the ACRL student learning/information literacy website; and c) monitor and assess the effectiveness of the ACRL Student Learning Initiative. |

| 2020–2021 Leadership (terms: July 1, 2020–June 30, 2021) | |
|---|---|
| **Chair:** | Alex Hodges |
| **Vice-Chair:** | Meg Meiman |
| **Board liaison:** | Toni Anaya |
| **Staff liaison:** | Mary Jane Petrowski |
| **Other leaders:** | |

| 2021–2022 Leadership (terms: July 1, 2021–June 30, 2022) | |
|---|---|
| **Chair:** | Meg Meiman |
| **Vice-Chair:** | Melissa Mallon |
| **Board liaison:** | Toni Anaya |
| **Staff liaison:** | Mary Jane Petrowski |
| **Other leaders:** | |

| Report & Work Plan Submission | | | |
|---|---|---|---|
| **Year-end report written by:** | Alex Hodges | **Date:** | August 31, 2021 |
| **Work plan submitted by:** | Meg Meiman and Melissa Mallon | **Date:** | August 31, 2021 |

# 2020–2021 Year-end Report

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

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

SLILC had three core project teams this year, with a fourth team that maintained cohesion through leading the work plan:

- **Open Educational Practices/Professional Development (OEPD) Team** led by Andrea Baer
- **Publications Team** led by Melissa Mallon
- **Engagement Team** led by Sara Miller
- **Leadership Team** led by Alex Hodges & Meg Meiman

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

**OEP/PD**

- The OEP/PD Team held the 2021 Midwinter Discussion Forum on Feb. 10, **"Open and Inclusive Pedagogies from and Beyond Your Living Room."** The OEPD Team surveyed the ACRL membership to prepare discussion questions. We had 200 individuals register, and 123 participated live.
- The Team also held the 2021 Annual Discussion Forum on May 25, **"Open Education Practices Showcase,"** https://youtu.be/xmIgjzBGb8Q. The LibGuide is also available. We had 334 individuals registered who received the recording, and 123 individuals participated live.
- Regarding these programs, the fact that attendance at our online sessions was higher than it ever has been for our in-person sessions is striking, and will be our guide for planning and future programming.

**Publications**

- The Publications Team solicited proposals and received manuscript drafts, which are now under revision, for the ACRL Board-approved book proposal for *Equitable & Inclusive Pedagogy*. http://bit.ly/CFP_ACRLinclusivepedbook
- From last year's call for proposals (March 2020), the Publications Team worked with authors and reviewed their submitted manuscripts for the *C&RL News* column, "Perspectives on the Framework." Another call for proposals occurred in Spring 2021. For 2020-21, six columns have been published in accordance with this SLILC workplan. The September 2020 issue contained "Loaded questions: The Framework for Information Literacy through a DEI lens." The November 2020 issue contained "Constructing authority: Using the ACRL Framework to connect with underserved students." The January 2021 issue contained "No need to go big: Teaching Framework concepts with small teaching." The March 2021 issue contained "Transforming theory into practice: Creating student-centered instructional activities rooted in the Framework." The May 2021 issue contained "Overdue: Incorporating social justice into the Framework for Information Literacy for Higher Education." The July/August 2021 issue contained "You can improve: Using the Framework in How to Read workshops."

- The Publications Team is now working with authors for the October 2021, December 2021, and future *C&RL News* columns.

**Engagement**

- Prepared the membership for the sunsetting of the information literacy SYMPA listservs in concert with the Instruction Section (IS).
- Marketed programming, assisted in facilitation activities, and maintained the SLILC LibGuide web presence.

**Leadership**

- We held three whole committee-wide meetings: orientation, mid-winter, and annual.
- We developed and proposed an accepted joint-panel, on-demand program with the ACRL Value of Academic Libraries (VAL) chair Amanda Folk and vice-chair Becky Croxton for ALA Annual 2021 "A Critical Conversation about Assessment." Amanda was the lead on this effort.
- We wrote the work plan, mid-winter report, and year-end report.
- We liaised with our Board member, our ACRL staff liaison, and met with the Board at mid-winter and annual.

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

The scope and shape of project continuation will be determined by next year's leadership. Some topical areas for consideration of the project teams include:

- Discuss and begin brainstorming the future of the Framework for Information Literacy for Higher Education (2015).
- Continue professional development of open education initiatives, inclusive/antiracist pedagogy, and future of the Framework sessions.
- Maintain publication of the *C&RL* "Perspectives on the Framework" column.

**4. What worked well?**

- The matrix structure of the project teams continued to help SLILC execute the work plan.
- The work plan's flexibility provided us ample opportunities to reassess our bandwidth.
- The engaged and talented team leads were incredible colleagues and leaders in their own right.

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

- Committee members were stretched thin by the global pandemic during this entire work plan year.
- Our ambitious work plan accomplished a lot, but it was too much for the amount of time SLILC members were able to devote to ACRL activities.
- I [Alex Hodges] wish I had been proactive to encourage that less is more – especially while ALA and ACRL staff were furloughed throughout the year.
- We decided against completing work plan items such as writing bibliographies, hosting as many events as planned, and writing a "Keeping Up with . . ." column, among other commitments that were deemed administrative.

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

SLILC members use equity, diversity, and inclusion lenses for all of the committee's work. As stated in the ACRL Strategic Plan, SLILC's goal and objectives inform all of our work. Our goal and objectives inform every project SLILC undertakes.

- Goal: Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.
- Objectives:
- Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.
- Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning.

More specifically, in May 2021 Christopher Sweet wrote the column "Incorporating social justice into the Framework for Information Literacy for Higher Education," as part of C&RL's Perspectives on the Framework series, overseen by SLILC's Publications Team.

Additionally the two programs sponsored by SLILC's Open Educational Practices/Professional Development Team were free online sessions each focusing on inclusive educational practices, and attendance at both sessions encompassed individuals well beyond ACRL; these programs helped spread the word about what SLILC is doing as a committee, and may have given ACRL as an organization a bit of a boost.

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

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

- **Name: Meg Meiman**
- **Email: meg.meiman@gmail.com**

The scope and shape of EDI activities will be determined by next year's leadership.

- The OEP/PD Team would like to work with the Framework and SoTL Roadshow teams 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.

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

It would have been helpful to have had the template for this year-end report and next year's work plan sooner than it was delivered.

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

People! And, importantly, the leadership of the previous SLILC Chairs: Alex Hodges and Nicole Brown. We salute Nicole's predecessors, too: Liz Galoozis and Elizabeth Berman, among others.

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

[from Meg Meiman:] In the 2021 Midwinter report submitted by Past Chair Alex Hodges, he noted that "the pandemic, racial injustices...and trials of higher education/economy have affected the energy and motivation of SLILC members, who are all reeling in their full-time roles to manage massive change. In

general, there is less time to spend on ACRL service." In many ways, this state of affairs seems even more true now than it did in January 2021.

I (Alex here) recommend that "less is more" not just now but for the Association's future. So much of the reporting and intensive detail that the work plan requires feels overly fastidious. Consider simplifying strategy and better supporting virtual meetings/conferences – the world is changing; academia and the life of our Association is at stake because the next generation (Gen Z, not this Gen Xer) of librarians do not want to work according to the vibes/norms of our shared past.

Few members expressed excitement about the online delivery of ALA midwinter, ACRL, and ALA annual conferences -- except that more of the membership can attend and be involved virtually. The pressure to multi-task and work through one's job while attending the online conferences exists.

## 2021–2022 Work Plan

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

| **ACRL Short-Term Priorities** |
|---|
| 1. **Equity, Diversity, and Inclusion**:<br>a. What conversations will your committee continue about EDI-related initiatives? (e.g., developing programming, tools, publications, eLearning, etc.)<br>b. What are some ways you could determine outcomes/impact? |
| ● We will continue to endeavor to develop programming and publications that center on equity, diversity, and inclusion as values and practices.<br>● Determining outcomes and impact is still being developed and will require further conversations among our teams, once they have been formed. |
| 2. **Communication and engagement**:<br>a. How involved are members in the work of the committee?<br>b. What ideas does your group have for helping members feel more connected to the work of the team?<br>c. What kind of support might you need to improve communication and engagement? |
| ● At present, our committee members are not very involved, because I have only begun to work with Vice-Chair Melissa Mallon to put together this year's teams.<br>● Since our teams are still being formed, we have yet to discuss ideas about helping non-committee members feel more connected.<br>● Ways of improving communication and engagement will require further conversations among our teams, once they are formed. |
| **3. Membership:**<br>a. How might the work of your committee support or provide value for members? |

- We will continue to develop publications and provide online programming for members and prospective members alike, to support them in their pedagogical needs (particularly related to open and inclusive pedagogies) and foster ideas for engaging students.

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

| Work Plan Activity #1 | |
|---|---|
| **Activity Name:** | SLILC Publications Team |
| **Brief Description:** | Facilitate and produce publications that advance equitable and inclusive pedagogical practices and environments for libraries to support student learning. |

| Activity #1 Timeline | |
|---|---|
| **How long will it take to do this project?** | |
| **continuous project assigned in charge** | |
| **short-term project that will be completed this membership year** | |
| **multi-year project continuing past June 30, 2021. Expected completion date:** | |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning**<br>Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning. Also: 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** |
| **New Roles and Changing Landscapes** |
| **Core Commitment to Equity, Diversity & Inclusion** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |

Relevant and timely publications work toward the overarching SLILC goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

**Activity #1 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Continue work on the Board-accepted edited volume on inclusive pedagogy (second drafts are due in early September) | December 2021 | Publications Team | |
| Propose and (if accepted) write an essay for ACRL's *Keeping Up With* series, focusing on a topic related to inclusive and open pedagogies. We anticipate cross-team collaboration within SLILC for this. | January 2022 | Publications Team Engagement Team, OEP/PD Team | |
| Solicit new authors and edit content for bimonthly "Perspectives on the Framework" *C&RL News* column. For 2021-2022, the team will ask for proposed pieces that include an EDI focus. | September 2021 (solicit new columns); ongoing | Publications Team | |

**Activity #1 Assessment**

**How will success be measured?**

SLILC will solicit and edit monthly "Perspectives on the Framework" column for *C&RL News*; continue work on the Board-accepted edited volume on inclusive pedagogy, and produce at least one "Keeping up With" column.

# 2021–2022 Work Plan

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

| Work Plan Activity #2 | |
|---|---|
| **Activity Name:** | SLILC Engagement Team |
| **Brief Description:** | Engage the ACRL membership and beyond with SLILC's work, assess its impact, and make recommendations for outreach efforts. |

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

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning**<br>Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning. Additionally, collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning. |
| **Research and Scholarly Environment** |
| **New Roles and Changing Landscapes** |
| **Core Commitment to Equity, Diversity & Inclusion** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |

Engaging our communities furthers SLILC's goal and involves close collaboration with partners.

| Activity #2 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Keep SLILC website up-to-date and monitor member and non-member engagement | ongoing | Engagement Team | |
| Monitor virtual attendance for SLILC-sponsored online program(s) and make recommendations for content and online participation | ongoing | Engagement Team, OEP/PD Team | |
| Communicate and share stories; post SLILC events, work, and programs to various discussion lists and share with ACRL social media accounts | ongoing | Engagement Team, with input from OEP/PD Team and Publications Team | |
| Review the guiding document for outreach and engagement activities (timeline, best practices, lessons learned during COVID-19) to guide SLILC next year in 2022-2023 | ongoing | Engagement Team; SLILC Leadership | |

| Activity #2 Assessment |
|---|
| **How will success be measured?** |
| SLILC's outreach and engagement will reach ACRL membership and beyond; our efforts and impact will be assessed as we go, using the updated guiding document for next year's committee. |

## 2021–2022 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2021–2022 program year. While the form is pre-populated with ten activities, it is not required to generate ideas for all ten

activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

| Work Plan Activity #3 | |
|---|---|
| **Activity Name:** | **SLILC Open Educational Practices/Professional Development (OEP/PD) Team** |
| **Brief Description:** | Plan one SLILC conference program for 2021-2022 (two if feasible), keeping the programming's focus on Open Educational Practices to support academic librarians as they advance equitable and inclusive pedagogical practices and environments that support student learning. Coordinate with other ACRL entities that provide professional development to build partnerships that infuse SLILC's goal into their work. |

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

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning**<br>Advance equitable and inclusive pedagogical practices and environments for libraries to support student learning. Additionally:<br>1. Empower libraries to build sustainable, equitable, inclusive, and responsive information literacy programs.<br>2. Collaborate with internal and external partners to expand understanding of the impact of information literacy on student learning. |
| **Research and Scholarly Environment** |
| **New Roles and Changing Landscapes** |
| **Core Commitment to Equity, Diversity & Inclusion** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |

SLILC's OEP/PD efforts are a core mechanism to empower libraries to build information literacy programs that are equitable, inclusive, and responsive. By leveraging previous OER work and other EDI efforts to lay the foundation for open educational practices, the team will connect the overarching SLILC goal to advance equitable and inclusive pedagogical practices and environments for libraries to support student learning.

**Activity #3 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| Plan one SLILC online conference program scheduled for either LibLearn X or Annual Conference | June 2022 | OEP/PD team | |
| Assess online program/conference activities and make recommendations for future programming | ongoing | OEP/PD team and possibly the Engagement Team | |
| Use the SLILC website to advertise OEP/PD sessions, Perspectives on Framework columns, and other SLILC work, in order to further highlight and promote the work of the committee | ongoing | OEP/PD Team and the Engagement Team | |

**Activity #3 Assessment**

**How will success be measured?**

SLILC will deliver one or two virtual conference programs, assess their effectiveness using attendance metrics and attendee surveys, and recommend modes for future delivery of professional development content.

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

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

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

| Committee Name & Charge | |
|---|---|
| **Committee Name:** | Value of Academic Libraries |
| **Charge/Tasks:** | To oversee and coordinate ACRL's Value of Academic Libraries Initiative as described in the strategic plan; work with the ACRL Board and other ACRL units in creating a comprehensive effort including coalition building, professional development, publications, research, advocacy, and consultation services and in developing the ACRL Value website; and monitor and assess the effectiveness of the Value Initiative. |

| 2020–2021 Leadership (terms: July 1, 2020–June 30, 2021) | |
|---|---|
| **Chair:** | Amanda Folk |
| **Vice-Chair:** | Rebecca Croxton |
| **Board liaison:** | Jessica Brangiel |
| **Staff liaison:** | Mary Jane Petrowski |
| **Other leaders:** | Subcommittee leads: Jung Mi Scoulas, Beate Gersch, Joseph Pirillo, Holt Zaugg |

| 2021–2022 Leadership (terms: July 1, 2021–June 30, 2022) | |
|---|---|
| **Chair:** | Rebecca Croxton |
| **Vice-Chair:** | Jung Mi Scoulas |
| **Board liaison:** | Jessica Brangiel |
| **Staff liaison:** | Mary Jane Petrowski |
| **Other leaders:** | ExOfficio Members: Andrea Falcone (Standards Roadshow) & Brandy Whitlock (Assessment in Action Roadshow)<br>Subcommittee leads: Monika Chavez, Joe Pirillo, Lauren Holmes, Communications Strategy Subcommittee Lead TBD |

| Report & Work Plan Submission | | | |
|---|---|---|---|
| **Year-end report written by:** | Amanda Folk | **Date:** | **07/30/2021** |
| **Work plan submitted by:** | Rebecca Croxton | **Date:** | **08/30/2021** |

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# 2020–2021 Year-end Report

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

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

1. VAL continued to promote the work of Library Impact Grant recipients by offering two webinars featuring presentations from these recipients through the ACRL Online Discussion Forum.
2. VAL launched the Spotlight on Equity & Social Justice series on ACRL Insider this year. To date we have profiled 5 librarians.
3. VAL launched the Learning Analytics Toolkit (LibGuide) early this year and continued to update and promote the Toolkit.
4. VAL worked with ACRL staff (David Free and Lauren Carlton) to initiate a redesign of our web presence.
5. VAL launched a survey about COVID-19 practices to gather data about library operations during a pandemic.
6. VAL co-sponsored a webinar with the Project Outcome Editorial Board.
7. VAL co-sponsored an ACRL program at ALA Annual 2021 that featured a panel of experts discussing critical assessment.

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

I do not have data related to attendance or views for these events and tools.

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

I recommend that VAL continue the Spotlight series on ACRL Insider, continue to update and promote the Learning Analytics Toolkit, continue to work with ACRL staff on a redesigned web presence, and disseminate the results of the COVID-19 survey.

**4. What worked well?**

We had really engaged membership overall. I think there were two things that we did to facilitate this engagement: 1. We met monthly as a committee, which created a group identity. 2. We invited members who had been engaged in previous years to serve as subcommittee leads, and they met and/or communicated regularly with their subcommittees.

We also had great support from our ACRL staff liaison, Mary Jane.

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

I don't think there was much that could have gone better this year, especially given the COVID-19 pandemic and its effects on our personal and professional lives. I could have been better about gathering data (i.e. attendance, views, clicks, etc.) about our work to report here, but it did not occur to me!

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| **6. How has the work/activities of your committee demonstrated commitment to equity, diversity, and inclusion, within or beyond ACRL?** |
|---|
| With the Spotlight series on ACRL Insider, we intend to recognize our colleagues who are doing EDISJ work in the profession, as well as providing examples of how EDISJ can be incorporated into the practice of academic librarianship. |
| **7. Please indicate EDI activities you would like to publicly include on the ACRL EDI LibGuide (Limit to 75 words or less).**<br><br>**If there are questions regarding the above activities, staff can contact:**<br>● **Name:**<br>● **Email:** |
| The Spotlight series on ACRL Insider. Our new chair, Becky Croxton (racroxto@uncc.edu) is a good point of contact. Beate Gersch (beate_gersch@harvard.edu) was our subcommittee lead for this project. |
| **8. Was there information you could have been provided before starting this project that would have made your work easier?** |
| Reminders to collect data for this report!<br>Otherwise, I can't think of much. As I mentioned, we had great support from Mary Jane. She provided us with relevant reminders and guidance. |
| **9. What made this work most rewarding (observations/comments/accolades)?** |
| For me, it was the community that we created of colleagues from across the country this year and the commitment we had to moving the work of the committee forward. The members of the VAL committee worked really hard, and the accomplishments are the result of their hard work and expertise. |
| **10. Any other comments, recommendations, or suggestions?** |
| |

# 2021–2022 Work Plan

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

**ACRL Short-Term Priorities**

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

Conversations about Equity, Diversity, Inclusion as well as Social Justice are infused throughout all of the work we do in VAL. Further, we will continue to sponsor the EDI & SJ Spotlight Series which is coordinated through the work of the VAL committee with said name. We also hope to host a panel presentation or webinar this year that brings together several of the individuals who were featured in the spotlight series for an engaging discussion for and with the larger profession. We are also planning to explore ways to identify, compile, and/or generate resources to empower librarians to not only understand and articulate their value in support of serving all patrons, but also to identify when and/or how they may need to shift course in order to better serve communities who have been traditionally marginalized or underserved in higher education, including libraries. Outcomes or impact could be measured, in part, by attendance at programs and views of online resources. We could also consider conducting follow-up surveys of attendees at our EDISJ related events, asking them to reflect on what they have learned and how it may (or has) influenced their behavior or perspectives.

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

- This committee has a very active set of subcommittees. All committee members are asked to participate on at least one subcommittee.
- Connections are made for members primarily through the work of their subcommittees. Subcommittees are typically 4-6 members who meet monthly and report on their work at the full VAL Committee meetings. Subcommittees most typically have specific projects or initiatives they focus on with tangible products (reports, webinars, spotlights, website, toolkits) that they develop, launch, or carry out with the support of the VAL chair, vice chair, and ACRL staff liaison.
- In prior years, subcommittee members have communicated with each primarily via their own email channels that are outside of ALA Connect. I wonder if there may be an opportunity to create subcommittee communication channels for VAL within ALA Connect.

3. **Membership:**
    a. How might the work of your committee support or provide value for members?

The work of VAL supports and provides value for its members by (1) facilitating the formation of relationships/ connections with other library professionals, (2) building self-worth and sense of achievement by working on projects or initiatives with tangible products, and (3) becoming more informed about conversations, issues, and trends related broadly to the value of academic libraries as well as the topic-specific subcommittee work (e.g., EDI & SJ, learning analytics).

# 2021–2022 Work Plan

| Work Plan Activity #1 | |
|---|---|
| **Activity Name:** | Equity, Diversity, Inclusion, and Social Justice |
| **Brief Description:** | VAL will empower local academic library advocacy, with emphasis on advancing issues of equity, access, diversity, inclusion, and social justice in higher education. VAL will identify and develop resources that support academic librarians in conducting advocacy efforts which articulate institutional EDI goals and demonstrate the value of academic libraries. Our primary means of accomplishing this work in 2021-2022 is through the EDI & SJ Spotlight Series. Further, While academic libraries are committed to serving all members of their communities, we recognize that there are user communities that have traditionally been marginalized in higher education and in our libraries. This activity will (1) explore how libraries can understand if and how we're providing value to user communities who have traditionally been marginalized or underserved and (2) uncover what has or has not worked well in supporting these communities in order to (3) propose a path forward that ensures our resources, services, and spaces provide value to all patrons. |

| Activity #1 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **project that will be completed this membership year** | |
| X | **short-term priority or multi-year project continuing past June 30, 2022.** | |
| | **Expected completion date** | Unknown |

| ACRL Plan for Excellence | |
|---|---|
| **Check the best goal and indicate the objective.** | |
| X | **Value of Academic Libraries**<br>**Objective 4: Support libraries in articulating their role in advancing issues of equity, access, diversity, and inclusion in higher education.** |
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| | **New Roles and Changing Landscapes** |
| X | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |

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

This project will identify and develop resources to empower librarians to conduct Value-based advocacy efforts, particularly those that showcase libraries' efforts to promote equity, diversity, inclusion, and social justice at their institutions.

| Activity #1 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Form subcommittee | August 2021 | Monika Chavez will serve as the lead for this subcommittee with support from Becky Croxton and Jung Mi Scoulas. | |
| Identify new objectives and tasks related to advancing issues of social justice for students served by academic libraries. | September – October 2021 | Monika Chavez with the subcommittee members | |
| Conduct targeted outreach to potential participants for the Equity & Social Justice Spotlight Series (on ACRL Insider) | October 2021 - May 2022 | Monika Chavez with the subcommittee members | |
| Conduct interviews with participants and produce brief write-ups to be shared on ACRL Insider | October 2021 – June 2022 | Monika Chavez with the subcommittee members | ACRL staff support to publish the spotlights on ACRL insider. |
| Host an online panel discussion of select participants who were spotlighted in the EDISJ spotlight series | [to be determined] | Monika Chavez with the subcommittee members | ACRL staff support to assist with logistics of hosting and promoting the online discussion webinar. |
| Identify other promotional and/or educational activities, including but not limited to potential publications or webinars | October 2021 - May 2022 | Monika Chavez with the subcommittee members | |

| Activity #1 Assessment |
|---|
| **How will success be measured?** |
| ● Number of Spotlights published on ACRL Insider, as well as number of views of the posts.<br>● Hosting an online discussion session webinar, along with the number of registrants and session attendees at the online event. |

# 2021–2022 Work Plan

| Work Plan Activity #2 | |
|---|---|
| **Activity Name:** | VAL Resource Oversight |
| **Brief Description:** | VAL has a number of resources to maintain including:<br>● VAL statement (https://www.acrl.ala.org/value/wp-content/uploads/2016/07/Value-of-Academic-Libraries-Statement-FINAL.pdf)<br>● Assessment in Action resources (https://www.ala.org/acrl/AiA)<br>● Library Learning Analytics Toolkit (https://acrl.libguides.com/val/latoolkit)<br>● Libraries Transform toolkit (https://acrl.libguides.com/transform),<br>● VAL WordPress site (https://acrl.ala.org/value/), and<br>● VAL landing page on ACRL website (https://www.ala.org/acrl/issues/value) |

| Activity #2 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **project that will be completed this membership year** | |
| X | **short-term priority or multi-year project continuing past June 30, 2022.** | Unknown |
| | **Expected completion date** | |

| ACRL Plan for Excellence | |
|---|---|
| **Check the best goal and indicate the objective.** | |
| X | **Value of Academic Libraries**<br>**Objective 2: Promote the impact and value of academic and research libraries to the higher education community.** |
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| | **New Roles and Changing Landscapes** |
| | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** | |
| Keeping VAL resources up to date and relevant allows practitioners to connect with VAL and utilize resources in their own work. | |

| Activity #2 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Form subcommittee | August 2021 | Joe Pirillo will serve as the lead for this subcommittee with support from Becky Croxton and Jung Mi Scoulas | |
| Review VAL Statement and make revisions as appropriate; submit to ACRL Board for approval | October 2021 - January 2022 | Joe Pirillo and members of the subcommittee | ACRL staff support |
| ● Solicit feedback from the COVID-19 subcommittee, specially related to online/distance education | November 2021 | Joe Pirillo and members of the subcommittee | |
| ● Solicit feedback from the EDI&SJ subcommittee to ensure that those values are integrated into the document | November 2021 | Joe Pirillo and members of the subcommittee | |
| Work with ACRL staff to implement recommendations to existing VAL web presence | TBD | Joe Pirillo and members of the subcommittee | ACRL staff: David Free and Lauren Carlton |

| Activity #2 Assessment |
|---|
| **How will success be measured?** |
| ● Receiving approval from the ACRL Board for an updated VAL statement.<br>● Launch of a refreshed web presence on the ACRL website that allows us to have a more uniformed and consolidated web presence, including sun setting the old Wordpress site. |

# 2021–2022 Work Plan

| Work Plan Activity #3 | |
|---|---|
| **Activity Name:** | Learning Analytics/Privacy |
| **Brief Description:** | As the use of learning analytics continues in many institutions of higher education, the question of libraries' participation and concerns for student privacy is a topic that VAL will explore. In addition, the VAL committee will explore the intersections of EDI & SJ with learning analytics. |

| Activity #3 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **project that will be completed this membership year** | |
| X | **short-term priority or multi-year project continuing past June 30, 2022.** | |
| | **Expected Completion Date** | Unknown |

| ACRL Plan for Excellence | |
|---|---|
| **Check the best goal and indicate the objective.** | |
| X | **Value of Academic Libraries**<br>**Objective 2: Promote the impact and value of academic and research libraries to the higher education community.** |
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| | **New Roles and Changing Landscapes** |
| | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |

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

Exploring data analytics as connected to library impact will help members promote the value of academic libraries and evidence-based decision making in support of student learning.

| Activity #3 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Form subcommittee | August 2021 | Joe Pirillo will be the subcommittee lead with support from Becky Croxton and Jung Mi Scoulas | |
| Continue to update and refine the toolkit, including building out sections relating to leading libraries and the bibliography. | September 2021 – June 2022 | Joe Pirillo and the subcommittee members | |
| Explore the intersections of EDI & SJ and learning analytics and/or critical assessment practices; make recommendations for educational activities related to this | October - November 2021 | Joe Pirillo and the subcommittee members | |
| Work with COVID-19 subcommittee on potential educational activities related to learning analytics and online education | October - November 2021 | Joe Pirillo and the subcommittee members | |
| Identify educational activities such as presentations, publications, or webinars that lend clarity to library learning analytics and how the work can be done responsibly to support evidence-based decision making to support student learning | September 2021 - May 2022 | Joe Pirillo and the subcommittee members | |

| Activity #3 Assessment |
|---|
| **How will success be measured?** |
| Views/hits on the toolkit after launch. Implementation of relevant educational activities, including hits/views or registrations/attendees. |

# 2021–2022 Work Plan

| Work Plan Activity #4 | |
|---|---|
| **Activity Name:** | Value of Libraries during COVID-19 disruption |
| **Brief Description:** | Academic libraries have provided support as institutions have had to rapidly shift from a primarily in-person environment to completely online or hybrid during the COVID-19 crisis. This activity seeks to explore and highlight the value that academic libraries have provided to their institutions during that time and help to identify some possible best practices for the future. |

| Activity #4 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **project that will be completed this membership year** | |
| X | **short-term priority or multi-year project continuing past June 30, 2022.** | |
| | **Expected completion date** | Unknown |

| ACRL Plan for Excellence | |
|---|---|
| **Check the best goal and indicate the objective.** | |
| X | **Value of Academic Libraries**<br>**Objective 1: Cultivate research opportunities that communicate the impact of academic and research libraries in the higher education environment.**<br>**Objective 2: Promote the impact and value of academic and research libraries to the higher education community.** |
| | **Student Learning** |
| | **Research and Scholarly Environment** |
| | **New Roles and Changing Landscapes** |
| | **Core Commitment to Equity, Diversity & Inclusion** |
| | **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |

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

This activity will highlight the value that academic libraries have provided to their institutions during a crisis and consider the long-term impact of that support.

| Activity #4 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Form subcommittee | August 2021 | Lauren Holmes will be the subcommittee lead with support from Becky Croxton and Jung Mi Scoulas | |
| Present findings of COVID-19 survey in ACRL Online Discussion Forum | August 2021 (scheduled for 8/10/21) | Lauren Holmes and the subcommittee members | |
| Identify opportunities to disseminate findings from the VAL COVID-19 survey and/or other research or assessments related to this topic such as a special issue of a journal, book, etc. | September 2021 - May 2022 | Lauren Holmes and the subcommittee members | |
| Present findings from the COVID-19 survey at one or more regional, state, or national/international conferences. | October – May 2022 | Lauren Holmes and the subcommittee members | |
| Consider different ways to analyze survey data such as rural, library type. | September 2021 - May 2022 | Lauren Holmes and the subcommittee members | |
| Identify strategies creating a guide or “play book” based upon COVID-19 findings to share best practices for libraries in event of future crisis or epidemic. | September 2021 - May 2022 | Lauren Holmes and the subcommittee members | |

| Activity #4 Assessment |
|---|
| **How will success be measured?** |
| ● Number of registrants and attendees at the COVID-19 ACRL online discussion forum.<br>● Count of publications and / or presentations produced by this committee.<br>● Completion of Best Practices Guide |

| Work Plan Activity #5 | |
|---|---|
| **Activity Name:** | Communications Strategy |
| **Brief Description:** | There are many misconceptions about the role of VAL and library learning analytics and the work that we do, particularly related to value, ethics, and marginalization. This subcommittee will:<br>● Develop a communications strategy to reach the broader academic library community that clarifies the value of libraries in supporting student learning and provides education about how to do learning analytics work ethically.<br>● Take the lead on drafting the overall message we want to share with the library profession, with input from the full VAL committee, about the role of VAL and the importance of the work that we do. This will allow all VAL members to have consistent talking points.<br>● Consider modifications to the ACRL Plan for Excellence that more aptly articulates the role of VAL that we can propose to the ACRL Board. |

| Activity #5 Timeline | | |
|---|---|---|
| **How long will it take to do this project?** | | |
| | **continuous project assigned in charge** | |
| | **project that will be completed this membership year** | |
| X | **short-term priority or multi-year project continuing past June 30, 2022.** | |
| | **Expected completion date** | Unknown |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| X **Value of Academic Libraries**<br>**Objective 2: Promote the impact and value of academic and research libraries to the higher education community.** |
| **Student Learning** |
| **Research and Scholarly Environment** |
| **New Roles and Changing Landscapes** |
| **Core Commitment to Equity, Diversity & Inclusion** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |
| This activity will (1) **create a clear message** about the value of academic libraries and how they support student learning *and* (2) **identify opportunities** to share this message through communications and educational opportunities that may include journal articles, webinars, conference presentations, etc. |

| Activity #5 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Form subcommittee | September 2021 | [Subcommittee lead] with support from Becky Croxton and Jung Mi Scoulas | |
| Draft the overall message we want to share with the library profession, with input from the full VAL committee, about the role of VAL and the importance of the work that we do. | September - October 2021 | [Subcommittee lead] with support from Becky Croxton and Jung Mi Scoulas | |
| Draft modifications to the ACRL Plan for Excellence that more aptly articulates the role of VAL that we can propose to the ACRL Board. | October - December 2021 | [Subcommittee lead] with support from Becky Croxton and Jung Mi Scoulas | |
| Develop a communications strategy plan to reach the broader academic library community that clarifies the value of libraries in supporting student learning. | December 2021 - January 2022 | [Subcommittee lead] with support from Becky Croxton and Jung Mi Scoulas | |
| Work with VAL committee members to implement / carry out the communications strategy plan. | January - May 2022 | [Subcommittee lead] with support from Becky Croxton and Jung Mi Scoulas | |

| Activity #5 Assessment |
|---|
| **How will success be measured?** |
| • Development of a message to share with the academic library profession with clear talking points that can be used by VAL committee members.<br>• Revisions to the ACRL Plan for Excellence that more aptly portrays the role of VAL.<br>• Creation and implementation of a communications strategy.<br>• Total number of communications, presentations, articles, etc. that are implemented from the communications strategy plan. |

Advancing learning
Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

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

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

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

| Committee Name & Charge | |
|---|---|
| **Committee Name:** | ACRL Equity, Diversity and Inclusion (EDI) Committee |
| **Charge/Tasks:** | To oversee and coordinate ACRL's Core Commitment to equity, diversity, and inclusion, as described in the strategic plan. Work with the Board and other units to initiate, advise and mobilize support for appropriate action related to issues of diversity, equity and inclusion in academic librarianship—including recruitment, advancement and retention of underrepresented groups to academic and research librarianship and the promotion of library and information services for diverse library users. |

| 2020–2021 Leadership (terms: July 1, 2020–June 30, 2021) | |
|---|---|
| **Chair:** | Mary Beth Lock |
| **Vice-Chair:** | Maisha Carey |
| **Board liaison:** | Faye A. Chadwell |
| **Staff liaison:** | Allison Payne |
| **Other leaders:** | Je Salvador, incoming Vice-Chair and Standards/Framework Review coordinator<br>David Forrero, Mentoring Sub-committee coordinator |

| 2021–2022 Leadership (terms: July 1, 2021–June 30, 2022) | |
|---|---|
| **Chair:** | Maisha Carey |
| **Vice-Chair:** | Je Salvador |
| **Board liaison:** | Faye A. Chadwell |
| **Staff liaison:** | Allison Payne |
| **Other leaders:** | Mary Beth Lock, past chair |

| Report & Work Plan Submission | | | |
|---|---|---|---|
| **Year-end report written by:** | Mary Beth Lock | **Date:** | July 2021 |
| **Work plan submitted by:** | Maisha Carey and Je Salvador | **Date:** | August 2021 |

# 2020–2021 Year-end Report

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

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

Webinars: *Equity Starts Before Hire: A Look at Equitable Approaches to Hiring & Retention*.Tarida Anantachai and Twanna Hodge, co-presenters providing a workshop on equitable hiring practices. Sponsored by ACRL Science and Technology Section, and ACRL/EDI. February 3, 2:00-3:00 EST

*ACRL Presents: An insider's guide to preparing for promotion: the good, the bad and the ugly* Wanda K. Brown, Derrick Jefferson, Marcela Isuster, Curtis Small panelists. March 9, 2021

ACRL Presents: Cultures of Collecting: Sustaining Diversity, Equity and Inclusion in Collection Development,Presenters include Tamar Evangelestia-Dougherty, Roxanne Backowski, and Scarlet Galvan. May 27, 2021

Awarded 50 memberships to BIPOC library workers with the inaugural BIPOC library worker membership drive, conducted by the ACRL EDI Committee, and funded by the ACRL Board

Participated in ALA Annual with a recorded session entitled "How We are Marching: EDI Efforts Across ACRL" which brought together representatives from groups all across ACRL to discuss their EDI initiatives.

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

Two webinars were included as ACRL Presents programs. The "Insider's Guide to Preparing for Promotion" webinar had 227 participants at its highest point. The "Cultures of Collecting" webinar, which included ways to increase diversity in collections, had 999 people register, and maxed out the registration capacity. The recordings of each were made available on ACRL Presents page for later review.

ACRL BIPOC memberships were awarded to 50 recipients in time for them to register at the member rate for ACRL's virtual conference. A welcome event helped to establish a cohort of the recipients. More ways to increase their engagement and inclusion are planned for the next year.

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

More engagement with the BIPOC membership recipients are planned, and we hope that the Board will agree to continue to fund BIPOC memberships in the coming year. A mentoring meet up with mentoring pairing groups across ACRL to inform interested members of the options for finding a mentor. The Standards Review subcommittee will develop guidelines for standards development so that inclusive language can be used.

**4. What worked well?**

We divided the committee into three subcommittees (mentoring, events and ACRL Standards review) in order to maximize the work of the groups. Each subcommittee had a self appointed chair, and they were responsible for holding meetings every other month with the full committee membership meetings on alternate months. The arrangement worked well, especially as we took on a big additional workload with

managing the BIPOC membership drive. About half of the committee members were VERY engaged and worked exceedingly well together to complete the work of the committee and meet our goals.

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

The subcommittee structure allowed for conversations to be oriented to specific needs, but ended up not being what was really needed. Our approach to making changes in these areas will be changed in the coming year.

We could also do more to connect with and support recipients of the BIPOC membership awards with engagement opportunities within ACRL and ALA. This year, we hope to time the awards to better align with the call for volunteers. We would also like to communicate with the awardees more frequently to keep them connected to the association.

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

The entire focus of the work we did this year was to expand equity, diversity and inclusion in the profession and in ACRL as an organization. Our webinars provided important concepts for employee development. The ACRL EDI BIPOC memberships initiative provided opportunities for membership for many otherwise excluded BIPOC individuals.

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

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

- **Name: Mary Beth Lock**
- **Email: lockmb@wfu.edu**

BIPOC Membership initiatives. (If the Board agrees they can continue.) The ACRL Board continues to support awarding 50 recipients from the BIPOC Community memberships to both ACRL and ALA for one year. Further information on the program is available at ALA Connect.

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

No. ACRL was incredibly supportive of our initiatives throughout.

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

The commitment of the committee members on the work that we had put forward for ourselves this year. It was an outstanding committee, and the energy with which we attacked our program development was the saving grace for many in an otherwise very difficult year, personally and professionally. As we all were struggling with our professional engagement due to COVID restrictions, this gave us all an opportunity to really make a difference in several people's professional development.

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

A report of the BIPOC Membership Initiative has been submitted along with this report and will be shared with the Board.

## 2021–2022 Work Plan

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

**ACRL Short-Term Priorities**

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

The ACRL EDI Committee is well positioned to serve as a conduit between other ACRL committees and groups. To that end, we plan to spend this year connecting with other ACRL groups, serving in a consulting capacity, and helping to amplify their efforts.

Specific outcomes include 1) creating a centralized list of EDI efforts across ACRL, 2) connecting with each ACRL group through liaisons, and 3) organizing a second "How We are Marching" presentation for ALA Annual to allow ACRL groups to convene and discuss their approaches to EDI.

We also expect to continue to coordinate the BIPOC Memberships program.

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

Committee members will be responsible for liaising with other ACRL committees and groups, tracking and documenting EDI efforts, and bringing questions and opportunities back to our group.

Info sharing between meetings will happen via email and google docs. We hope to share info out to the membership via the ACRL EDI Libguide.

Support from ACRL will be needed in getting access to the ACRL EDI LibGuide.

3. **Membership:**

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

We hope that in forging connections between committees and amplifying EDI efforts, ACRL members will benefit from having a more comprehensive view of EDI efforts (including opportunities to participate) across the association.

| Work Plan Activity #1 | |
|---|---|
| **Activity Name:** | BIPOC Memberships Initiatives |
| **Brief Description:** | With the support of the ACRL Board, we will coordinate efforts to award 50 recipients from the BIPOC Community memberships to both ACRL and ALA for one year. This effort includes soliciting applicants, choosing awardees, and convening the group to introduce them to ACRL.<br><br>The timeline offered here will change based on when we receive the support of the ACRL Board. |

| Activity #1 Timeline | |
|---|---|
| **How long will it take to do this project?** | |
| **continuous project assigned in charge** | |
| **short-term project that will be completed this membership year** | |
| **multi-year project continuing past June 30, 2021. Expected completion date:** | Contingent on board |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning** |
| **Research and Scholarly Environment** |
| **New Roles and Changing Landscapes X** |
| **Core Commitment to Equity, Diversity & Inclusion X** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement)** |
| |
| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |
| The BIPOC memberships initiative increases BIPOC membership in ACRL. We also hope new members will see a place for themselves in the association and seek leadership opportunities. |

| Activity #1 Outline | | | |
|---|---|---|---|
| **Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.** | | | |
| **Specific Action** | **Due Date** | **Party Responsible** | **Resources Needed (e.g., financial, tech, staff support)** |
| Secure funding from ACRL board for - $10,000 | mid Oct | Maisha & Je | Allison to support this ask |
| Convene BIPOC memberships subcommittee | Sept. 10 | Mary Beth | |
| Post application and publicize | Sept. 24 (announcement & application to Allison)<br>Oct. 1 (post application) | all committee members and Allison | posting on ACRL website and other ACRL/ALA communication channels, publicize to NALCOs (social media, ACRL Insider, etc.) |
| Open applications | Oct 1-29, 2021 | Allison | |
| Review applications and choose recipients | Nov 1-12 | subcommittee members | |
| Notify applicants (prior to Get involved webinar) | Nov 19, 2021 | Allison (with language written by subcommittee) | |
| encourage membership recipients to check out the “Get Involved” webinar | late November 2021 | all committee members | |
| Host welcome webinar (and encourage volunteering) | Tues Jan 18, 2022 (tent) | Maisha & Je | |

| Activity #1 Assessment |
|---|
| **How will success be measured?** |
| The activity will be successful if we are able to award the full amount in memberships to applicants. We want to track how folks take advantage of their memberships: through publications use, conference attendance, volunteering, & etc. |

# 2021–2022 Work Plan

| Work Plan Activity #2 | |
|---|---|
| **Activity Name:** | Connecting ACRL EDI Efforts - Liaising, Strengthening Connections |
| **Brief Description:** | The committee will collect info about EDI efforts across ACRL and develop a centrally located roster of working groups and list of programming.<br>● Connect with every ACRL "body" - committees, discussion groups, COPs, editorial boards, sections, task forces<br>○ confirm their EDI working groups (per the listed roster: https://acrl.libguides.com/EDI/getinvolved)<br>○ learn about any EDI working groups that aren't yet on the roster<br>○ explore feasibility of having an EDI-focused "Connect Community" (or equivalent)/listserv<br>● Assign liaisons to these "bodies" from the EDI Committee<br>● By end of year, determine what is missing that WE could/should do |

| Activity #2 Timeline | |
|---|---|
| **How long will it take to do this project?** | |
| **project that will be completed this membership year**<br>**Expected completion date: June 30, 2022**<br><br>While the development of the list/database will occur this year, we anticipate that maintaining the list/database will require some effort annually. | **Multi-year** |

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

Tracking the Equity, Diversity, & Inclusion (EDI) efforts of all "bodies" in ACRL will mean that we have a clearer understanding of how communities across ACRL are engaging in EDI work and whether we're meeting our Core Commitment to EDI. Additionally, undertaking this survey will mean that, with deeper knowledge of the EDI working groups and programming, we'll be better able to promote programming, support working groups, and attract member engagement with these efforts and programming.

**Activity #2 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| explore feasibility of having an EDI-focused "Connect Community" (or equivalent)/listserv | October EDI Committee meeting | Maisha & Je | confirm w/ Allison P. (staff) |
| liaison assignments created and finalized for each committee member | Mon., 11/15/21 | all committee members | staff support possibly (for confirming appropriate contact folks?) |
| develop "intake form" or survey questions template that every EDI committee member can use for liaison work | Mon., 11/15/21 | small group? (Maisha & Je?) to get feedback from entire committee | |
| every committee member has made first contact w/ each liaison "body" | 12/10/21 | all committee members | |
| expected response from liaison "bodies" | 1/18/22 (after long weekend) | all committee members (for persisting in contacting leaders)<br>all ACRL leaders/ committee contacts | may need some staff support if committee contacts are unresponsive |
| getting the information into a useful, accessible format for public sharing (ideally at the LibGuide) | 4/4/22 | all committee members to contribute info, small group to develop share-out format | tech and staff support needed |
| roll-out event/ announcement for the resource | April - May 2022? | small group to develop event/announcement | staff support needed for announcement |

| Activity #2 Assessment |
|---|
| **How will success be measured?** |
| Success will be measured when we have developed this resource, have rolled it out in a public way (via announcement and/or event), and can track the traffic this gets. |

## 2021–2022 Work Plan

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

| Work Plan Activity #3 | |
|---|---|
| **Activity Name:** | Connecting ACRL EDI Efforts - Amplifying/Promoting Efforts |
| **Brief Description:** | The committee will collect info about EDI efforts (most likely, programming efforts) across ACRL and help to amplify that work.<br>● Connect with every ACRL "body" - committees, discussion groups, COPs, editorial boards, sections, task forces<br>● Create and maintain list of efforts/programming<br>● Support and promote efforts<br>● Doing "How We Are Marching" Pt. 2 (with additional/other groups) |

| Activity #3 Timeline | |
|---|---|
| **How long will it take to do this project?** | |
| **project that will be completed this membership year**<br>**Expected completion date: June 30, 2022**<br><br>While the development of the calendar/ "news digest" will occur this year, we anticipate that maintaining it will require some effort annually. | |

| ACRL Plan for Excellence |
|---|
| **Check the best goal and indicate the objective.** |
| **Value of Academic Libraries** |
| **Student Learning** |
| **Research and Scholarly Environment** |
| **New Roles and Changing Landscapes** |
| **Core Commitment to Equity, Diversity & Inclusion X** |
| **Enabling Programs and Services (education, advocacy, publications, or member engagement) X** |

| **Provide a brief sentence connecting your project to the goal area and objective you selected:** |
|---|
| Many actions in Activity #3 are tied to those in Activity #2, but with the more specific aim of promoting and amplifying EDI efforts and programming across ACRL. |

**Activity #3 Outline**

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

| Specific Action | Due Date | Party Responsible | Resources Needed (e.g., financial, tech, staff support) |
|---|---|---|---|
| committee members can start promoting efforts/ programming at any point | any time after first contact due date-- 12/10/21 | all committee members | |
| market this service to the library profession more broadly-- "this is how you contact us about promoting your event" | starting Sept. 2021 | Maisha & Je to discuss how to be contacted (process) | |
| develop and share regular calendar (as in LibGuide calendar) or "news digest" of EDI efforts/ programming | ongoing, starting January 2022? | all committee members | Access to ALA Connect community and/or EDI LibGuide |
| develop & provide "How We Are Marching" programming (based on last year's template) | May - June 2022 | small planning group | staff support<br>tech support |

| **Activity #3 Assessment** |
|---|
| **How will success be measured?** |
| Success will be measured if we observe more promotion of EDI efforts/programming, and if that programming sees an increase in participants. |

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acrl@ala.org, http://www.acrl.org

# Board of Directors Action Form

To: ACRL Board of Directors

Subject: Awards Task Force Report of Findings and Recommendations

Submitted by: Merinda Kaye Hensley and Erin T. Smith, Co-chairs ACRL Awards Task Force

Date submitted: January 17, 2022

## Background

The ACRL Board of Directors deemed that changes within the Association and across the professional landscape warranted another review of the ACRL Awards program, building off work of a 2016-17 review task force. In February 2021 the Board appointed the current task force with the following charge:

> Review ACRL's awards program. Gather input from each award committee to understand the history and the achievements each award is working to recognize. Seek input from a broad cross-section of ACRL members (including those not currently serving on award juries or involved with the nomination process) and non-member academic library workers to understand how meaningful the ACRL awards program is to our communities. Conduct an environmental scan of other associations to discover alternate models and benchmark effective practices for recognizing achievement.
>
> Address the following questions:
>
> - What value do members derive from the current awards program?
> - Are current funding mechanisms sustainable to support awards into the future?
> - Where is there overlap in awards?
> - Are there professional gaps that the current awards program does not address?
> - Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)?
> - Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve?

Guided by our charge and the questions posed therein, the task force presents six key findings and thirteen recommendations in the attached report.

## Stakeholders

The Task Force designed two surveys to build on previous findings and to gather information specific to the updated charge. The first survey was developed to get feedback from a broad cross section of the academic library community (including both ACRL members and non-members) about the value of the awards program, whether the program furthers the Core Commitment to EDI, and the relative importance of the program compared to other ACRL programs. It was distributed October 14 through ACRL forums and distributed to non-ACRL library workers through a number of non-ACRL listservs.

The second survey was developed to get feedback from the award committees and from the leadership of those section that oversee awards. This survey also sought information about the value of the awards program, the integration of EDI principles, processes related to award nomination and award committee appointments, award funding stability, and gaps and overlap in the awards program. On October 11, 2021 the ACRL Awards Task Force invited feedback from the members of all 16 award committees, and for awards sponsored by sections, all members of section leadership.

Finally, as a method of examining other models of recognition that could be used within ACRL, the Task Force conducted an unscientific review of similar organizations, including a survey of library editorial boards, vendors and publishers; and correspondence with other library associations and professional associations.

## Fiscal and Staffing Impact

Impact varies by recommendation. If all recommendations are adopted, the overall impact would likely be moderate with more effort initially. For example, implementing structural changes for a new model of awards would require staff to undertake administrative tasks in the near term as committees are dissolved (e.g., update the ACRL Directory of Leadership, archive and delete ALA Connect Communities, update the internal member database, and update ACRL membership materials to reflect the dissolution). Staff would also work to edit the guide to policies and procedures and awards webpages to reflect new criteria and process. In the longer term, having a single award committee should reduce staff time devoted to liaison work. For other recommendations: there would be cost and time savings by moving toward certificates instead of plaques, some effort would be saved by establishing a single pool of funding and streamlined sponsor outreach/fundraising, and significant effort would be expended for the final recommendation on a long-term fundraising goal of $1 million.

## Action Recommended

The 2021 Awards Task Force recommends to the ACRL Board:

1. That, based on the feedback gathered by this Task Force and by the 2017 Task Force, ACRL continue to dedicate the resources and support necessary for a strong awards program.

2. That the existing awards administered by sections and at the division-level resume for the 2023 award season only.
3. That, due to perennial issues with funding, overlap and gaps, a working group or ad hoc committee be appointed immediately and given 12 months to develop a new model for recognizing achievement and distinguished service in the 2024 season and beyond. The working group/ad committee should reflect the diversity of the profession and should include, at a minimum, representation from all sections that currently administer ACRL program awards. Their charge would include:
    a. Replacing the current awards program, in which awards are overseen by multiple, isolated division and section-level committees, with a streamlined model, with award processes overseen by a single, representative standing division-level award committee.
    b. Determining the composition of/appointment protocols for the new division-level Award Committee including:
        i. Conducting a thorough review the unique criteria, eligibility, and funding employed by all existing awards;
        ii. Creating new standardized criteria and eligibility for the awards;
        iii. Ensuring EDI principles are incorporated into all aspects of the awards program (see also Recommendations 7-9);
        iv. Establishing standard monetary amounts for award categories that are consistent with ACRL/ALA policies; and
        v. Working with ACRL staff to establish a single pool of funding.
    c. Exploring, with appropriate section leadership, if the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences still meet the needs of the membership given the narrow focus of both awards or if the endowment funds can be used in different ways. (See also Recommendation 4.)
    d. Considering, with guidance from the ACRL 2023 Scholarships Committee and appropriate section input, if Routledge Distance Learning Librarianship Conference Sponsorship Award could be subsumed into a new, broader version of the ACRL conference scholarship program. (See also Recommendation 6.)
4. That if the determination is made by the ad hoc committee/working group that either or both the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences should continue to be administered, they will be administered at the section level, outside the ACRL awards program, to the extent permitted by ALA policy regarding endowment terms and minimums.
5. That existing Research Awards and Grants (i.e., De Gruyter European Librarianship Study Grant) be renamed “Research Grants” and administered at the section level, outside the ACRL awards program, continuing to coordinate any sponsor outreach/fundraising through ACRL staff.
6. That the Routledge Distance Learning Librarianship Conference Sponsorship Award be renamed as “scholarship” and administered at the section level, outside the ACRL awards program, unless a determination is made to subsume it into a new, broader version of the ACRL conference

scholarship. In all scenarios, any sponsor outreach/fundraising would continue to be coordinated through ACRL staff.

7. That EDI principles be incorporated into all aspects of the awards program and also into research grants and conference scholarships, whether administered at the division or section level. EDI principles include, but are not limited to: definitions of achievement, award eligibility criteria, award nomination processes, and award committee appointment processes.
8. That specific participation in an ACRL section be removed as an eligibility requirement for any award, research grant, or conference scholarship, whether administered at the division or section level.
9. That a system of checks and balances is established so that a recipient does not receive more than a single award, research grant, or conference scholarship for the same project in the same year.
10. That when ACRL lifts its five-year moratorium on the establishment of any new awards (through Fall 2023), if not before, an award be created that recognizes service and/or research efforts in equity, diversity and inclusion.
11. That ACRL move toward certificates instead of plaques for all awards.
12. That Section 12.2.9 of the Guide to Policies and Procedures be affirmed. This policy allows sections that lose sponsor funding for awards to continue to offer that award (going forward, limited to Research Grants and Conference Scholarships), either as an unfunded award or by using basic services funding to fund the award.
13. That ACRL set a long-term goal of fundraising a minimum of $1 million to establish an endowment to fund the ACRL awards program.

## 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 Awards Task Force Report

January 17, 2022

**Task Force Members**

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## Executive Summary with Findings and Recommendations

ACRL has long honored outstanding contributions to the profession through its annual awards program. The association currently offers 21 awards, 16 of which are awarded by sections. There are three award types: achievement and distinguished service, publications, and research and grants. Fifteen awards are sponsored by library vendors, three through endowments, one through section membership funds, and two awards currently lack sponsors (see Appendix B Current Award Funding Descriptions).

In Fall 2016, the Board approved the establishment of a task force to review ACRL's award funding policies and how new awards are created. The Board received the Award Task Force's report in 2017 and created a small working group to further review the Awards program in the context of the recommendations. This process resulted in the Board's approval of a five-year moratorium on the establishment of any new awards through Fall 2023 and of a new policy establishing parameters for section funding for awards.

In 2020, the Board deemed that changes within the Association and across the professional landscape warranted another review of the Awards program. Specifically, the Board noted the Awards program had not been examined through an equity, diversity, and inclusion (EDI) lens since the addition of EDI as a Core Commitment in 2018. Additionally, while library vendor sponsorships were once typically three-year commitments, most are now one-year commitments. This means that ACRL staff and member volunteers now must spend significantly more time cultivating relationships and securing donations and that the administrative fee from sponsorships, which primarily covers staff time, does not cover all costs

of the awards program. As a result, despite the various award sponsorships, the association currently underwrites the program at a cost of $25,000 annually.

As such, the ACRL Board appointed a second Awards Task Force in 2021 to build on the earlier work. To fulfill this charge, the Task Force conducted the following reviews:

- A survey of members of all 16 award committees and, for awards sponsored by sections, all members of section leadership to gather input.
- A survey designed to seek input from a broad cross-section of ACRL members (including those not currently serving on award juries or involved with the nomination process) and non-member academic library workers to understand how meaningful the ACRL awards program is to our communities.
- An environmental scan of other associations and organizations, including a survey of library journal editorial boards, publishers, and vendors, to discover if there are alternate models for recognizing achievement.
- A review of the 2021 award recipients, looking specifically at gender dynamics and EDI components with the projects that were awarded and/or within the service of recognized individuals.
- A thorough review of existing ALA and ACRL documents related to current ACRL awards, including award nomination and award committee appointment processes.

## Guiding Questions and Key Findings

The Task Force's review of the Awards program suggests the following key findings in response to the questions posed by the Board:

What value do members derive from the current awards program?

1. Key Finding: There is strong support for an awards program—it is important to the membership. However, there is also a perception that the benefit of the awards program extends only to the award recipients and that there are barriers (both real and perceived) that reduce participation in the program.

Are current funding mechanisms sustainable to support awards into the future?

2. Key Finding: There is concern about the security of the current funding mechanism for the awards program.

Where is there overlap in awards?

3. Key Finding: There is not significant overlap in the award criteria per se, but there is a pervasive perception that the overall ACRL awards program is skewed toward recognizing the end-of-career/lifetime achievements of individuals at well-resourced institutions to the exclusion of other achievements.

Are there professional gaps that the current awards program does not address?

4. Key Finding: There are numerous professional gaps in the current award program, and there is concern that the structure of current program may not be flexible enough to reflect current work priorities and areas of focus in a timely manner. Further, some sections have no awards, while others have multiple awards.

Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)?

5. Key Finding: EDI principles have not been fully incorporated into the awards program, though some work has been done in this area and there is strong support for additional efforts.

Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve?

6. Key Finding: Other organizations and associations use very similar models to ACRL's for recognizing achievement (i.e., plaques/certificates and monetary awards)

## Recommendations

The 2021 Awards Task Force recommends to the ACRL Board:

1. That, based on the feedback gathered by this Task Force and by the 2017 Task Force, ACRL continue to dedicate the resources and support necessary for a strong awards program.
2. That the existing awards administered by sections and at the division-level resume for the 2023 award season only.
3. That, due to perennial issues with funding, overlap and gaps, a working group or ad hoc committee be appointed immediately and given 12 months to develop a new model for recognizing achievement and distinguished service in the 2024 season and beyond. The working group/ad committee should reflect the diversity of the profession and should include, at a minimum, representation from all sections that currently administer ACRL program awards. Their charge would include:
    a. Replacing the current awards program, in which awards are overseen by multiple, isolated division and section-level committees, with a streamlined model, with award processes overseen by a single, representative standing division-level award committee.
    b. Determining the composition of/appointment protocols for the new division-level Award Committee including:
        i. Conducting a thorough review the unique criteria, eligibility, and funding employed by all existing awards;
        ii. Creating new standardized criteria and eligibility for the awards;
        iii. Ensuring EDI principles are incorporated into all aspects of the awards program (see also Recommendations 7-9);
        iv. Establishing standard monetary amounts for award categories that are consistent with ACRL/ALA policies; and
        v. Working with ACRL staff to establish a single pool of funding.
    c. Exploring, with appropriate section leadership, if the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences still meet the needs of the membership given the narrow focus of both awards or if the endowment funds can be used in different ways. (See also Recommendation 4.)
    d. Considering, with guidance from the ACRL 2023 Scholarships Committee and appropriate section input, if Routledge Distance Learning Librarianship Conference Sponsorship Award could be subsumed into a new, broader version of the ACRL conference scholarship program. (See also Recommendation 6.)
4. That if the determination is made by the ad hoc committee/working group that either or both the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue

Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences should continue to be administered, they will be administered at the section level, outside the ACRL awards program, to the extent permitted by ALA policy regarding endowment terms and minimums.

5. That existing Research Awards and Grants (i.e., De Gruyter European Librarianship Study Grant) be renamed "Research Grants" and administered at the section level, outside the ACRL awards program, continuing to coordinate any sponsor outreach/fundraising through ACRL staff.
6. That the Routledge Distance Learning Librarianship Conference Sponsorship Award be renamed as "scholarship" and administered at the section level, outside the ACRL awards program, unless a determination is made to subsume it into a new, broader version of the ACRL conference scholarship. In all scenarios, any sponsor outreach/fundraising would continue to be coordinated through ACRL staff.
7. That EDI principles be incorporated into all aspects of the awards program and also into research grants and conference scholarships, whether administered at the division or section level. EDI principles include, but are not limited to: definitions of achievement, award eligibility criteria, award nomination processes, and award committee appointment processes.
8. That specific participation in an ACRL section be removed as an eligibility requirement for any award, research grant, or conference scholarship, whether administered at the division or section level.
9. That a system of checks and balances is established so that a recipient does not receive more than a single award, research grant, or conference scholarship for the same project in the same year.
10. That when ACRL lifts its five-year moratorium on the establishment of any new awards (through Fall 2023), if not before, an award be created that recognizes service and/or research efforts in equity, diversity and inclusion.
11. That ACRL move toward certificates instead of plaques for all awards.
12. That Section 12.2.9 of the Guide to Policies and Procedures be affirmed. This policy allows sections that lose sponsor funding for awards to continue to offer that award (going forward, limited to Research Grants and Conference Scholarships), either as an unfunded award or by using basic services funding to fund the award.
13. That ACRL set a long-term goal of fundraising a minimum of $1 million to establish an endowment to fund the ACRL awards program.

A table of recommendations with supplementary rationale is located in Appendix A.

The rest of the document summarizes the 2021 Task Force's activities and findings relative to the charge and guiding questions.

## 2021 Award Review Process

Task force members were committed to developing an award review process that built on the work completed by the 2017 Task Force. The Task Force spent significant time reviewing the 2017 Task Force Report, then designed review processes that would add new knowledge to our understanding of the awards program instead of redoing work that had already been done.

In their review of public documents, the 2017 Task Force concentrated on the ACRL Awards Program website (http://www.ala.org/acrl/awards), Chapter 12 of ACRL's Guide to Policies and Procedures

(http://www.ala.org/acrl/resources/policies/chapter12), the Awards Manual of the American Library Association (http://www.ala.org/awardsgrants/sites/ala.org.awardsgrants/files/content/awardgov/alaawardsmanual/201 0_awards_manual_rev5.pdf), and awards information from other ALA divisions. The current Task Force focused their review on information related to awards nomination procedures on the ACRL Awards program website and on the award committee appointment procedures available on the Awards program website and/or each section's webpages (https://www.ala.org/acrl/aboutacrl/directoryofleadership/sections).

Additionally, to further understand the interplay of the Core Commitment and the current Awards program, the 2021 Task Force also completed a review of the 2021 award recipients, looking specifically at gender dynamics and EDI components with the projects that were awarded and/or within the service of recognized individuals.

Next, the 2017 Task Force distributed two surveys and invited member comments at an open forum at the ALA midwinter conference and through email. The first survey was sent to those who had received an award within the past five years and was designed to investigate the importance of the ACRL awards program to its members. The second survey was sent to award committee chairs and section and division leaders who had served over the past five years and was developed to get feedback from section and division leadership regarding award sponsorships and funding, criteria for expanding the program, and administration and governance.

The current Task Force designed two new surveys to build on previous findings and to gather information specific to the Board's updated charge. The first survey was developed to get feedback from a broad cross section of the academic library community (including both ACRL members and non-members) about the value of the awards program, whether the program furthers the Core Commitment to EDI, and the relative importance of the program compared to other ACRL programs. On October 14, 2021, the ACRL Awards Task Force invited feedback from all ACRL members and non-member academic library workers via a survey. The link to the survey was shared broadly on ACRL forums and was distributed to non-ACRL library workers through a number of non-ACRL listservs. The survey closed on Friday, October 29, 2021.

The academic library community survey elicited a total of 190 responses, with 89% from ACRL membership and 11% from non-ACRL members. Respondents (86%; n=163) represent a wide variety of the ACRL's sections or interest groups with the highest number of responses coming from the Instruction Section (50%; n=82), the University Libraries Section (49%; n=80), the College Libraries Section (45%; n=48), and including representation across all of the listed sections/interest groups. Eighty-seven percent of respondents (n=166) had not received an ACRL Award to date, 22% (n=42) have served on an awards selection committee, and 30% (n=57) have nominated someone for an ACRL award.

The second 2021 survey was developed to get feedback from the award committees and from the leadership of those section that oversee awards. This survey also sought information about the value of the awards program, the integration of EDI principles, processes related to award nomination and award committee appointments, award funding stability, and gaps and overlap in the awards program. On October 11, 2021 the ACRL Awards Task Force invited feedback from the members of all 16 award committees, and for awards sponsored by sections, all members of section leadership. Each award

committee/section leadership member received a survey customized to the award(s) they administer. For example, all members of the DOLS Awards Committee and all members of DOLS Executive Committee were asked about the Routledge Distance Learning Librarian Conference Scholarship Award. The survey closed on Monday, October 25, 2021, though an extension to October 29 was offered to any committee/section who requested it.

Overall, a total of 273 members of award committees and section leadership were invited to participate in the survey. The survey elicited a total of 49 responses (response rate=18%), the Task Force received at least one response to every award committee survey. The number of responses per award committee ranged from one to nine.

It should also be noted that the 2017 Task Force also hosted an Open Forum during the midwinter conference, but no one attended it. As a result, the 2021 Task Force decided not to pursue this option.

Finally, as a method of examining other models of recognition that could be used within ACRL, the Task Force conducted an unscientific review of similar organizations, including a survey of library editorial boards, vendors and publishers; and correspondence with other library associations and professional associations.

## Value of the ACRL Awards Program

Responses to both 2021 surveys, as well as responses to the 2017 Task Force surveys, indicate that the awards program is important to ACRL membership.

### Findings

Sixty-eight percent (n=130) of respondents to the academic library community survey indicated that they felt the ACRL Awards Program is either 'very valuable' or 'valuable' to the profession, 24% (n=46) felt 'neutral,' and 7% (n=14) indicated the awards program is 'not so valuable' or 'not at all valuable.'

Additionally, the academic library community survey asked respondents to indicate the importance of the awards program relative to other ACRL programs (e.g., publishing books, journals, and reports; developing and hosting professional development opportunities; or issuing frameworks, standards, and guidelines). The majority answered 'very important' (18%; n=34) or 'important' (41%; n=77). Twenty-seven percent (n=52) indicated they felt 'neutral' on this question. Twelve percent (n=22) answered 'not so important' and 3% (n=5) answered 'not important.'

Further, this survey asked respondents (n=190) to rank the six perceived benefits of the awards program:

- Personal career development and future opportunities (e.g. tenure and promotion or new job opportunities) [4.64]
- National, state, or local recognition of the award recipient [4.56]
- Recognition of the award recipient by institution administrators and/or other campus departments [4.43]
- Financial award [3.17]
- Promotion of the ACRL membership unit (e.g. a specific section) that administers the award and/or the community or area of the field it represents (e.g. women and gender studies librarianship) [2.38]
- The award committees provide important service opportunities for ACRL members [1.81]

The award committees/section leader survey also asked respondents to give their perspectives on the value ACRL members derive from their award(s). But, unlike the forced choice question used in the academic library community survey, it was posed as an open-ended question so that respondents could offer as many values/benefits as they could identify. Qualitative analysis of the open-ended responses identified 95 "values" that can be grouped into the following distinct categories:

**Value of the ACRL Awards Program, Awards Committee/Section Leadership**

| Value to ACRL Membership | No. Times Mentioned |
|---|---|
| General Recognition of Award Recipient(s) | 24 |
| Recognition of a Specific Area of Practice or ACRL Unit | 19 |
| Idea Sharing/Inspiration to Others | 14 |
| Unsure of Value/No Value | 8 |
| Recognizing and Encouraging Scholarship | 7 |
| Financial Benefit of the Award Recipient(s) | 7 |
| Career Development for the Award Recipient(s) | 4 |
| Supporting ACRL's Commitment to EDI | 4 |
| Fostering Vendor Relationships | 2 |
| Recognition of Award Recipient(s) by their Institution | 1 |
| ACRL Section Recruitment | 1 |
| Celebrating Academic Libraries | 1 |
| Building Community | 1 |
| Increased Vendor Funding for Other ACRL Initiatives | 1 |
| Promoting Professional Development Opportunities | 1 |

Consistent with the finding of the academic library community survey, the award committees/section respondents indicated that the greatest value of the ACRL Awards is the recognition of the recipient. These respondents also think the awards are an important way to recognize or promote a specific area of practice or ACRL unit. Further, the idea of the awards as a way to share ideas and inspire others was also specifically mentioned repeatedly by the award committee/section leadership respondents, which was not a benefit included in the forced-choice survey (though it could be understood as an element of the act of recognizing the award recipient).

Interestingly, 'award committees as service opportunities,' which ranked last in academic library community survey, was not reported as a value/benefit of the awards program by a single respondent to the award committee/section survey.

The Task Force also considered participation in and awareness of the awards program as indicators of value. The majority (>50%) of respondents from six of the 16 award committees/sections indicated they receive an appropriate number of nominations for their awards every year, and an additional five committees offered split decisions for their award(s), with half of the respondents indicating they receive enough nominations and half indicating they do not or that it varies from year to year.

## Recommendations

1. That, based on the feedback gathered by this Task Force and by the 2017 Task Force, ACRL continue to dedicate the resources and support necessary for a strong awards program.

## Sustainability of Current Funding Mechanisms

As was noted in the request to the Board to conduct this review of ACRL Awards, the association has recently experienced changes that have called into question the sustainability of the program's current funding mechanism, including a challenging funding environment, changing sponsor desires, and increased demands on member and staff capacity. The request specifies:

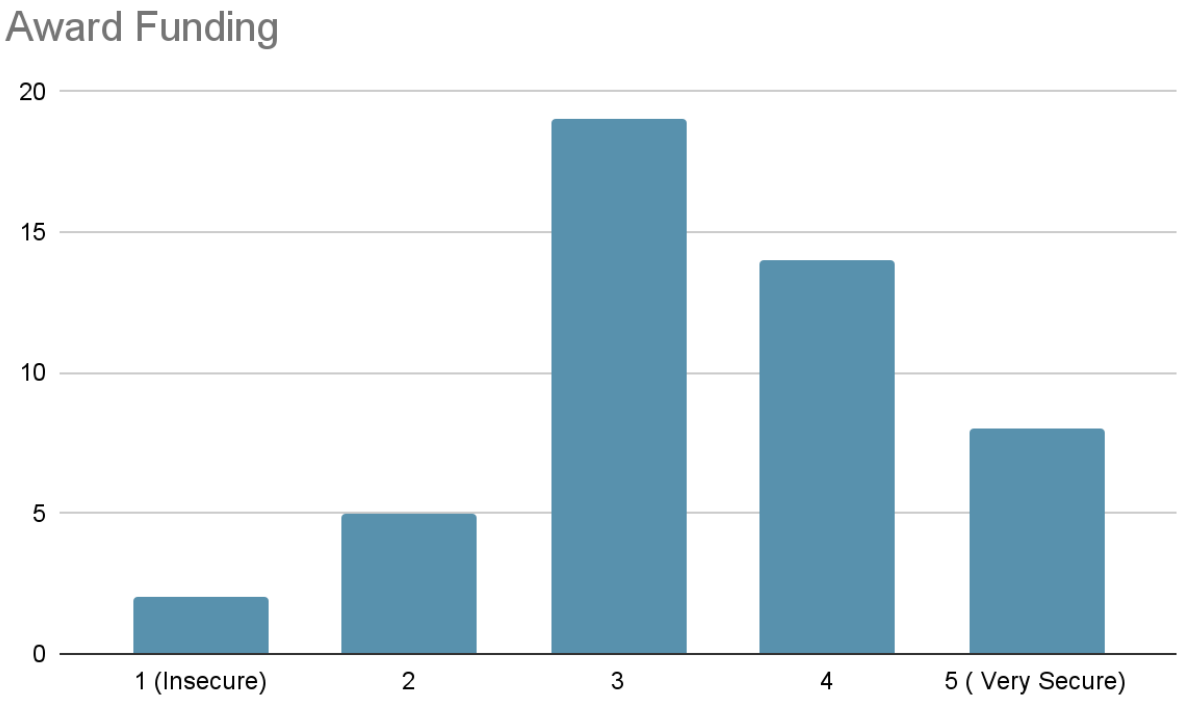
> While sponsors once committed to three-year funding terms (nearly all awards are on the same timeline, except two), many now review their commitments annually, which requires additional staff and volunteer time each year to cultivate relationships and secure donations. Sponsors' preferences have changed, with some now seeking additional involvement in the award jury process or in planning and participating in award presentations. Since some of these requests are not permitted by ALA/ACRL award policies, it has become increasingly difficult to secure continuous sponsorships. Because the administrative fee from sponsors does not cover all costs and about $30,000 of funding from sponsors goes directly to award recipients, the association underwrites the awards program at a cost of $25,000 annually. Primarily this is staff time devoted to duties such as communication and marketing, web and application maintenance, sponsorship negotiations, coordinating award presentations, processing donations and award checks, preparing plaques, and other administrative tasks.

When the 2017 Task Force reported their findings, six of the 12 section awards had recently lost sponsors. However, for the most recent award season, only one award was on pause due to lack of sponsorship, and a second award was funded by the section's basic services funds. However, at the time of this report, a vendor that had sponsored an award for a number of years announced it would not be renewing the sponsorship after the 2021 season. This indicates that funding is available, but also that the process of securing that funding requires more staff and volunteer effort than it has in previous years.

With this foundational knowledge, the Task Force asked award committees/section leadership to rate the security of their funding for their individual award(s). (Note: this question was not posed to the division-level award committees as ACRL is responsible for securing their funding.)

### Findings

An aggregate of all responses to this question reveals that 45% (n=22) of all award committee/section respondents reported the security of the funding for their award(s) was a 4 (29%, n=14) or a 5 (17%, n=8), with 5 representing 'very secure.' An additional 40% (n=19) of respondents selected the neutral option to describe the security of their award funding. Seven respondents (14%) reported their funding was a 2 (10%, n=5) or a 1 (4%, n=2), with 1 representing 'insecure.'




The award committees/sections were also asked if there was regular communication between the funding agency and the award committee and/or section leadership. The majority of respondents (>50%) from only four of the 13 award committees/sections reported regular communication with their respective vendors. The majority of respondents from the other award committees indicated they did not know if there was regular communication between the award committee and/or section leadership and the funding agency or that there was no communication.

As mentioned previously, one of the section-sponsored awards lost vendor support after the 2021 season. Two respondents representing this award reported the funding was withdrawn as a result of ACRL's decision to pause the award program to conduct this review; while another said it was withdrawn for "for various reasons none of which have anything to do with the award or [the section]."

Finally, two respondents from the same award committee/section indicated that the ACRL processing fee is too high. No respondents from any of the other award committees/sections expressed this concern.

## Recommendations

2. That the existing awards administered by sections and at the division-level resume for the 2023 award season only.
3. That, due to perennial issues with funding, overlap and gaps, a working group or ad hoc committee be appointed immediately and given 12 months to develop a new model for recognizing achievement and distinguished service in the 2024 season and beyond. The working group/ad committee should reflect the diversity of the profession and should include, at a minimum, representation from all sections that currently administer 'Achievement' awards. Their charge would include:

a. Replacing the current awards program, in which awards are overseen by multiple, isolated division and section-level committees, with a streamlined model, with award processes overseen by a single, representative standing division-level award committee.
b. Determining the composition of/appointment protocols for the new division-level Award Committee including:
    i. Conducting a thorough review the unique criteria, eligibility, and funding employed by all existing awards;
    ii. Creating new standardized criteria and eligibility for the awards;
    iii. Ensuring EDI principles are incorporated into all aspects of the awards program (see also Recommendations 7-9);
    iv. Establishing standard monetary amounts for award categories that are consistent with ACRL/ALA policies; and
    v. Working with ACRL staff to establish a single pool of funding.
c. Exploring, with appropriate section leadership, if the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences still meet the needs of the membership given the narrow focus of both awards or if the endowment funds can be used in different ways. (See also Recommendation 4.)
d. Considering, with guidance from the ACRL 2023 Scholarships Committee and appropriate section input, if Routledge Distance Learning Librarianship Conference Sponsorship Award could be subsumed into a new, broader version of the ACRL conference scholarship program. (See also Recommendation 6.)

*More information about the working group/ad hoc committee and the development of a new ACRL Awards Committee is provided in the following sections.*

## Overlap and Professional Gaps in the Awards Program

One of the criteria for establishing a new award articulated in the *ALA Awards Manual*, upon with the ACRL criteria are modeled, is whether or not there is an existing award in the same or similar area of interest. One of the issues the 2017 Awards Task Force was asked to address was the establishment of new awards (e.g., who can propose new awards, whether an award should be associated with a membership unit or if a new award can be proposed and maintained by individuals or outside groups, and the criteria that should be used in considering whether or not to expand the awards program). In order to address the issue of new awards, the 2017 Task Force recognized that they must also consider processes related to reviewing existing awards. They noted that until 1988, there were only five ACRL awards, that nine new awards were established in the 1990s and the other seven were added in the 2000s.

They found that while ACRL award documents charge the administering unit (division or section) with reviewing its awards, it was not clear how often this type of review occurs or who should conduct the review. In their survey of leadership, they found strongest support for award review at the division or section leadership, but they also found substantial support for a division-level ACRL Awards Committee. Their recommendation, which was not acted on by the Board, was the establishment of an ad hoc Awards Committee, which would review existing awards on an established and on-going basis.

The current iteration of the Task Force sought to build upon these findings, and to answer the Board's charge to identify overlap and/or any professional gaps in the current awards program.

## Findings

The review demonstrated significant differences among the three award types: achievement and distinguished service, publications, and research and grants. The two existing publication awards that are funded through endowments, the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences, are much more narrowly focused than the other ACRL awards.

Further, the Task Force observed that the existing research awards and grants serve a very different purpose (furthering research, not recognizing achievement) and as such, should be handled differently. There is precedent in the association: other ACRL grants, such as the Scholarly Communications Grant that was offered until 2020, was not included in the ACRL awards program.

Finally, the Routledge Distance Learning Librarianship Conference Sponsorship Award, though it does recognize outstanding achievement, differs significantly from the other awards in 'Achievement and Distinguished Service Awards' category in that the monetary award is expressly to fund the recipient's travel to the ALA Annual Conference. As such, it is similar to the conference scholarships offered by ACRL, though the current ACRL scholarships program is limited to the ACRL biennial conference.

To further understand these issues, members of the 16 award committees and corresponding section leadership were asked if, in their personal opinions, there is duplication or overlap among ACRL's awards. The majority of respondents (71%, n=34) indicated they did not know if there is duplication or overlap among ACRL's awards. Twenty-five percent (n=12) indicated there is no duplication. Four percent (n=2) of respondents reported there is duplication, identifying the following areas:

- Emphasis on innovation
- Overlap between the two Community and Junior College Libraries Section awards

The award committee/section leadership survey also asked respondents if, in their opinion, there are areas of professional practice that ACRL does not recognize. While the majority of all respondents (71%, n=35) indicated they don't know if there are professional areas of practice not recognized by the ACRL awards program, and three people (6%) indicated that no areas of practice go unrecognized; nearly a quarter of respondents (22%, n=11) indicated specific areas of practice are not currently recognized. Gaps indicated by the respondents were:

- Diversity, equity, and inclusion efforts
- Mid-career librarians, other than awards for individual publications
- Those who are doing great work as maintainers; the unseen work that library workers do daily
- Those advancing social justice
- Sciences and discipline-specific efforts in general
- Undergraduate outreach
- Rewarding "Excellence in Academic Libraries Award" in information literacy instruction or in advancing information literacy instruction
- Awards to support research projects
- Awards that foster development of better knowledge of other parts of the world (beyond North America)

- Accomplishments in technical services

The academic library community survey did not ask specifically about professional gaps in the awards program, but when asked to provide general feedback on the program, several respondents reiterated the need for awards that recognize accomplishments of librarians at varied points during their career. Several others said the awards program should recognize risk-taking and innovative work, both in terms of work that is timely and those things that are likely to have lasting impact on the field.

Another issue identified by the award committee/section leadership survey is that the criteria for some of the existing awards might be too limiting. This could be interpreted as resulting in a gap in areas of professional recognition in that, to use the words of one respondent, "there have been some great projects in the pool but that didn't get through because of [the limiting definition of the award]." Respondents representing four award committees/sections reported that their award criteria should be or are being reviewed to address this issue. A related concern was expressed by several respondents to the academic library community survey, who indicated that award program should be more flexible and able to include new areas of focus and ACRL-identified trends over time.

In the academic library community survey, there was one comment regarding gaps in recognition that particularly stood out:

> *Although I don't feel the desire to win an award, I also feel that I would never be "seen" to be considered for an award. I am not a mover & shaker, I am not up-and-coming, and am not at a tenure-track institution. No one at my institution thinks about nominating colleagues for awards. But I am a reliable, dedicated reference librarian who shows up every day, does my best to be creative and engaging (while dealing with the restrictions of one-shot classes that are only at the request of faculty), does my best to be patient and to recognize the humanity in each person who comes to me. I feel like awards are for the people who are doing flashy work, and the people who are self-promoters. I am doing quiet, deep work and while that is enough for me, when the issue of awards comes up, I do feel I am, well, invisible.*

The above quote reinforces the final issue related to perceived overlap and gaps in the current awards program, which is that only certain types of library workers and certain types of libraries receive awards. This idea that, to paraphrase one respondent to the award committee/section survey, only "superstars of librarianship" who work at "prestigious institutions" are recognized appeared repeatedly in the open comments sections of both surveys. However, it is also important to note that people from four different award committee/sections said that their awards are important because they recognize achievements that are not likely to be recognized anywhere else.

## Recommendations

4. That if the determination is made by the ad hoc committee/working group that either or both the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences should continue to be administered, they will be administered at the section level, outside the ACRL awards program, to the extent permitted by ALA policy regarding endowment terms and minimums.
5. That existing Research Awards and Grants (i.e., De Gruyter European Librarianship Study Grant) be renamed "Research Grants" and administered at the section level, outside the ACRL awards program, continuing to coordinate any sponsor outreach/fundraising through ACRL staff.

6. That the Routledge Distance Learning Librarianship Conference Sponsorship Award be renamed as "scholarship" and administered at the section level, outside the ACRL awards program, unless a determination is made to subsume it into a new, broader version of the ACRL conference scholarship. In all scenarios, any sponsor outreach/fundraising would continue to be coordinated through ACRL staff.

## Core Commitment to Equity, Diversity, and Inclusion

In its review of the extent to which the ACRL awards program benefits ACRL's diverse group of members and it furthers the association's Core commitment to EDI, the Task Force was guided by the following questions:

- Are there trends related to EDI currently found in the ACRL Awards?
- Has the language from the Core Commitment matriculated into the official policy and procedures?
- If not, where could this language be applied in the selection and nomination process for various awards?

The Task Force sought input from the ACRL members and non-member library workers, gathered and analyzed new holistic data as related to ACRL awards following the adoption of the Core Commitment (2018), and reviewed existing award documentation with the goal of better understanding what progress has been made in the last four years.

### Findings

In its review of award criteria, the Task Force noted that some awards explicitly state that preference is given to the members of certain member units. This could be considered an equity issue, as no matter how high the quality of the service or contribution, individuals who are not members of the group will not have an equitable chance of receiving the award compared to individuals who are members.

Further none of the awards require or suggest EDI as a component of the nomination process, though two awards are designated for a minority group: the WGSS Award for Career Achievement in Women & Gender Studies Librarianship and the WGSS Award for Significant Achievement in Women & Gender Studies Librarianship.

Both surveys administered by the Task Force included questions about EDI and the awards program. The academic library community survey asked respondents whether or not the ACRL Awards Program furthers the ACRL's Core Commitment to EDI. A majority of respondents indicated that they were 'unsure' (79%; n=151), while the remaining responses were almost evenly divided between 'yes' (9%; n=18) and 'no' (11%; n=21) values. The open comments section of the survey included suggestions to examine avenues for recognizing communities with less visibility and for those who "have had more obstacles to overcome or received less support," including staff that do not have a librarian classification. Respondents also encouraged redefining what "achievement" means, rethinking how selection committees are formed, and developing mechanisms for preventing implicit/explicit bias in the selection process. These types of comments reinforce the importance of engaging the membership during this opportunity to review how ACRL administers a revised award program.

There was also strong support in the academic library community survey to create a separate EDI-focused award.

The Task Force was also interested in understanding barriers to participation in the awards program, those real and those perceived. Several respondents to the academic library community survey indicated in the open comments that the awards program would be improved by expanding avenues for identifying viable candidates and by simplifying the nomination process. And while the majority (>50%) of respondents from 11 of the 16 award committees/sections reported that their award nomination processes are clearly articulated, and responses from an additional four committees resulted in split decisions, with half of the respondents reporting the process is clear and the other half reporting it is not clear; the majority (>50%) of respondents from eight of the 16 committees indicated there were barriers (real or perceived) that reduce the number of nominations they receive, and an additional six offered split decisions on this issue. The good work of the Instruction Section, Rockman Award Committee in this area is to be noted: while 50% of respondents indicated there are barriers, several committee members also reported that they had recently worked to reduce barriers and had seen an increase in nominations.

The selection/appointment process for the award committees are clearly articulated in the view of the majority (>50%) of respondents from eight of the 16 committees, while an additional six committees had split decisions with 50% of the respondents indicating the appointment process for their award committee is clear and the other 50% reporting it is not.

Arguably the most striking finding of the award committee/section survey was the lack of shared understanding among the members of the same committee/section. When asked if an internal review of processes related to their award(s) was conducted following the adoption of the Core Commitment, six of the 16 committees had "split decisions" for their award(s), with half of the respondents indicating a review had occurred and half indicating a review had not occurred. Further, when asked if EDI principles had been incorporated into their award program(s), the responses from five of the award committees/sections resulted in "split decisions," with half of the committee/section respondents saying 'yes' and half saying 'no.'

Eleven of the 16 award committees/sections indicated that no review process had been conducted following the adoption of the Core Commitment to EDI (finding based on ≥50% of respondents from the same committee/section reporting no review had occurred). Though, it should be noted that WGSS reported they did not do a review because EDI principles have always been a component of their awards. Also, a small percentage of individuals who reported 'no' indicated they were not certain this was actually the case in the comments field associated with this question.

Respondents were then asked if EDI principles had been incorporated into their awards program. Eleven of the 16 award committees/sections indicated they had not yet been incorporated (again, this is based on ≥50% of respondents from the same committee/section saying 'no'). However, one or more respondents from the following awards/sections indicated that discussions about how to incorporate EDI into their program have occurred and/or are occurring: Librarian of the Year, Excellence Awards, PPIRS Marta Lange/PPIRS, Leab/RBMS, IS Innovation/IS, European Study Grant/ESS, and Distinguished Librarian/EBSS. Further, one or more of the respondents from the ULS Award Committee and the STS Award Committee reported that while EDI principles were discussed at the award committee level during deliberations of the nominees, they did not feel they could use it as a decision point since EDI wasn't specifically mentioned in the award criteria or rubrics.

The survey asked the award committees/sections who had incorporated EDI principles into their awards program to describe any observable results that had occurred since the changes were made. The only one to report changes was the Instruction Section's Rockman Award committee. Multiple respondents representing this award indicated they saw significantly more nominations since reducing barriers to entry for the 2020 award process, including introducing self-nomination and changing the nomination process from a letter to a web form.

Finally, the Task Force's review of past award winners revealed two things. First, in at least one instance in the past five years, a person was nominated for and received two awards for what may be the same project in the same year. As a practice, awarding the same people multiple awards contradicts a philosophy of inclusion, not just in terms of social demographics, but also in terms of new creativity and emergent ideas.

Second, and encouragingly, the Task Force identified a notable trend in the 2021 award season: the recognition of projects focused on OER and textbook affordability, which can be linked to a focus on equity. Additionally, those recipients awarded for individual service related to OER and textbook affordability, also had an overlapping service history of supporting programing and events aimed at diverse demographics (according to the official ALA blurbs and announcements).

### Recommendations

7. That EDI principles be incorporated into all aspects of the awards program and also into research grants and conference scholarships, whether administered at the division or section level. EDI principles include, but are not limited to: definitions of achievement, award eligibility criteria, award nomination processes, and award committee appointment processes.
8. That specific participation in an ACRL section be removed as an eligibility requirement for any award, research grant, or conference scholarship, whether administered at the division or section level.
9. That a system of checks and balances is established so that a recipient does not receive more than a single award, research grant, or conference scholarship for the same project in the same year.
10. That when ACRL lifts its five-year moratorium on the establishment of any new awards (through Fall 2023), if not before, an award be created that recognizes service and/or research efforts in equity, diversity and inclusion.

## Other Models for Recognizing Achievement

Tasked with examining other models of recognition that could be used within ACRL, the Task Force conducted an unscientific review of similar organizations, including:

- Survey of library journal editorial boards, publishers, and vendors (Responses n=40; 13 of which give awards)
- Contact with members of other library associations (e.g., Special Library Association, Engineering Library Division of ASEE, and JoVE)
- Conversations with representatives and/or review of awards webpages of other professional associations (e.g., American Chemical Society, National Association of Social Workers)

## Findings

While there were often differences in funding levels for their recognition programs, there was little difference in the purpose or organization of the awards. However, there is something to be learned in the administration of the awards programs.

The review revealed that some other library associations and other professional organizations had moved away from expensive plaques to certificates, which can be produced more economically. The American Chemical Society practice mirrors ACRL's in that when sponsor funding for an award is lost, ACS divisions have the option to continue to offer that award using association funding. And, finally, all of the National Association of Social Workers' national recognition awards are funded by the National Association of Social Workers Foundation.

## Recommendations

11. That ACRL move toward certificates instead of plaques for all awards.
12. That Section 12.2.9 of the Guide to Policies and Procedures be affirmed. This policy allows sections that lose sponsor funding for awards to continue to offer that award (going forward, limited to Research Grants and Conference Scholarships), either as an unfunded award or by using basic services funding to fund the award.
13. That ACRL set a long-term goal of fundraising a minimum of $1 million to establish an endowment to fund the ACRL awards program.

## Appendix A: Summary of Recommendations with Rationale

| Recommendation | Rationale |
|---|---|
| *(Addressing the Value of the Awards Program)*<br>1. That, based on the feedback gathered by this Task Force and by the 2017 Task Force, ACRL continue to dedicate the resources and support necessary for a strong awards program. | Sixty-eight percent (n=130) of respondents to the academic library community survey indicated that they felt the ACRL Awards Program is either 'very valuable' or 'valuable' to the profession. Respondents also rated the awards program 'very important' (18%; n=34) or 'important' (41%; n=77) relative to other ACRL programs (e.g., publishing books, journals, and reports; developing and hosting professional development opportunities; or issuing frameworks, standards, and guidelines). |
| *(Addressing Funding, as well as Value)*<br>2. That the existing awards administered by sections and at the division-level resume for the 2023 award season only. | This will allow time for a working group/ad hoc committee (see next recommendation) time to develop the new divisional Awards Committee while avoiding a 2-year hiatus of this important ACRL program. |
| *(Addressing Funding, as well as Overlap/Gaps and EDI)*<br>3. That, due to perennial issues with funding, overlap and gaps, a working group or ad hoc committee be appointed immediately and given 12 months to develop a new model for recognizing achievement and distinguished service in the 2024 season and beyond. The working group/ad committee should reflect the diversity of the profession and should include, at a minimum, representation from all sections that currently administer ACRL program awards. Their charge would include:<br>a. Replacing the current awards program, in which awards are overseen by multiple, isolated division and section-level committees, with a streamlined model, with award processes overseen by a single, representative standing division-level award committee.<br>b. Determining the composition of/appointment protocols for the new division-level Award Committee including:<br>i. Conducting a thorough review the unique criteria, eligibility, and funding employed by all existing awards; | The issues with the review of the awards program identified by the 2017 Task Force persist and the funding situation has gotten more challenging due to an increasing unwillingness on the part of sponsors to commit to multi-year agreements.<br>40% (n=19) of respondents to the award committee/section survey ranked the security of the funding for their award as 'neutral,' seven respondents (14%) reported their funding was a 2 (10%, n=5) or a 1 (4%, n=2), with 1 representing 'insecure.'<br>Additionally, see recommendations/rationale related to the Core Commitment to EDI.<br><br>Additionally, the Task Force review revealed some overlap in the awards (i.e., an emphasis on innovation), a multitude of professional gaps, a need to incorporate EDI principles (see next recommendation), and a pervasive perception that the current award program only recognizes "superstars of librarianship" who work at "prestigious institutions," particularly when it comes to Achievement and Distinguished Service Awards.<br>However, there is much value in the current program, which should not be abandoned. |

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| ii. Creating new standardized criteria and eligibility for the awards;<br>iii. Ensuring EDI principles are incorporated into all aspects of the awards program (see also Recommendations 7-9);<br>iv. Establishing standard monetary amounts for award categories that are consistent with ACRL/ALA policies; and<br>v. Working with ACRL staff to establish a single pool of funding.<br>c. Exploring, with appropriate section leadership, if the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences still meet the needs of the membership given the narrow focus of both awards or if the endowment funds can be used in different ways. (See also Recommendation 4.)<br>d. Considering, with guidance from the ACRL 2023 Scholarships Committee and appropriate section input, if Routledge Distance Learning Librarianship Conference Sponsorship Award could be subsumed into a new, broader version of the ACRL conference scholarship program. (See also Recommendation 6.) | |
| *(Addressing Overlap and Gaps in the Awards Program)*<br>4. That if the determination is made by the ad hoc committee/working group that either or both the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences should continue to be administered, they will be administered at the section level, outside the ACRL awards program, to the extent permitted by ALA policy regarding endowment terms and minimums. | The two existing publication awards that are funded through endowments, the Katharine Kyes Leab and Daniel J. Leab American Book Prices Current Exhibition Catalogue Awards and the STS Oberly Award for Bibliography in the Agricultural or Natural Sciences, are significantly more narrowly focused than the other ACRL awards, which may not best meet the needs of ACRL and a changing profession. |
| *(Addressing Overlap and Gaps in the Awards Program)*<br>5. That existing Research Awards and Grants (i.e., De Gruyter European Librarianship | The existing research awards and grants serve a very different purpose (furthering research, not recognizing achievement) and as such should be handled differently. |

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| Study Grant) be renamed "Research Grants" and administered at the section level, outside the ACRL awards program, continuing to coordinate any sponsor outreach/fundraising through ACRL staff | |
| *(Addressing Overlap and Gaps in the Awards Program)*<br>6. That the Routledge Distance Learning Librarianship Conference Sponsorship Award be renamed as "scholarship" and administered at the section level, outside the ACRL awards program, unless a determination is made to subsume it into a new, broader version of the ACRL conference scholarship. In all scenarios, any sponsor outreach/fundraising would continue to be coordinated through ACRL staff. | Though it does recognize outstanding achievement, this award differs significantly from the other awards in 'Achievement and Distinguished Service Awards' category in that the monetary award is expressly to fund the recipient's travel to the ALA Annual Conference. |
| *(Addressing the Core Commitment to EDI)*<br>7. That EDI principles be incorporated into all aspects of the awards program and also into research grants and conference scholarships, whether administered at the division or section level. EDI principles include, but are not limited to: definitions of achievement, award eligibility criteria, award nomination processes, and award committee appointment processes. | Currently, none of the awards require or suggeste EDI as a component of the award program, though two awards are designated for a minority group: the WGSS Award for Career Achievement in Women & Gender Studies Librarianship and the WGSS Award for Significant Achievement in Women & Gender Studies Librarianship. |
| *(Addressing the Core Commitment to EDI)*<br>8. That specific participation in an ACRL section be removed as an eligibility requirement for any award, research grant, or conference scholarship, whether administered at the division or section level. | Giving preference to the members of certain member units could be considered an equity issue, as no matter how high the quality of the service or contribution, individuals who are not members of the group will not have an equitable chance of receiving the award compared to individuals who are members. |
| *(Addressing the Core Commitment to EDI, as well as Overlap and Gaps)*<br>9. That a system of checks and balances is established so that a recipient does not receive more than a single award, research grant, or conference scholarship for the same project in the same year. | The review of recent award winners revealed that, in at least one instance in the past five years, a person was nominated for and received two awards for what may be the same project in the same year. As a practice, awarding the same people multiple awards contradicts a philosophy of inclusion, not just in terms of social demographics, but also in terms of new creativity and emergent ideas. |
| *(Addressing the Core Commitment to EDI, as well as Overlap and Gaps)*<br>10. That when ACRL lifts its five-year moratorium on the establishment of any new awards | The Task Force identified a notable trend in the 2021 award season: the recognition of projects focused on OER and textbook affordability, which can be linked to a focus on equity. Additionally, |

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| (through Fall 2023), if not before, an award be created that recognizes service and/or research efforts in equity, diversity and inclusion. | those recipients awarded for individual service related to OER and textbook affordability, also had an overlapping service history of supporting programing and events aimed at diverse demographics. |
| *(Addressing Other Models for Recognizing Achievement, as well as Funding)*<br>11. That ACRL move toward certificates instead of plaques for all awards. | Some other library associations and other professional organizations had moved away from expensive plaques to framed certificates, which can be produced more economically. |
| *(Addressing Other Models for Recognizing Achievement, as well as Funding)*<br>12. That Section 12.2.9 of the Guide to Policies and Procedures be affirmed. This policy allows sections that lose sponsor funding for awards to continue to offer that award (going forward, limited to Research Grants and Conference Scholarships), either as an unfunded award or by using basic services funding to fund the award. | The American Chemical Society practice mirrors ACRL's in that when sponsor funding for an award is lost, ACS divisions have the option to continue to offer that award using association funding. |
| *(Addressing Other Models for Recognizing Achievement, as well as Funding)*<br>13. That ACRL set a long-term goal of fundraising a minimum of $1 million to establish an endowment to fund the ACRL awards program. | All of the National Association of Social Workers' national recognition awards are funded by the National Association of Social Workers Foundation. |

## Appendix B: Current Award Funding Descriptions

| Award & Award Type | Award Amount | Funding Source |
|---|---|---|
| **Division Awards** | | |
| Academic/Research Librarian of the Year<br><br>Type: Achievement and Distinguished Service Awards | Award: $5,000<br>Fee: $1,000 | GOBI Library Solutions from EBSCO |
| Excellence in Academic Libraries Awards<br><br>Type: Achievement and Distinguished Service Awards | Award: $3,000 for each of 3 libraries ($9,000 total)<br>Travel Support: $3,000 to support ACRL officers' travel to present award on each campus | GOBI Library Solutions from EBSCO |
| Hugh C. Atkinson Memorial Award<br><br>Type: Achievement and Distinguished Service Awards | Award: varies, based on interest generated from endowment | Hugh C. Atkinson Memorial Award Endowment |
| **Section Awards** | | |
| CJCLS EBSCO Community College Learning Resources Awards<br><br>Type: Achievement and Distinguished Service Awards | Award: $750 for each of two awards<br>Fee: $300 | EBSCO Information Services |
| CLS Innovation in College Librarianship Award<br><br>Type: Achievement and Distinguished Service Awards | Award: $1,000<br>Fee: $200 | SCELC |
| DOLS Routledge Distance Learning Librarianship Conference Sponsorship Award<br><br>Type: Achievement and Distinguished Service Awards | Award: $1,200<br>Fee: $300 | Routledge/Taylor & Francis |
| EBSS Distinguished Education and Behavioral Sciences Librarian Award<br><br>Type: Achievement and Distinguished Service Awards | Award: $2,500<br>Fee: $500 | American Psychological Association |
| ESS De Gruyter European Librarianship Study Grant<br><br>Type: Research Awards and Grants | Award: €2,500<br>Fee: €500 | Walter De Gruyter Foundation for Scholarship and Research (Note: Discontinued sponsorship in 2021) |
| IS Miriam Dudley Instruction Librarian Award<br><br>Type: Achievement and Distinguished Service Awards | Award: $1,000<br>Fee: $200 | ACRL Instruction Section |

| | | |
|---|---|---|
| IS Ilene F. Rockman Instruction Publication of the Year Award<br><br>Type: Publication Awards | Award: $1,000<br>Fee: $200 | Carrick Enterprises |
| IS Innovation Award<br><br>Type: Achievement and Distinguished Service Awards | Award $3,000<br>Fee: $600 | EBSCO Information Services |
| PPIRS Marta Lange/SAGE-CQ Press Award<br><br>Type: Achievement and Distinguished Service Awards | Award: $1,000<br>Fee: $200 | SAGE-CQ Press |
| RBMS Leab Exhibition Catalogue Awards<br><br>Type: Publication Awards | Award: citation, no monetary prize (endowment interest used to cover catalogue shipping costs) | Leab Endowment |
| STS Oberly Award for Bibliography in the Agricultural or Natural Sciences (biennial)<br><br>Type: Publication Awards | Award: varies, based on interest generated from endowment every two years | Oberly Endowment |
| ULS Outstanding Professional Development Award<br><br>Type: Achievement and Distinguished Service Awards | Award: $1,000<br>Fee: $200 | Library Juice Academy |
| WGSS Career Achievement in Women & Gender Studies Librarianship<br><br>Type: Achievement and Distinguished Service Awards | Award: $750<br>Fee: $150 | Duke University Press |
| WGSS Significant Achievement in Women & Gender Studies Librarianship<br><br>Type: Achievement and Distinguished Service Awards | Award: $750<br>Fee: $150 | Duke University Press |
| **Inactive Awards** | | |
| STS Innovation in Science and Technology Librarianship Award<br><br>Type: Achievement and Distinguished Service Awards | N/A (formerly $3,000 award) | N/A (formerly IEEE, prior to 2014) |

**Key**

| | | | |
|---|---|---|---|
| Sponsor-funded (green) | Endowment-funded (yellow) | Member-funded (orange) | Unfunded (no fill) |

# ACRL Awards Task Force Report

6.2.2017

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# Executive Summary

ACRL offers three types of awards: achievement and distinguished service, research and grants, and publications. Three awards, one of which allows for multiple award winners, are given at the division level. There are 16 section awards. Of the existing awards, three are funded through endowments, ten by library vendors or businesses, and six currently lack sponsors. While the ACRL Awards program remains healthy and highly valued by membership overall, a review of the number of awards, award administration, funding and sponsorships, and award governance is warranted.

To that end, the ACRL Board charged the Awards Task Force with reviewing the ACRL awards program to see whether it meets the needs of its members and is strategically focused to make the best use of ACRL resources. The task force was specifically asked to consider:

- Should there be a monetary requirement to establish a new award? If so, is $1,000 the appropriate amount?
- Should sections continue to be allowed to use basic services funds to pay an annual administrative fee for the management of each award?
- Who can propose new awards? Must an award be associated with a membership unit (such as a section), or can a new award be proposed and maintained by individuals or outside groups?
- Given ACRL's Plan for Excellence and the results of the membership survey giving a low priority to awards, what kind of support/resources should ACRL provide for an awards program?
- What criteria should be used in considering whether or not to expand the awards program?

Through two member surveys, examination of the status of current ACRL awards, review of existing ALA and ACRL awards documents, and invitations for member input, the task force found evidence that suggests the ACRL awards program would benefit from clearer assignment of roles and responsibilities, additional training and support for unit leadership and award committees, and more consistent review and oversight of new and existing awards. The remainder of this section includes recommended next steps to advance the ACRL awards program. A table of recommendations with supplementary rationale is located in Appendix A.

The rest of the document summarizes the task force's activities and findings relative to the charge with a focus on the importance of ACRL awards, award funding and sponsorships, establishment of new awards and on-going review of existing ones, and ACRL support and award governance.

## Recommendations

The Awards Task Force recommends to the ACRL Board:

1. That, based on ACRL surveys and member feedback, ACRL continues to dedicate the resources and support necessary for a strong awards program and that the current model of ACRL and unit (division and section) award committee responsibilities be maintained.

2. That an ad hoc division-level award review committee be appointed immediately, then every three to five years henceforward. The initial committee, possibly comprised of a past chair from each section that gives awards, would review the need, usefulness, and purpose of existing awards; review ACRL's Chapter 12 and unit award documents and ensure their congruence regarding responsibilities and timelines, including sponsorship renewals; and, with ACRL staff, develop tip sheets and training for incoming chairs on award responsibilities and procedures related to recruiting sponsors and strengthening sponsor relations.
3. That future ad hoc review committees, to be appointed every three to five years, critically evaluate the impact of any recommendations implemented or current practices on the state of the awards program; conduct the review of existing awards to ensure that the awards recognize meaningful achievements, there is no overlap, and still meet criteria used to establish the award; and revisit the value of a standing division-level Awards Committee.
4. That ideally new awards should have sponsorship, or at minimum, clear terms established for what the funding model will be (no cash award, cash award from section budget, cash award from sponsor, etc.); and that the monetary component of existing awards that offer a cash award, new awards (when applicable), and awards that re-acquire sponsors be set to $1000 minimum, with non-cash awards exempt at this time.
5. That existing awards without sponsors be allowed to continue for the immediate future, and that implications of offering non-cash awards, including impact on ACRL, the administering unit, and the awards program, be considered and decided upon by a future ad hoc review committee. Note that should non-cash awards continue to be offered, Chapter 12 will need to be amended.
6. That use of basic services funds to pay administrative fees continue and to offset ACRL costs to administer awards that the same minimum administrative fee be extended to non-cash awards (both existing and new); and that basic services funds continue to be allowed to be used to support the cash component of an award. However, task force members acknowledge the possible impact of this practice on the financial health of the unit and stability of the award and further recommend that the practice be reviewed by the ad hoc review committee.
7. That new awards can be proposed by anyone and that proposals must be approved and adopted by the administering ACRL unit; and that if an award is not associated with a member unit it not be considered an ACRL award and therefore receives no ACRL support.
8. That there be no limit imposed to the number of awards offered by an ACRL unit; that existing criteria be stringently applied to new award proposals (with the possible exception of requiring funding); that ACRL consider expanding the criteria based on member feedback; that sponsors be held to a term-defined contract (possibly three award cycles), when applicable; and that upon approval of new award requests by the Board, ACRL sets a review date of three to five years regardless of whether there is a monetary award or sponsor.
9. That existing awards be reviewed on an established and on-going basis, and that a calendar, criteria, and training be made available to the administering unit, and that this work possibly be facilitated by an ad hoc review committee.

# Environmental Scan

Task force members were committed to a comprehensive environmental scan that emphasized member feedback. Therefore, beyond reviewing ALA and ACRL awards documents, the task force distributed two member surveys and invited member comments at an open forum at the ALA midwinter conference and through email. The remainder of this section describes the extent of the scan.

Several ALA and ACRL awards documents were reviewed and pertinent information summarized. These included the *ACRL Awards Program* (http://www.ala.org/acrl/awards) website, Chapter 12 of *ACRL's Guide to Policies and Procedures* (http://www.ala.org/acrl/resources/policies/chapter12), the *Awards Manual of the American Library Association* (http://www.ala.org/awardsgrants/sites/ala.org.awardsgrants/files/content/awardgov/alaawardsmanual/2010_awards_manual_rev5.pdf), and awards information from other ALA divisions. Additionally, ACRL Liaison Chase Ollis provided a document which contained information and status of existing ACRL awards, such as award name, section or division award, sponsor and term of contract (if applicable), and type of award (plaque or certificate and monetary stipend).

The task force drafted and administered two surveys to solicit member feedback. The first survey was designed to investigate the importance of the ACRL awards program to its members and was sent to those who had received an award within the past five years. The award recipient survey was sent to 135 people with 29 emails returned as undeliverable for a total of 106 valid invitations. Of the 106 award recipients who received an invitation, 68 people responded, for a 64% response rate.

Award recipients were asked which award they received, and all but three awards were represented in the responses. However, seven responses did not include specific enough information to concretely identify which award they had won. By year, award recipients from 2016 had the highest response rate of 30.65% (n=19) with 2014 next highest at 19.35% (n=11) and remaining years either 17.74% (n=11) or 16.13% (n=10). Over 60% (63.08%, n=41) of respondents indicated their award recognized them personally, while 36.92% (n=24) noted their award was for their library or a component of the library.

By type of institution, 40% (n=26) of recipients were from research or special libraries, 38.46 (n=25) from four-year libraries, 18.46% (n=12) from two-year libraries, and 3.08% (n=2) were from "other" libraries. In the "other" category, one recipient indicated that at the time the award was given, she/he was working at a different type of library than they had previously worked, and another stated their institution/library was a fully online university. Respondents represent a broad range of institution types.

The second survey was developed to get feedback from section and division leadership regarding award sponsorships and funding, criteria for expanding the program, and administration and governance. This survey was sent to 110 award committee chairs and section and division leaders who had served over the past five years. Of the 110 invitations sent, eight emails were returned for a total of 102 valid invitations. Of the 102 who received an invitation, 51 responded, for a 50% response rate. Respondents were asked whether they had served as a section chair or award committee chair; 66% (n=33) indicated that they had served as section chair while 48% (n=24) had served as award committee chair. Seven individuals had served in both roles. Of the 46 people who answered the question of whether they had sought funding or

sponsorship for an award during their term, almost half (43.48%, n=20) indicated that they had, compared to 52.17% (n=24) who had not. Overall, survey respondents represent section and award committee leadership equally well, as well as experience securing funding or sponsorships.

To complete its environmental scan, the task force scheduled an open forum at the ALA 2017 midwinter conference. An announcement went to all ACRL section and selected other lists, and comments were encouraged from members who could not attend the forum. Unfortunately, the open forum was scheduled across from the ACRL President's Forum and other notable sessions, and so drew no attendance. Still, some members responded via email and those comments are included in the environmental scan. Lori Critz, Board Liaison, presented a draft of the report to the Board at the midwinter conference and Board member feedback is addressed in the report.

All survey responses are available for review; contact Penny Beile at pbeile@ucf.edu.

# Importance of ACRL Awards Program

Chapter 12 of *ACRL's Guide to Policies and Procedures* notes that the purpose of the ACRL Awards Program is to recognize or assist outstanding members of the academic and research library profession. The *ACRL Awards* web site adds that the awards program "enhances the sense of personal growth and accomplishment of our members, provides our membership with role models, and strengthens the image of our membership in the eyes of employers, leadership, and the academic community as a whole." Responses to both surveys indicate that the program remains vitally important to those respondents.

**Several ACRL members appeared perplexed by the low priority accorded ACRL awards, and comments like the following appeared several times: ...if this "low priority" was the result of an "on a scale of 1 to 10 rate each item's priority to you" I don't think awards receiving a low priority rating necessarily means the membership doesn't value awards. I know I have completed numerous surveys over my 30+ years in the profession when I could only award each rating on a scale to one item (for example, I couldn't have two #1s), and I found that my #10, for example, was still something to which I would give a significant value.**

## Findings

Respondents to the award recipient survey were asked how important it is that ACRL give awards. Over 93% of this population of ACRL membership selected "extremely important" (67.19%, n=43) or "very important" (26.56%, n=17) while only 6.25% (n=4) of respondents indicated "moderately important" and no one selected slightly or not at all important. When asked how the award was meaningful to them, 66 respondents selected multiple options, with recognition of peers (96.97%, n=64) most often selected, followed by publicity generated for the library or institution (83.33%, n=55), and impact on promotion and tenure decisions (34.85%, n=23). Almost half of respondents (48.48%, n=32) went on to add other ways the award was meaningful. Most comments were centered on recognition, either for colleagues and staff associated with the achievement or recognition of

faculty and campus administrators. One person remarked, "It signaled to our campus administration that our library and its staff are exceptional" while another added that the award was a lifetime achievement and "...the award plaque actually hangs in my office, diploma's don't." A final comment illustrates the significance of receiving an ACRL award for one member:

> I cannot possibly explain how meaningful it was to receive the award. Many of us work for years without recognition at our jobs… This award, at least for me, is something that I will always cherish, as recognition from my professional peers. I think that we need that.

When asked whether seeing the accomplishments of previous award winners was motivational, award recipients overwhelmingly responded in the affirmative. Over 90% of respondents selected "definitely yes" (61.54%, n=40) or "probably yes" (29.23%, n=19), while 9.23% (n=6) thought it "might or might not." No one selected "probably not" or "definitely not." Award recipients likewise thought that the accomplishments of award winners served as a standard of excellence for other academic librarians; 56.92% (n=37) selected "definitely yes" and 24.62% (n=16) "probably yes," while 9.23% (n=6) thought it "might or might not" and one (1.54%) noted "probably not." One person commented that as an outcome, "having the award on their radar gave them a little push to get things across the finish line."

Award recipients also were asked how they had heard of the award announcement, and the largest number of responses indicated ACRL publications or the ACRL web site (46.03%, n=29 and 36.52%, n=23 respectively). A listserv was selected by 46.03% (n=29), an award sponsor press release by 23.81% (n=15), social media by 9.52% (n=6), and "other" by 38.10% (n=24). The responses in the "other" category mentioned knowledge of the awards because of deep involvement with ACRL or their section and communication from colleagues, supervisors, and former recipients, among others. Dissemination of award announcements appears to be comprehensive and ACRL members are aware of the awards.

Although respondents to the leadership survey generally felt like having awards was valuable for members, a few people felt that the awards were outdated or were concerned that some awards tended to favor wealthier institutions. These concerns are summed up well by the following quote: "...many of the ACRL awards are for another time and era of librarianship." It was further noted that some awards simply "reward big libraries with lots of money to do stuff."

## Existing needs

ACRL does an excellent job of marketing the awards, sending the call for nominations, and announcing award recipients. However, a review of existing awards for relevance and diversity of institution type may be indicated. This topic is further addressed in a later section.

## Recommendations

That, based on ACRL surveys and member feedback, ACRL continues to dedicate the resources and support necessary for a strong awards program and that the current model of ACRL and unit (division and section) award committee responsibilities be maintained.

# Funding and Sponsorships

The Board specifically requested that the task force investigate whether there should be a monetary requirement to establish a new award, and if so, whether $1,000 is the appropriate amount. The task force addressed the question of monetary requirements across the whole awards program, including existing awards as well as new awards. The Board also asked for input on whether sections should continue to be allowed to use basic services funds to pay the annual administrative fee for the management of each award. Through the environmental scan, task force members noted a substantial number of section awards without sponsorships and this also is addressed in the findings and recommendations.

## Findings

Three awards that recognize Achievement and Distinguished Service are offered at the division level. Excellence in Academic Libraries is awarded to three recipients, with each receiving $3000 plus $3000 for travel of an ACRL official. The Academic/Research Librarian of the Year Award is funded in the amount of $5000, while the remaining award, the Hugh C. Atkinson Memorial Award, offers a cash award funded from an endowment and split among four divisions. Division level awards range from $3000 to $5000 per awardee.

Achievement and Distinguished Service awards also are presented by sections. Of the twelve section awards of this type, six have recently lost sponsors. Three of the six awards are on hold pending sponsorship approval while three offer a plaque only but are currently seeking a sponsor to support a cash award. One section that lost its sponsor for a $3000 award has given $1000 from their operating budget the past couple of years, when the funds were available. They do not currently list a cash award on the awards page because they cannot guarantee there will be money available. Current cash awards for section Achievement and Distinguished Service range from $750 to $1200, with the exception of the IS Innovation Award which is sponsored in the amount of $3000. Recently suspended awards ranged from $1000 to $3000.

Three section awards are dedicated to publications, of which two are given yearly and a third is awarded in odd-numbered years. All three awards offer a monetary component; two are unstated and one is for $3000. A final research award to study abroad is funded in the amount of 2500 Euro (~$2800 at the current exchange rate). Overall, sponsored section awards range from $750 to $3000, with achievement awards ranging from $750 to $3000 and publications and research awards in the area of $2500 to $3000.

Monetary requirement and minimum: Regarding a monetary requirement for awards, the *ALA Awards Manual* addresses this in the section on establishing new awards. One of the conditions for considering a new award is the monetary award to the winner, as well as a five-year commitment of funding. *ACRL Guidelines to Policies and Procedures*, Chapter 12, emphasizes the requirement for funding by stating, "All proposals for new awards must clearly indicate that the award will have financial support either from a vendor or from the establishment of an endowment."

To investigate the impact of the cash component of an award a question was included on the award recipient survey regarding institutional support for travel costs incurred to receive the award. Of the 65

responses, 29.23% (n=19) indicated their institution fully funded their travel, 20% (n=13) noted their institution partially funded their travel, and 30.77% (n=20) indicated their travel was not funded by their institution. The remaining 20% (n=13) selected "Other," with comments ranging from the Award Sponsor came to them to those who noted that they were traveling to ALA anyway and were already funded to do so, the institution funded only one of the three co-recipients, they did not travel to receive the award due to a prior commitment, or there was no institutional affiliation to fund the travel. Of most interest, over 50% of respondents indicated their travel to receive the award was partially funded or not at all. Anecdotally, one award recipient noted she would not have been able to attend the conference to receive the award without the stipend associated with the award.

An additional question was asked to further explore aspects of the award that were meaningful beyond the cash award. While a write up in a library journal and press releases received the most support (100%, n=65), other highly regarded components included receiving a certificate or plaque (75.38%, n=49) and presentation of the award at a section or division meeting (70.77%, n=46); receiving a monetary prize was rated lower (32.31%, n=21). Several comments were made in support of overturning the monetary requirement. One person noted that all award components were meaningful to varying degrees and that getting money was icing on the cake, while another indicated that s/he did not receive a monetary component due to loss of sponsor, but the award was still very meaningful.

When asked about a monetary requirement to establish a new award or for an award that has lost funding, respondents to the leadership survey were very split on the topic. Of the 48 who responded, 37.50% (n=18) indicated that there should be a monetary requirement, 43.75% (n=21) did not agree, and 18.75% (n=9) had no opinion. Several wrote comments that they would like to see sections be allowed to offer awards without a monetary prize, including one who stated, "Money is nice but the recognition is what is important IMHO - so to require awards to have financial support can dampen the desire to recognize good librarians." However, of those who thought there should be a minimum amount 72.22% (n=13) thought $1,000 was an appropriate amount compared to 16.67% (n=3) who did not agree and 11.11% (n=2) who had no opinion.

Regarding a *minimum* monetary requirement, the *ALA Awards Manual* states that offices, divisions, and roundtables do not constitute ALA association-wide awards and therefore do not have to adhere to the minimum monetary amounts set by ALA. However, ACRL Chapter 12 adds, "In accordance with ALA guidelines, cash recognition awards should not be less than $1,000." Given that, award recipients were asked if $1000 was an appropriate minimum amount for an award and 64.62% (n=42) responded "yes," 9.23% (n=6) said "no," and 26.15% (n=17) had no opinion. The six who responded "no" to the question were asked their opinion about an appropriate minimum amount and four suggested $2,000 while one person suggested $2500 and another noted $300. As a large number of respondents received a $3000 award it is difficult to draw conclusions as to whether the respondents who suggested $2000 to $2500 were thinking of division awards.

Awards without sponsors: When reviewing the state of award sponsorship it appears that awards that are funded by endowments and/or have the name of the sponsor in the title are more secure as far as sponsorship and funding. Of the 19 unique ACRL awards, eight are supported by an endowment and/or

have the sponsor in the name of the award, with the result that each of those awards appears to be ongoing and stable. Of the eleven remaining committees, six (over half) are seeking sponsorships or are no longer providing a cash award. Although not always the case, it appears that awards that rely on endowments or promote sponsors by naming them in the award are more stable.

A further analysis of the state of sponsorships by date and limited to section awards (division awards do not appear to be at risk of losing sponsors) reveals that of the nine awards established between 1923 and 1996, seven (78%) are still funded. Of the seven awards established since 1999, only three (43%) are still funded and two of those began in 2012 and 2015. Finally, oversight of sponsor contracts appears to be delegated to award committees, but this is not clearly defined in the division's award documentation.

This topic was explored on the leadership survey through questions related to sponsor contracts. Specifically, approximately two-thirds of respondents (65.22%, n=30) agreed that sponsors should be held to a term-defined contract compared to 17.39% (n=8) who did not agree and 17.39% (n=8) who had no opinion. Likewise, a slight majority of respondents (55.17%, n=16) thought that sponsors should be held to a three year contract, compared to 20.69% (n=6) who supported two year contracts and 6.9% (n=2) with no opinion. Respondents also were provided the opportunity to write in comments, and the 17.24% (n=5) who selected that option offered suggestions ranging from "a minimum of three years" to a rolling one year commitment, with one year's notice to terminate.

Several respondents went on to comment on the impact of sponsorship withdrawal on their respective awards. Three people acknowledged the difficulty of obtaining sponsors due to mergers and consolidation and one was especially frustrated with a sponsor pulling funding after the recipient was selected. Another person noted that the number of nominees for an award dropped after funding was lost (but acknowledged that this may be anecdotal). Losing sponsorship may present an opportunity to rethink the need, usefulness, and purpose of the award.

Use of basic services funds: The task force was asked to examine whether sections should continue to be allowed to use basic services funds to pay the annual administrative fee for the management of each award. Chapter 12 of *ACRL's Guide to Policies and Procedures*, section 12.2.3, addresses this practice by explicitly stating:

> "In developing the new award proposal the unit should consider the cost of administering the award. The administrative fee for new awards is 20% of the award amount, not to exceed $1,000. This administrative fee does not apply to Endowment Scholarships."

This practice was overwhelming supported by respondents to the leadership survey (87.50%, n=42), with only one person (2.08%) not in favor and five (10.42%) having no opinion. Task force members also found that awards that do not offer a cash component are not subject to the same policy, yet these awards receive the same level of ACRL support. Determining whether a section is able to financially sustain the administrative fees associated with an award should be taken into consideration by ACRL when a section applies for a new award or when existing awards are reviewed. It is likely one way to manage the number of ACRL awards.

The task force also came across an example of a section using basic service funds to fund an award and included a question on the leadership survey to seek input on this practice. Overwhelmingly, respondents

thought that sections should be allowed to pay for the cash award beyond the administrative fee (72.92%, n=35). Only one in five respondents (20.83%, n=10) thought that basic service funds should not be allowed to support a cash award and 6.25% (n=3) had no opinion. While section funds have few restraints on how they are used, one person suggested that a cap should be placed on the amount of section funds that can be used to support cash awards, and perhaps be used only in exceptional circumstances, such as when a sponsor has withdrawn support but an award recipient has already been selected.

## Existing needs

Monetary requirement and minimum: Current award documents stipulate a funding requirement for new awards, yet many existing awards do not offer a cash component due to loss of sponsorship. Survey respondents and task force members were very split in their support of the existing cash award requirement and recognize that a recommendation for new awards also would impact existing awards that have lost sponsors. Without clear consensus and recognizing the need to proceed thoughtfully, implications of retaining or overturning the requirement were debated by task force members and the following pros and cons are offered. Some positive aspects to maintaining a financial component include supporting recipients to travel to the conference to receive the award and using the cash award requirement to limit the number of awards and maintain quality of the awards program. On the other hand, six awards currently do not have sponsors. If the policy is enforced, the awards would likely close. Also, based on survey comments, it appears that locating funding puts a strain/burden on section leadership. Finally, task force members suggest that if there is no monetary requirement associated with an award, sections should consider not giving awards at the conference in order to avoid the issue of awardees having to travel to the conference.

ACRL Chapter 12 aligns with the *ALA Awards Manual* regarding the minimum of $1000 for cash recognition awards. Survey respondents and task force members likewise tended to agree. The existing awards criteria as found in ACRL Chapter 12 provides guidance on minimum cash award and may be relied upon to standardize section achievement award amounts. Section level award stipends vary widely; losing sponsorships may present an opportunity to reset the minimum.

Awards without sponsors: The part of the awards process dedicated to locating and retaining sponsors is in crisis, which gives rise to the question of how best to administer sponsorships. While section and award committee leadership turn over too quickly to ensure consistent review and oversight of sponsor terms and contracts, they may still be best at maintaining sponsor relations. Beyond this, task force members considered whether sponsors were overtaxed or if pulling support was an indication of a down economy. Either way, greater transparency and communication regarding roles and responsibilities associated with procuring sponsorship is needed. This could be addressed by drafting a master list of sponsors at the ALA level (including divisions and sections) to see who is supporting awards or access to a calendar of ACRL-level awards with contract expiration dates. Training, in the form of tip sheets, webinars, etc., on best practices related to vendor negotiations, section chair responsibilities, and processes in place for contacting vendors, also is needed.

Use of basic services funds: The use of basic services funds to support the administrative costs associated with the awards is a current practice and it is supported by survey respondents and task force members alike. The task force was surprised to find that section awards without sponsors were not subject to the same policy, yet require the same oversight and time to administer. The use of basic services funds by a section to offset the cash award after the sponsor was lost also came to the task force's attention. While allowed by ACRL and generally supported by survey respondents, task force members are concerned that this practice would not offer stability of the award and may impact the financial health of the section in the long term.

## Recommendations

Monetary requirement: That ideally new awards should have sponsorship, or at minimum, clear terms established for what the funding model will be (no cash award, cash award from section budget, cash award from sponsor, etc.); and that the monetary component of existing awards that offer a cash award, new awards (when applicable), and awards that re-acquire sponsors be set to $1000 minimum, with non-cash awards exempt at this time.

Awards without sponsors: That existing awards without sponsors be allowed to continue for the immediate future, and that implications of offering non-cash awards, including impact on ACRL, the administering unit, and the awards program, be considered and decided upon by a future ad hoc review committee. Note that should non-cash awards continue to be offered, Chapter 12 will need to be amended.

Use of basic services funds: That use of basic services funds to pay administrative fees continue and to offset ACRL costs to administer awards that the same minimum administrative fee be extended to non-cash awards (both existing and new); and that basic services funds continue to be allowed to be used to support the cash component of an award. However, task force members acknowledge the possible impact of this practice on the financial health of the unit and stability of the award and further recommend that the practice be reviewed by the ad hoc review committee.

# New Awards and Review of Existing Awards

The Board also presented the task force with questions regarding the establishment of new awards. Specifically, the task force was asked to suggest who can propose new awards, and whether an award should be associated with a membership unit (such as a section) or if a new award can be proposed and maintained by individuals or outside groups. The Board also requested feedback on the criteria that should be used in considering whether or not to expand the awards program. As reviewing existing awards is vital to the health of the awards program and corollary to the process of expanding the number of awards, this aspect of the awards program also was examined and is included in the findings and recommendations.

## Findings

Who can propose/sponsor new awards: According to the *ALA Awards Manual*, a request that a new ALA or unit award be established may come from any member or unit of the Association *or from any individual or group outside the Association* interested in the recognition and development of libraries and librarianship. ACRL's Chapter 12 awards document likewise states that any person or group inside or outside of ACRL may propose the establishment of a new ACRL award. To date, sponsors of ACRL awards have included publishers; companies providing information services, content, and technology for libraries; an online professional development organization for librarians and library staff; outside professional organizations; and endowments and ACRL section funds.

The practice of allowing outside entities to propose new awards also is supported by ACRL membership. Respondents to the awards committee and section leadership survey were asked if there should be restrictions on where funds come from and who could sponsor an award. More than half (54.17%, n=26) of the respondents selected "No," while 29.17% (n=14) chose "Yes," and 16.67% (n=8) "No Opinion." Respondents were further asked about possible sources of financial support for awards. Five possibilities were identified; endowments (100%, n=14), library vendors (100%, n=14), private individuals (78.57%, n=11), non-library professional associations (64.29%, n=9), and other (non-library) businesses (50%, n=7). Association and division documents clearly indicate that individuals or outside entities may propose new awards, yet the relationship of an award to a membership unit is not as clearly defined**.**

Criteria to expand the awards program: ACRL documents do not address the size of the awards program in terms of *number* of awards; however, the number of ACRL awards has proliferated over the past 25 years. (From 1923 to 1988 there were five ACRL awards. Nine new awards were established in the 1990s and an additional five have appeared since 2004.) While the *ALA Awards Manual* indicates that no limit is imposed on the number of ALA general awards and grants established, it goes on to add that it is expected the number will remain small since the prestige of existing awards may be lessened with each new award that is established.

To maintain quality and prestige (and perhaps the number) of ALA awards, criteria are carefully articulated in the *ALA Awards Manual* for establishing new awards. Such criteria include the intent and purpose of the individual or group making the proposal or donating a sum of money to be used for awards purposes, the existence of already established awards in the same or similar areas of interest, the monetary award to the winner, and a five-year commitment of funding. ACRL criteria for establishing new awards closely follow those established by ALA.

When asked about the relative importance of criteria for establishing new awards, leadership survey respondents assigned priority to the intent or purpose of the award, objective selection criteria, and availability of appropriate candidates. These were followed by written review procedure, existence of an already established award in the same area of interest, and sponsor commitment. A monetary award to the award recipient was of moderate importance, and the award's relationship to the *ACRL Plan for Excellence* of least importance. Another criterion suggested was the association between the award and the purpose or core practices of the member group. Diversity, described as the need for diverse candidates as well as assistance with recruiting a diverse pool of candidates, also emerged as a theme.

Award recipients also responded to the survey question of whether ACRL should offer more awards. When asked if ACRL should expand the number of awards beyond the current number, only 15% (n=10) of survey respondents supported adding more, 60% (n=39) had no opinion, and 12% (n=8) were against. The comments ran the spectrum - - a few felt that adding more awards would result in having too many, which would make the overall group of awards less meaningful, while those in favor of adding more awards argued that with a changing profession it was necessary to create new awards recognizing emerging new directions. Examples of possible new awards included a Teaching Librarian Award, awards targeting community college or early career librarians, and special achievement awards recognizing a librarian serving an identified minority user group or who had successfully served in a non-traditional role at the institution. Several added that they would like to see less emphasis on the number of awards and more on making sure they recognized something meaningful.

**Comment on how many awards a membership unit should be allowed:**

**The focus should be not on the number of awards *per se* but on their purpose, what is achieved - - materially and symbolically - - by creating them and whether they are closely connected to the abiding goals and values of the profession. The risk is not so much "dilution" as "trivialization."**

The question of how many awards should a membership unit be allowed to administer also was posed to award committee chairs and section leadership. Similar to the awards recipient survey, responses ran the gamut from one per membership unit (8.33%, n=4), to two per unit (10.42%, n=5), and three per unit (14.58%, n=7). Almost one third of respondents had no opinion (31.25%, n=15) while 35.42% (n=17) opted for "other." Of those, four wrote in "unlimited" and the remaining 14 indicated that the number of awards should be determined by the section, and perhaps be based on size of membership.

Review of existing awards: ALA and ACRL award documents are completely congruent in their policies regarding review of existing awards. Both documents state, "Each unit shall review periodically the appropriateness of its existing awards; and shall modify, eliminate, or suspend its existing award(s) and shall handle all details and expenses with respect to its award(s)." The criteria for discontinuing or suspending awards includes "withdrawal of financial support by the donor," in addition to lack of interest in the award, terms of the award have become outdated, or there is pressure to influence selection of the winner, among others. ACRL's Chapter 12, section 12.2.8, adds "Each award should be reviewed as part of the administering unit's regular review process. The review should consider (a) the appropriateness of the award's purpose and procedures, and (b) the adequacy of the funding available for the award and its administration."

The leadership survey included two questions related to the review process; who should have responsibility and how often the review should occur. Review by division or section leadership was most strongly supported (51.22%, n=21), but a division-level ACRL Awards Committee (a new model described further in the following section) also received substantial support (31.71%, n=13). These options were followed by the individual award committee (14.63%, n=6) and ACRL staff (2.44%, n=1). Respondents most frequently opted for review every three years (60.98%, n=25), compared to every two

years (19.51%, n=8) and every year (7.32%, n=3). Five people (12.20%) selected "other" and were encouraged to elaborate, with three suggesting a five-year review period and two suggesting that the review be tied to when the sponsor needs to be contacted for renewal.

## Existing needs

Who can propose/sponsor new awards: ACRL Chapter 12 explicitly states that award proposals may come from any person or group inside or outside of ACRL and this practice is generally supported by respondents to both the leadership and award recipient surveys. However, there was little to be found regarding the relation to a member unit, leading task force members to be concerned about consistency with ACRL's mission, continuity, and potential impact on the awards program should "stand-alone" awards be allowed.

Criteria to expand the awards program: ACRL criteria for establishing new awards include intent and purpose of the group making the proposal, existence of similar awards, sponsor financial support, and a commitment of five years. These criteria were further elaborated upon by survey respondents, who assigned priority to the intent and purpose of the award, objective selection criteria, and availability of viable candidates. Relationship between the award and the administering unit and diversity in types of awards were also cited as important. In sum, survey respondents appeared to focus less on the number of new awards and more on whether they recognize new roles and the "current landscape of librarianship." Comments as to the "meaningfulness" of new awards also are pertinent to the review of existing awards, which follows.

Review of existing awards: ACRL award documents charge the administering unit with review of its awards and this practice is generally supported by survey respondents. However, there is question as to how often review occurs and whether any awards have been discontinued due to review. Based on current practice, it appears that sections could benefit from more guidance and support on this part of the awards process, especially to initially determine when and how often review should take place (possibly on an established basis or in concert with the sponsor contract) and to establish criteria for review (possibly based on criteria used to establish the award as well as those suggested earlier in this section of the report).

## Recommendations

Who can propose/sponsor new awards: That new awards can be proposed by anyone and that proposals must be approved and adopted by the administering ACRL unit; and that if an award is not associated with a member unit it not be considered an ACRL award and therefore receives no ACRL support.

Criteria to expand the awards program: That there be no limit imposed to the number of awards offered by an ACRL unit; that existing criteria be stringently applied to new award proposals (with the possible exception of requiring funding); that ACRL consider expanding the criteria based on member feedback; that sponsors be held to a term-defined contract (possibly three award cycles), when applicable; and that

upon approval of new award requests by the Board, ACRL sets a review date of three to five years regardless of whether there is a monetary award or sponsor.

Review of existing awards: That existing awards be reviewed on an established and on-going basis, and that a calendar, criteria, and training be made available to administering unit, and that this work possibly be facilitated by an ad hoc review committee. *The ad hoc review committee is expanded upon in the following section.*

# ACRL Support and Award Governance

The final area of the task force report, dedicated to the question of "what kind of support/resources should ACRL provide for an awards program," may be the most significant in terms of long-term impact on the awards program. Currently, ACRL staff handle promotional efforts, winner announcements and communication with all applicants, planning and coordinating events at the ALA Annual Conference, ordering and distributing awards and cash prizes, and making routing updates to ACRL award materials and information in preparation for the coming award season. Award committees publicize the call for nominations, review submissions and vet against award criteria, select the recipient, and complete all work plans, reports, and any requested media profiles.

Presumably, the Board asked the question to see whether the needle needed to move towards more ACRL oversight or towards more unit (division or section) administration of the awards program. However, while scanning documents and websites an additional alternative was found, and membership input was sought on the viability and potential of a division-level awards committee responsible for administering all awards and appointing selection juries.

## Findings

The ACRL Awards Program website states that support and governance is currently handled by the sections and division, with support from their ACRL liaison. This model is slightly different from ALA, which has an Awards Committee that makes recommendations to the Board and ALA Council on policies and procedures. It also administers all ALA General Awards, reviews appropriateness of existing awards, makes recommendations regarding proposed new awards, and examines whether existing awards need modification, elimination, or suspension. The Committee appoints selection juries, maintains the Awards manual, and provides general guidance on procedural aspects of awards.

Two questions related to ACRL support and governance were included on the leadership survey. Regarding the level of support and resources that ACRL should dedicate to the awards program, almost half (46.34%, n=19) thought that ACRL should maintain its current level of support, compared to 17.07% (n=7) who thought ACRL should provide more support, 17.07% (n=7) who thought ACRL should reduce its level of support, and 19.81% (n=-8) who had no opinion. Several people who advocated for increased support commented that more help was needed with securing sponsors while two thought ACRL should assist more with advertising and promotion. The respondents who suggested decreased support recommended that ACRL consider balancing time and money allocated to awards management with

relatively low interest and competing responsibilities, and letting section award committees handle additional duties like communicating with applicants and planning award events.

Even more disparity in responses was seen when survey takers were asked to select the model they thought best suited for maintaining the quality and consistency of ACRL awards. This item built upon the previous question by adding the ALA model of a division-level awards committee to the options of retaining the current model, shifting more responsibilities to ACRL staff, and shifting responsibilities toward award committees and section leadership. While half of respondents thought ACRL should maintain its current level of support in the previous question, 40.48% (n=17) of the same respondents suggested shifting more responsibilities back to section award committees and leadership. This option was followed by 30.95% (n=13) who supported the ALA model, 19.05% (n=8) who thought the current model worked fine, and 9.52% (n=4) who opted for shifting more responsibilities to ACRL staff. One person suggested that efforts would be streamlined if the division moved toward an ACRL award committee, another strongly supported ACRL-provided training about the awards process should the current model be retained, and yet another mentioned the value of giving sections autonomy but also acknowledging that a more centralized model might relieve work for everyone involved.

## Existing needs

No clear preference was found among membership regarding the level of support and services that ACRL should dedicate to the awards process when given the options of increasing ACRL support, shifting more responsibility to the sections, or implementing a division-level Awards Committee. Yet, parts of the awards process require attention, especially in the areas of procuring funding and critically reviewing existing awards for relevance and purpose. Task force members believe that these issues, uncovered in the course of conducting our environmental scan and preparing this report, must be remedied for the on-going health of the awards program and to ensure that it continues to meet the needs of its members.

## Recommendations

That an ad hoc division-level award review committee be appointed immediately, then every three to five years henceforward. The initial committee, possibly comprised of a past chair from each section that gives awards, would review the need, usefulness, and purpose of existing awards; review ACRL's Chapter 12 and unit award documents and ensure their congruence regarding responsibilities and timelines, including sponsorship renewals; and, with ACRL staff, develop tip sheets and training for incoming chairs on award responsibilities and procedures related to recruiting sponsors and strengthening sponsor relations.

That future ad hoc review committees, to be appointed every three to five years, critically evaluate the impact of any recommendations implemented or current practices on the state of the awards program; conduct the review of existing awards to ensure that the awards recognize meaningful achievements, there is no overlap, and still meet criteria used to establish the award; and revisit the value of a standing division-level Awards Committee.

# Appendix A: Summary of Recommendations with Rationale

| Recommendation | Rationale |
|---|---|
| (Addresses importance and model)<br>1. That, based on ACRL surveys and member feedback, ACRL continues to dedicate the resources and support necessary for a strong awards program and that the current model of ACRL and unit (division and section) award committee responsibilities be maintained. | Importance of awards: 93% of award recipient survey respondents indicated awards were extremely or very important; no one selected slightly or not important.<br>ACRL support: 46% of leadership survey respondents want to maintain current level of support, compared to 17% who preferred that ACRL increase support and 17% who selected less support.<br>Division level awards committee model: 40% of leadership survey respondents opted to have award committees assume more responsibilities, compared to 19% who thought the current model good, and 10% who wanted to shift more responsibilities to ACRL staff; 31% favored a standing division-level awards committee. |
| (Addresses ad hoc review committee/purpose)<br>2. That an ad hoc division-level award review committee be appointed immediately, then every three to five years henceforward. The initial committee, possibly comprised of a past chair from each section that gives awards, would review the need, usefulness, and purpose of existing awards; review ACRL's Chapter 12 and unit award documents and ensure their congruence regarding responsibilities and timelines, including sponsorship renewals; and, with ACRL staff, develop tip sheets and training for incoming chairs on award responsibilities and procedures related to recruiting sponsors and strengthening sponsor relations. | While task force members suggest retaining the current model, at least for the immediate future, we feel strongly that an interim committee is needed to strengthen administration of the awards program by providing training and information regarding disparate responsibilities and processes associated with awards. This committee also would serve as an initial review committee for all ACRL awards and would ensure that all ACRL awards documents and information are consistent across platforms. |
| (Addresses future review committee's role)<br>3. That future ad hoc review committees, to be appointed every three to five years, critically evaluate the impact of any recommendations implemented or current practices on the state of the awards program; conduct the review of existing awards to ensure that the awards recognize meaningful achievements, there is no overlap, and still meet criteria used to establish the award; and revisit the value of a standing division-level Awards Committee. | Task force members base this recommendation on the observed need to continue to provide division-level oversight of the award administration process, especially in the areas of serving as review unit for existing awards; ensuring that standards are applied; and revisiting or suggesting additional recommendations over time. An ad hoc committee has the ability to take a long-term, big-picture view while it may be difficult for individual award committees to see beyond the merits or status of their own awards. |

| | |
|---|---|
| (Addresses monetary requirement for new awards)<br>4. That ideally new awards should have sponsorship, or at minimum, clear terms established for what the funding model will be (no cash award, cash award from section budget, cash award from sponsor, etc.); and that the monetary component of existing awards that offer a cash award, new awards (when applicable), and awards that re-acquire sponsors be set to $1000 minimum, with cash awards exempt at this time. | Funding for new awards: leadership survey respondents were very split, with 37% wanting to require funding, 44% in opposition, and 19% with no opinion. Task force members feel that new awards should be held to terms and standards necessary to maintain a strong awards program, yet are reluctant to enforce the current monetary requirement as it is entwined with existing awards without sponsors; a strong recommendation on one impacts the other. Review of this practice by a future ad hoc committee is further suggested; see recommendation #5.<br>Award minimum: Award recipient survey respondents support this with 65% agreeing with a minimum of $1000, 9% who did not agree, and 26% with no opinion. |
| (Addresses monetary requirement for existing awards)<br>5. That existing awards without sponsors be allowed to continue for the immediate future, and that implications of offering non-cash awards, including impact on ACRL, the administering unit, and the awards program, be considered and decided upon by a future ad hoc review committee. Note that should non-cash awards continue to be offered, Chapter 12 will need to be amended. | Award recipient survey respondents indicated that the monetary component was of least importance when ranking aspects of the award that were most meaningful to them. Further, with the current large number of awards without sponsors, requiring sponsorship at this time may negatively impact the number of awards and throw the awards program overall into disarray. |
| (Addresses use of basic services funds)<br>6. That use of basic services funds to pay administrative fees continue and to offset ACRL costs to administer awards that the same minimum administrative fee be extended to non-cash awards (both existing and new); and that basic services funds continue to be allowed to be used to support the cash award. However, task force members acknowledge the possible impact of this practice on the financial health of the unit and stability of the award and further recommend that the practice be reviewed by the ad hoc review committee. | Use of basic services funds for administrative fees was overwhelmingly supported by leadership survey respondents: 88% yes, 2% no, 10% no opinion. Task force members felt that requiring the use of basic services funds to offset administrative support of non-cash awards would likely be one way to manage the number of awards. It is further suggested that the ad hoc review committee determine whether to require an awards committee to commit to use of funds for three award cycles.<br>Leadership survey respondents also supported the use of basic services funds for the monetary award: 73% yes, 21% no, 6% no opinion. |

| | |
|---|---|
| (Addresses who can propose new awards and relationship to member unit)<br>7. That new awards can be proposed by anyone, and that proposals must be approved and adopted by the administering ACRL unit; and that if an award is not associated with a member unit it not be considered an ACRL award and therefore receives no ACRL support. | The practice of allowing awards to be proposed by anyone is congruent with ACRL awards documents. Further, 54% of leadership survey respondents agreed, compared to 29% who didn't agree, and 17% that had no opinion. Regarding the recommendation to provide no support to awards not associated with a member unit, task force members believe that this is reasonable based on the amount of work that goes into administering an award and that it may not have been reviewed and approved by ACRL and the administering unit. |
| (Addresses criteria to expand the awards program)<br>8. That there be no limit imposed to the number of awards offered by an ACRL unit; that criteria be stringently applied to new award proposals (with the possible exception of requiring funding); that ACRL consider expanding the criteria based on member feedback; that sponsors be held to a term-defined contract (possibly three award cycles), when applicable; that upon approval of new award requests by the Board, ACRL sets a review date of three to five years regardless of whether there is a monetary award or sponsor. | ACRL imposes no limit on the number of awards and relies on existing criteria to vet proposals. Yet, current criteria could be strengthened and reviewed at the division level for overlap, diversity, and relation to mission or core practices of unit. Requiring a term-defined contract was supported by leadership survey respondents: 65% agreed, 17% didn't, and 17% had no opinion. Of those who agreed, most preferred a contract that governs three award cycles. The procedure for reviewing awards can be found in the Chapter 12 document, but the task force found no evidence that it is being systematically adhered to at the section or division level. |
| (Addresses review of existing awards)<br>9. That existing awards be reviewed on an established and on-going basis, and that a calendar, criteria, and training be made available to the administering unit, and that this work possibly be facilitated by an ad hoc review committee. | Task force members found that although there is documentation requiring administering units to conduct reviews of their own awards, there is no evidence that this procedure is being followed. This recommendation gives responsibility to the ad hoc committee; should an ad hoc committee not be formed, then responsibility should be allocated to ACRL to coordinate a division-wide review of all ACRL awards. |

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

The attached spreadsheet (Doc 9.1) details the performance for Fiscal Year 2021 (Sept 2020 to Aug 2021). An executive summary and highlights of financial performance for ACRL and Choice follow. As a reminder, we consider ACRL's budget on a two-year cycle due to the ACRL Conference taking place in odd years (next conference, Pittsburgh, PA, March 14-18, 2023). Revenues are deferred until odd years and expenses are spread over two years for the Conference which, typically, create deficits in even years and surpluses in odd years. Due to the intentional spend down of the net asset balance, which was approved by the ACRL Board and ACRL Budget & Finance Committee, FY21 was projected at a deficit. Thus, comparisons of total financial performance to last year, while useful for the Choice budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY19 actual so comparisons between two budgets in ACRL conference years can be made.

**Executive Summary**

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

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

**ACRL Revenues**

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

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

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

**ACRL Expenses**

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

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

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

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

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

August 31, 2021 (final close)

**ACRL FY21 Q4 Report**

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

August 31, 2021 (final close)

ACRL FY21 Q4 Report

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

August 31, 2021 (final close)

**ACRL FY21 Q4 Report**

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

# Choice Financial Discussion
# FY22 3d Close Final Results

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

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

## Revenues

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

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

### *Advertising and Sponsored Content* (including webinars)

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

[2] For more on the disposition of the PPP grant, see below, s.v., Expenses

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

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

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

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

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

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

***Subscriptions***

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

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

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

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

### *Licensing*

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

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

### *Other Revenue*

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

## Expenses

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

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

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

## The Bottom Line

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

# FY2023 Budget Assumptions

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

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

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

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

[1] Jeff Cox, "Second-quarter GDP plunged by worst-ever 32.9% amid virus-induced shutdown," *CNBC*, July 30, 2020, https://www.cnbc.com/2020/07/30/us-gdp-q2-2020-first-reading.html.
[2] Martin Crutsinger, "US economy shrank 3.5% in 2020 after growing 4% last quarter," *The Associated Press*, January 28, 2021, https://apnews.com/article/us-economy-shrink-in-2020-b59f9be06dcf1da924f64afde2ce094c.
[3] Eduardo Levy Yeyati and Federico Filippini, "Social and economic impact of COVID-19." *Brookings*, June 8, 2021, https://www.brookings.edu/research/social-and-economic-impact-of-covid-19/.
[4] International Monetary Fund, "Global recovery continues, but the momentum has weakened and uncertainty has increased," October 2021, https://www.imf.org/en/Publications/WEO/Issues/2021/10/12/world-economic-outlook-october-2021.

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

Like the world economy, higher education is rebounding but not without uncertainty. To fully understand higher ed's economic rebound, one must look at the pre-pandemic numbers. Before the pandemic, state spending on public colleges and universities was already well below historical levels prior to the Great Recession of 2008-09.[8] *Insider Higher Ed* reported that, "State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust."[9] Although "most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years," in fact, "states have collectively scaled back their annual higher education funding by $9 billion during that time, when adjusted for inflation."[10] Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least $120 billion."[11] Higher ed is considering and has implemented a number of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

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

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

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

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

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

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

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

It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession."[12] In the last ten years, state funding has decreased by $9 billion when adjusted for inflation, and "state appropriations per full-time student have fallen from an inflation-adjusted $8,489 in 2007 to $7,642 in 2017."[13] Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than $7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is "down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years."[14] "In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession."[15] To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the program remaining.[16] Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise[17]. Further complicating state funding decreases is the America's College Promise Act of 2021, which proposes free community college for more than nine million students. If this legislation is passed, many states will need to increase institutional funding in order to participate in the program.[18] In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

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

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

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

[14] Rick Seltzer, "'Anemic' State Funding Growth," *Chronicle of Higher Education,* October 23, 2018. https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018.

[15] Jeffrey Selingo, "States' decision to reduce support for higher education comes at a cost," *Washington Post*, September 8, 2018, accessed October 24, 2018. https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14

[16] Ibid.

[17] *Chronicle of Higher Education* (2019) Beyond Budgets, https://connect.chronicle.com/ByndBdgtsRT19

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

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

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

## Economic climate and academic libraries

Before and during the pandemic, ACRL membership numbers have been on a slow but steady decline, which is in part due to the closing of institutions that have an impact on both ACRL's organizational and personal members. According to NCES data, 53 postsecondary institutions closed in 2020, 236 in 2019, 86 in 2018, 112 in 2017.[22] The pool of potential academic librarians as evidenced by MLIS degrees awarded drastically declined 37%, from 7,729 in 2011 to 4,843 in 2017, but has since increased slightly at 6.63%, from 4,843 in 2017 to 5,164 in 2019.[23] Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.[24, 25] The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase job outlook, which is in line with the job outlook for all occupations.[26] Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.[27]

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

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

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

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

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

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

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

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

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

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

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

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[28] James M. Day, "Consolidation of the Library Vendors," *Library Technology Launchpad*, October 12, 2016, http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/

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

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

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

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

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

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

# Choice FY23 Budget Assumptions

## Business Environment

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

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

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

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

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

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

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

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

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

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

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

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

## Strategic Realignment

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

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

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

## Subscription Products

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

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

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

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

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

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

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

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

## Third-party Licenses

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

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

## Advertising and Sponsorships

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

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

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

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

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

**CHOICE CUSTOM PUBLISHING:** New this fiscal year is the Choice custom publishing program, a series of sponsored case studies highlighting library solutions to operational problems. The first such study, in

which representatives of five academic libraries describe how they implemented service and policy adjustments in response the COVID-19 pandemic, launched in August, and for FY22 we have budgeted for two more studies at $10,000 each. Our working assumption is that the program will be a success, and failing evidence to the contrary we shall budget similarly for FY23.

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

## Expenses

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

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

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

## ACRL General Assumptions

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

### Basic Budget Assumptions

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

### Modified accrual accounting

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

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

#### *Revenues*

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

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

***Expenses:***

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

## Assumptions by Strategic Goal

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

### Value of Academic Libraries

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

***Objectives***

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

***Expenses***

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

## Student Learning

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

### *Objectives*

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

### *Expenses*

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

## Research and Scholarly Environment

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

### *Objectives*

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

### *Expenses*

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

- $6,750 for SPARC dues;
- $5,000 for Open Access Working Group;
- $2,000 for OpenCon2022, 1 sponsored scholarship

### New Roles and Changing Landscapes

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

***Objectives:***

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

***Expenses***

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

## Equity, Diversity and Inclusion

***Revenues***

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

***Expenses***

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

($450 flight + $300 hotel ($200 * 1.5 nights) + $100 2 days per diem + $75 ground transportation) and $7,500 honorarium ($750 x 2 presenters x 5 locations) (Project 3402).

## Enabling programs and services: Member Engagement

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

### Membership Services

***Revenues***

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

***Expenses***

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

### Board and Executive Committee

***Expenses***

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about $340/night/5 nights. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted (Project 3201).

- Funds estimated at $63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session (SPOS). Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee (Project 3201).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4 (Project 3201).

## Advisory services and consulting

***Revenues***

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

## Discussion Groups

***Expenses***

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

## Awards

***Expenses***

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

## Chapters

***Expenses***

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

## Committees

***Expenses***

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

## Sections

***Expenses***

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

## Liaisons to Higher Education Organizations

***Expenses***

- See Advocacy section.

## Special Events

***Expenses***

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

## Government Relations (Project 3704)

***Expenses***

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

### Scholarships

***Expenses***

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
    - ACRL 2023 scholarships @ $50,000, divided among in-person and virtual attendees and in addition to Friends fund donations supporting conference scholarships
    - 2022 RBMS Conference scholarships @ $18,000 reduced to $13,000
    - Immersion Programs @ $12,000; reduced to $10,000
    - E-learning scholarships @ $1,000
    - Support for 2 ALA Spectrum Scholars @ $14,000
    - Miscellaneous @ $3,000; eliminated

### Annual Conference Programs

***Expenses***

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

## Enabling programs and services: Publications

### Non-periodical publications

***Revenues***

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

***Expenses***

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

## Library Statistics (Project 3202)

***Revenues***

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

***Expenses***

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

## Standards and guidelines (Project 3204)

***Revenues***

+ Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY23 as well, unless there is a bigger than anticipated economic rebound and/or RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

***Expenses***

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

## *C&RL* (Project 3300)

***Revenues***

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

***Expenses***

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

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

***Overview***

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

***Revenues***

+ Subscriptions: No subscription revenue in FY23 due to transition to online-only model during FY22.
+ Print product ads: No print ad revenue in FY23 due to transition to online-only model during

FY22.

+ Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold steady at FY22 budget levels.
+ Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, are projected to increase from $90,000 to $110,000 due to advertisers shifting to digital ads from print along with current FY22 demand.
+ Classified job ad revenues will be budgeted with a significant increase over FY22, back to the levels seen in the years prior to the pandemic. Job advertising recovered much more quickly and strongly than anticipated following the abrupt dive to record lows in 2020, returning to "normal" pre-pandemic levels by the spring of 2021. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and policies supporting ALA's mission and values that restrict the ads JobLIST will publish—restrictions JobLIST's for-profit competitors don't have—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. *(Project 3302)*

***Expenses***

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

## *RBM* (Project 3303)

***Revenues***

+ Subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY23 over FY21 and FY22. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.

+ Print advertising revenue is projected to decline from $8,000 in FY22 to $6,000 in FY23 due to long-time advertisers retiring or closing shop. Online advertising revenue is projected to decline from $1,500 in FY22 to $1,000 in FY23.

***Expenses***

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

## CHOICE

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

***CHOICE Revenue***

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

***CHOICE Expenses***

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

***CHOICE Bottom Line***

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

## Enabling programs and services: Education

### ACRL 2023 Conference (Project 3801)

***Revenues***

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

***Expenses***

- Staff are taking active steps to find cost-savings and reduce expenses when possible.
- The ACRL 2023 conference budget will include a modest amount of funds for “innovation” and/or new programs/services/accessibility which will enhance the hybrid conference experience.

- Scholarships will be budgeted as a "contra-expense" transfer from ACRL's scholarship project and/or Friends Fund rather than shown as revenue.

## Preconferences and workshops

***Revenues***

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

***Expenses***

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

## Online learning (Project 3340)

***Revenues***

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

***Expenses***

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

## Licensed workshops (Project 3341)

***Revenues***

− We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and

Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

- ACRL will continue to offer virtual "Off-RoadShow" offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)

- $10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in the EDI section.

***Expenses***

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop and hire new presenters in FY23, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- $15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced $7,500 in FY22 but below pre-pandemic budget of $20,000/year.

- Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

## Enabling programs and services: Advocacy

### Strengthening partnerships with other organizations (Project 3501)

***Expenses***

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

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

***Expenses***

- Continue membership in Library Copyright Alliance at direct cost of $30,020 plus staff time. (Projects 3702 and 3704)

- Funds will be budgeted to support ACRL's advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but $4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (Project 3704)

### Project Outcome (Project 3712)

***Revenue***

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

***Expenses***

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

## Operations

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

### Staff and office

***Expenses—ACRL***

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

***Expenses—CHOICE***

- See *Choice* expenses.

## ALA Relationship

***Overhead—ACRL***

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

***Overhead—CHOICE***

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

Advancing learning
Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

To: ACRL Budget and Finance Committee, ACRL Board of Directors
From: Jay Malone, Executive Director
Date: January 19, 2022
Re: Overview of Preliminary FY23 Budget

## Executive Summary

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

***Odd years reflect conference years.***

## ACRL Preliminary FY23 Budget Overview

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

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

### Net Asset Balance

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

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

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

***Investment Budget History***

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

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

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

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

[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. The average for expenses FY18-FY21 was $3,367,929. One quarter of that is $841,982.

- **Publications:**
    - Publications are budgeted as increasingly slightly from FY22. We hope to continue to increase publications revenues to return to pre-pandemic levels, however some shifts in purchasing trends maybe longer term.
    - In FY19, ACRL recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The policies between ALA and its membership divisions (aka the "operating agreement") allows division journal advertising included in a membership publication to be free of overhead payments. Most of ACRL's advertising is online in an open access format and does not quality for this exemption from overhead. For *C&RL News* alone that adds an expense over $65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
    - At Midwinter 2020, the Board approved the transition of *C&RL News* to an online-only publication model beginning with the January 2022 issue. The cessation of print is reflected in the FY23 budget.
    - Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY22, staff have projected a little over $80K increase over FY22.
    - ACRL Benchmark revenues are expected to increase in FY23, with $216,000 versus $168,577 in FY22 budgeted for subscriptions.
    - Project Outcome revenues increased to $16,125 in FY23 versus $6,750 in FY22.
- **Education:**
    - ALA launched a new education platform in Nov 2021 and the results of this change are still being evaluated. When compared to FY21, education revenue is budgeted to more than double but that is premised on an in-person meeting in 2023. Overall, like with other revenue streams, it is expected that education will see gradual growth to rebuild to pre-pandemic levels. FY23 assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.
    - Based on how strong revenue has for ACRL eLearning webcasts and online courses, staff are reviewing the anticipated landscape for fall and winter and considering whether to increase revenue for the FY23 budget.

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

## Preliminary FY23 Expenses

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

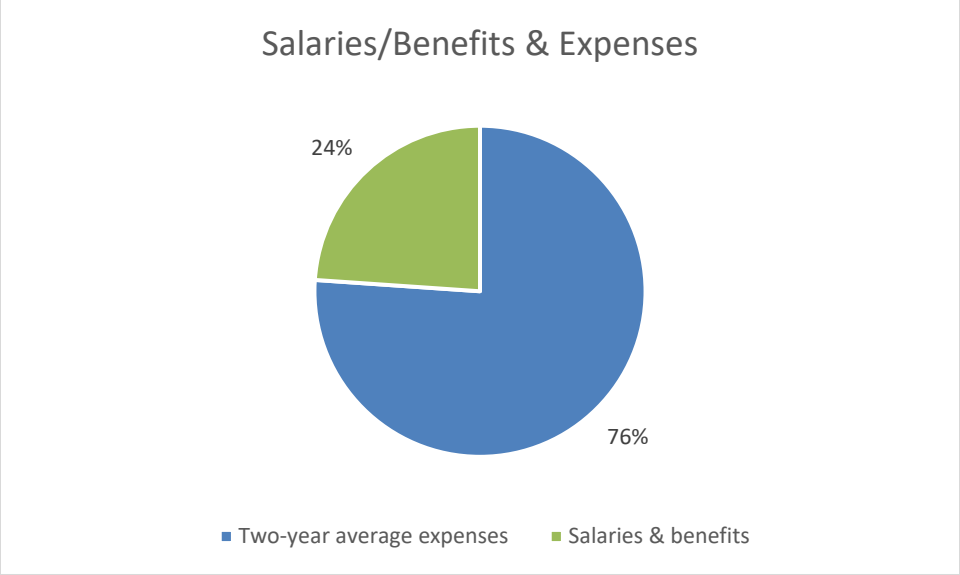
The FY23 budget provides support for many of these initiatives:

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

## Salaries & Benefits

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

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



# Executive Summary



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

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

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

# Executive Summary



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

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **General & Administrative** | **0000** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 46 | 5499 | INVENTORY RESERVE ADJUSTMENT | | | | 0 | 0 | $0 | | **$0** |
| 47 | 5030 | STAFF RECRUITMENT/RELOCATION | 712 | | | 0 | 0 | $0 | | **$0** |
| 48 | 5031 | STAFF DEVELOPMENT | 15,075 | 17,520 | 16,191 | 18,000 | 17,000 | $15,000 | Staff Development for area workshops and seminars. Previuosly was budgeted at 1.5% of staff salaries and the $10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. | **$15,000** |
| 49 | 5500 | SUPPLIES/OPERATING | 2,355 | 3,041 | 1,105 | 3,500 | 3,000 | $3,000 | Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations. | **$3,000** |
| 50 | 5501 | EQUIPMENT & SOFTWARE/MINOR | 3,098 | 2,239 | 6,831 | 3,000 | 7,717 | $7,717 | Minor equipment and computer software costing. Est. financial software licenses: $2,500. Volunteer system: $1,500. Adobe Creative Cloud Suite: $3717. | **$7,717** |
| 51 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | 100 | 0 | $0 | Reference materials and subscriptions to professional journals. | **$0** |
| 52 | 5510 | INSURANCE | | | | 0 | 0 | $0 | | **$0** |
| 53 | 5520 | EQUIPMENT RENTAL/LEASE | | | | 0 | 0 | $0 | | **$0** |
| 54 | 5521 | SPACE RENT | | | | 0 | 0 | $0 | | **$0** |
| 55 | 5522 | TELEPHONE/FAX | 734 | 791 | 996 | 800 | 770 | $700 | Reimbursement for Remote Access at ALA LLX & AC. LLX: 3 staff * 35 = $105. AC: 5 staff * 35 = $175. ED cell reimbursement: 12 * 35 = $420. | **$700** |
| 56 | 5523 | POSTAGE/E-MAIL | 10 | 1,759 | 603 | 100 | 1,000 | $1,000 | Postage | **$1,000** |
| 57 | 5525 | UTILITIES | | | | 0 | 0 | $0 | | **$0** |
| 58 | 5530 | DEPRECIATION F/E | 0 | 0 | (0) | 1,000 | 1,000 | $1,000 | Depreciation | **$1,000** |
| 59 | 5531 | DEPRECIATION BUILDING | | | | 0 | 0 | $0 | | **$0** |
| 60 | 5532 | AMORT.- EQUIP N-S INTANGIBLE ASSETS | | | | 0 | 0 | $0 | | **$0** |
| 61 | 5533 | DO NOT USE N/S Intangible Assets | | | | | | | | |
| 62 | 5540 | ROYALTY EXPENSE | 230 | 51 | | 0 | 0 | $0 | | **$0** |
| 63 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 64 | 5543 | BAD DEBT EXPENSE | | | | 0 | 0 | $0 | | **$0** |
| 65 | 5544 | INTEREST EXPENSE | | | | 0 | 0 | $0 | | **$0** |
| 66 | 5545 | TAXES/PROPERTY | | | | 0 | 0 | $0 | | **$0** |
| 67 | 5550 | PROMOTION | | | | 0 | 0 | $0 | | **$0** |
| 68 | 5560 | ORG SUPPORT/CONTRIBUTION | 5,000 | | | 0 | 0 | $0 | ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY23. | **$0** |
| 69 | 5599 | MISC EXPENSE | (59,111) | (49,602) | (42,522) | (60,424) | (54,452) | ($66,911) | Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix | **($80,038)** |
| 70 | | | | | | | | | Reverse out charges to projects (memo includes CHOICE amount) | |
| 71 | | | | | | | | | -$80,785 | |
| 72 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 73 | 5901 | IUT/CPU | | | | 0 | 0 | $0 | | **$0** |
| 74 | 5902 | IUT/DATA PROC | | | | 0 | 0 | $0 | | **$0** |
| 75 | 5903 | IUT/SUBS PROC | | | | 0 | 0 | $0 | | **$0** |
| 76 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | | 0 | 0 | $0 | | **$0** |
| 77 | 5905 | IUT/TELEPHONE | 2,163 | 1,826 | 1,553 | 2,000 | 0 | $0 | IUT telephone; ALA moving to VoIP | **$0** |
| 78 | 5906 | IUT/ORDER BILLING | | | | 0 | 0 | $0 | | **$0** |
| 79 | 5908 | IUT/MAINTENANCE | | | | 0 | 0 | $0 | | **$0** |
| 80 | 5909 | IUT/DIST CTR | 532 | 688 | 552 | 750 | 750 | $750 | IUT distribution | **$750** |
| 81 | 5910 | IUT/REPRO CTR | 6,979 | 1,777 | 2,367 | 2,500 | 2,000 | $2,000 | IUT reprographics | **$2,000** |
| 82 | 5912 | IUT-Copyediting/Proofreading | | | | 0 | 0 | $0 | | **$0** |
| 83 | 5913 | IUT-Composition/Alteration | | | | 0 | 0 | $0 | | **$0** |
| 84 | 5940 | IUT/REGISTRATION PROCESSING | | | | 0 | 0 | $0 | | **$0** |
| 85 | 5941 | IUT/CHOICE | | | | (12,726) | (8,710) | $10,634 | Transfer from CHOICE | **$15,348** |
| 86 | 5942 | IUT/ADVERTISING | | | | 0 | 0 | $0 | | **$0** |
| 87 | 5999 | IUT/MISC | | | | 0 | 0 | $0 | | **$0** |
| 88 | 5911 | IUT/OVERHEAD | | | | 0 | 0 | $0 | | **$0** |
| 89 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 90 | 5600 | TAXES/INCOME | | | | | | | | |
| 91 | | **Expenses** | **(0)** | **0** | **(416)** | **(15,768)** | **341,512** | **$0** | | **$0** |
| 92 | | | | | | | | | | |
| 93 | | **Net** | **0** | **(0)** | **416** | **15,768** | **(341,512)** | **$0** | | **$0** |

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Membership** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 3 | 4000 | DUES/PERSONAL | $635,258 | $606,636 | $595,758 | $532,441 | $295,672 | $475,066 | Personal memberships for FY22 are expected to total 8,332 (but only 8,136 are dues paying members in FY22). As a non-conference year, FY22 personal membership is projected to increaase 2.5% from FY21. Students represent 11.7% (956) of personal (paying) members and retired members represent 3.5% (288). Total cash receipts: (6,882 x $69 = $474,858) + (288 x $45 = $12,960) + (956 x $5 = $4,780) = $492,598. This is the number used to calculate FY22 deferred revenue which appears in the first quarter of FY23. Four of the 12 months of 2022 are part of FY23 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2022 dues are deferred in FY23 (.333 x $492,598) = $164,035.<br><br>Personal memberships in FY2023 are expected to increase over the FY22 level by 1.54% to 8,460 (of which 8,264 are paying members). Total cash receipts: (7,009 x $69 = $483,621) + (289 x $45 = $13,005) + (966 x $5 = $4,830) = $501,456. Eight of the 12 months of 2023 are part of FY2023 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2023 dues are recognized in FY2023 (the rest, or 4/12 (or .333), is deferred: 8/12 of $501,456 = $334,471. | **$473,581** |
| 4 | 4001 | DUES/ORGANIZATIONAL | | | | $75,660 | $55,648 | $61,856 | Organizational members for 2022 are expected to decline 12.5% from FY21 to 467 (467 x $125 = $58,375). Four months (Sept.-Dec. 2022) are part of FY2023. 4/12 of $58,375 = $19,439.<br><br>Organizational members for 2022 are expected to decrease by 6.5% (30) from 2022 to 437. Total cash receipts: 437 X $125 = $54,625. Eight of the 12 months of 2023 are part of FY23 (Jan.-Aug.). Therefore, 8/12 (or .666) of the dues are recognized in FY23 (the rest or 4/12 [or .333] are deferred to FY24) 8/12 of $54,625 = $36,380. | **$54,145** |
| 5 | 4002 | DUES/SPECIAL | | | | $0 | $0 | $0 | Special Member Dues, based on 2021 actual | **$0** |
| 6 | 4003 | DUES/LIFE MEMBERS-CURREN | $3,195 | $3,150 | $2,985 | $3,063 | $2,910 | $2,910 | Life member dues revenues. In August 2023, life dues are expected to total $2,764 which is a 2.5% decrease from FY21. | **$2,764** |
| 7 | 4004 | DUES/CNTNUNG MBRS & DIV | $120 | $120 | $105 | $120 | $105 | $105 | Continuing members dues revenues. In August 2023, continuing member dues are expected to total $105 which no change from FY21. | **$105** |
| 8 | | **TOTAL REVENUES** | **$638,573** | **$609,906** | **$598,848** | **$611,284** | **$354,335** | **$539,937** | **$0** | **$530,595** |
| 9 | | | | | | | | | | |

# Executive Summary



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

# Executive Summary



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

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Board/Exec. Ctte.** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 19 | 5301 | CONFERENCE EQUIPMENT RENTAL | 6,823 | 4,353 | 2,050 | 5,650 | 1,650 | $18,000 | **LLX:** AV per max 2 hr mtg: Board Setup with Hybrid Option (projector & screen, table mics (up to 10), mixer & technician, streaming internet, video conferencing) x $4,500 x 2 mtg = $9,000.<br><br>**SPOS (assuming Chicago)**: inc. screen, LCD projector, 2 wireless mics. SPOS total = $1,500. | **$10,500** |
| 20 | 5302 | MEAL FUNCTIONS | 27,078 | 23,684 | 36,236 | 22,881 | 14,471 | $8,321 | **LLX:** Optional group dinner at local restaurant 16 ppl x $45 ea.= $720. Lunch catered at conv ctr/hotel 16 ppl x $67 ea. = $1,072. Total = $1792.<br><br>**Board meals @ AC:** AC Board orientation catered breakfast for 10 ppl @ $50 ea = $500. Optional group dinner 16 ppl @ $45 person = $720. Board lunch in the suite 16 ppl @ $75 ea = $1,200. $150 for ED and Pres Inaugural banquest tickets. ($2,420 total)<br><br>**Leadership Council** catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: $5,000/4. | **$34,882** |
| 21 | | | | | | | | | **SPOS (assuming Chicago) meals at hotel plus social event**<br>**Wed**<br>catered breakfast for 12 ppl @ $50 ea = $600<br>catered lunch for 12 ppl @ $60 ea = $720<br>catered break for 34 ppl @ $50 ea = $1,700<br>group dinner and event for 34 ppl @ $75 per person = $2,550<br>**Thurs**<br>catered breakfast and break for 34 ppl @ $50 ea = $1,700<br>catered break for 34 ppl @ $30 ea = $1020<br>catered lunch for 34 ppl @ $80 ea = $2720<br>catered break for 34 ppl @ $60 ea = $2040<br>special evening event for 34 ppl @ $115 per person + $750 for bus rental= $4660<br>group dinner for 34 ppl @ $90 = $3060<br>**Fri**<br>catered breakfast for 34 ppl @ $60 ea = $2040<br>catered lunch for 34 ppl @ $80 ea = $2720<br>catered break for 34 ppl @ $50 ea = $1700<br>**Grand total = $30,270** | |
| 22 | 5303 | EXHIBITS | | | | 0 | 0 | $0 | | **$0** |
| 23 | 5350 | PROGRAM ALLOCATION | 397 | | 139 | 100 | 100 | $100 | Board program expenses. | **$100** |
| 24 | 5402 | PRINTING-OUTSIDE | 263 | 162 | 170 | 333 | 333 | $333 | Printing-outside- 1/3 share of $700 ACRL Briefing Book<br>Business cards for ACRL Presidents-$100 | **$333** |
| 25 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | | | | 0 | 0 | $0 | Board group photo | **$200** |
| 26 | 5420 | COPYRIGHT FEES | | | | 207 | 207 | $30 | HBR article copyright fees for Board orientation packet. $30 | **$30** |
| 27 | 5430 | WEB OPERATING EXPENSES | 1,149 | 1,684 | 0 | 0 | 0 | $0 | Zoom license fees moved to 0000. | **$0** |
| 28 | 5031 | STAFF DEVELOPMENT | | | | 0 | 0 | $0 | | **$0** |
| 29 | 5500 | SUPPLIES/OPERATING | 1,185 | 1,173 | 850 | 750 | 750 | $1,200 | Supplies for Leadership Council ($200), five Board meetings, and gifts for departing Board members. | **$1,200** |
| 30 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | 0 | 0 | $0 | | **$0** |
| 31 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | 0 | 0 | $0 | Reference Materials | **$0** |
| 32 | 5530 | DEPRECIATION F/E | 310 | 310 | 579 | 0 | 0 | $0 | | **$0** |
| 33 | 5599 | MISC EXPENSE | 4,479 | 3,796 | 3,116 | 4,657 | 4,032 | $5,051 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | **$5,246** |
| 34 | 5909 | IUT/DIST CTR | 9 | | 68 | 20 | 20 | $68 | IUT-Distribution | **$68** |
| 35 | 5910 | IUT/REPRO CTR | 2 | 3,253 | 21 | 100 | 100 | $100 | IUT-Reprographics | **$100** |
| 36 | | **Expenses** | **190,578** | **212,181** | **232,282** | **223,581** | **144,926** | **$176,922** | | **$208,648** |
| 37 | | | | | | | | | | |
| 38 | | **Net** | **(190,578)** | **(212,181)** | **(232,282)** | **(223,581)** | **(144,926)** | **($176,922)** | | **($208,648)** |

# Executive Summary



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

# Executive Summary



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

# Executive Summary

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

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Advisory Services** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 17 | 5210 | TRANSPORTATION | 42 | 2,550 | 43 | 1,500 | 1,500 | $1,500 | Nearly all travel will be paid by client. Budgeting for two new adjuncts for shadow/trial basis (we would assume costs and not charge back to client). | **$1,500** |
| 18 | 5212 | LODGING & MEALS | (894) | 72 | 902 | 300 | 300 | $300 | Lodging & Meals | **$300** |
| 19 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | 0 | 0 | $0 | | **$0** |
| 20 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | 0 | 0 | $0 | Reference material | **$0** |
| 21 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | (35,025) | 0 | $0 | | **$0** |
| 22 | 5599 | MISC EXPENSE | 2,478 | 2,059 | 565 | 761 | 695 | $1,137 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | **$1,305** |
| 23 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | | 0 | 0 | $0 | | **$0** |
| 24 | 5905 | IUT/TELEPHONE | | | | 0 | 0 | $0 | Telephone (based on last year's actual) | **$0** |
| 25 | 5906 | IUT/ORDER BILLING | | | | 0 | 0 | $0 | | **$0** |
| 26 | 5908 | IUT/MAINTENANCE | | | | 0 | 0 | $0 | | **$0** |
| 27 | 5909 | IUT/DIST CTR | 5 | | | 0 | 0 | $0 | Postage(based on last year's actual) | **$0** |
| 28 | 5910 | IUT/REPRO CTR | 41 | | | 40 | 40 | $40 | Copying (based on last year's actual) | **$40** |
| 29 | 5999 | IUT/MISC | | | | 0 | 0 | $0 | | **$0** |
| 30 | 5911 | IUT/OVERHEAD | 10,870 | 3,571 | 4,437 | 11,726 | 5,631 | $6,890 | IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490). | **$10,865** |
| 31 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 32 | 5600 | TAXES/INCOME | | | | | | | | |
| 33 | | **Expenses** | **107,809** | **100,239** | **60,600** | **80,276** | **52,844** | **$60,958** | | **$74,606** |
| 34 | | | | | | | | | | |
| 35 | | **Net** | **(25,459)** | **(73,189)** | **(27,110)** | **8,224** | **(10,344)** | **($8,958)** | | **$7,394** |

# Executive Summary



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

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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Chapters** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 3 | 4430 | MISCELLANEOUS FEES | | | | | | | | |
| 4 | 4490 | MISCELLANEOUS REVENUE | | | | | | | | |
| 5 | | **Revenues** | **0** | **0** | **0** | **0** | **0** | **$0** | | **$0** |
| 6 | | | | | | | | | | |
| 7 | 5000 | SALARIES & WAGES | 3,776 | 14,720 | 9,309 | | 8,273 | $11,223 | Salaries : % of ACRL total salaries listed in salary matrix; Note time for Chapters Topics is now included in this project rather than a separate project. | **$10,229** |
| 8 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 9 | 5002 | OVERTIME WAGES | | | | | 0 | $0 | | **$0** |
| 10 | 5005 | ATTRITION FACTOR | | | | | 0 | $0 | | **$0** |
| 11 | 5009 | ACCRUED VACATION WAGES | | | | | 0 | $0 | | **$0** |
| 12 | 5010 | EMPLOYEE BENEFITS | 1,155 | 4,416 | 2,868 | | 2,758 | $3,801 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | **$3,464** |
| 13 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 14 | 5150 | MESSENGER SERVICE | | | | | 0 | $0 | Messenger Service | **$0** |
| 15 | 5151 | DUPLICATION/OUTSIDE | | | | | 0 | $0 | | **$0** |
| 16 | 5210 | TRANSPORTATION | 228 | 3,299 | 2,494 | | 4,000 | $1,200 | Travel for ACRL officer speakers $400 per event; 3 visits for FY22. | **$1,200** |
| 17 | 5212 | LODGING & MEALS | 1,247 | 522 | 714 | | 2,600 | $780 | Lodging & meals for ACRL officer speakers.<br>3 trips in FY22: 1 night lodging @ $160 per night and $50 per diem x 2 days ea. | **$780** |
| 18 | 5214 | ENTERTAINMENT | | | | | 0 | $0 | | **$0** |
| 19 | 5309 | AUDIO/VISUAL EQUIPMENT RENTAL & LABOR | | | | | 0 | $0 | | **$0** |
| 20 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | 0 | $0 | | **$0** |
| 21 | 5350 | PROGRAM ALLOCATION | 3,683 | 3,816 | 2,823 | | 4,500 | $4,500 | Chapters program allocation is $1.00 per ACRL member residing in the state or region, but this expense is budgeted based on previous year's actual expenses. | **$4,500** |

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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **C&RL News** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 20 | | | | | | | | | | |
| 21 | 5000 | SALARIES & WAGES | 134,600 | 180,643 | 162,848 | 188,276 | 144,719 | $175,034 | Salaries calculated at % of total ACRL salaries listed in salary matrix | **$175,270** |
| 22 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 23 | 5002 | OVERTIME WAGES | | | | 0 | | | | |
| 24 | 5005 | ATTRITION FACTOR | | | | 0 | 0 | $0 | | **$0** |
| 25 | 5009 | ACCRUED VACATION WAGES | | | | 0 | 0 | $0 | | **$0** |
| 26 | 5010 | EMPLOYEE BENEFITS | 41,130 | 54,189 | 52,682 | 59,427 | 48,246 | $59,276 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | **$59,356** |
| 27 | 5011 | LIFE INSURANCE | | | | | | | | |
| 28 | 5110 | PROFESSIONAL SERVICES | 27,000 | 18,000 | 18,000 | 18,000 | 18,000 | $19,200 | Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with American Libraries; also includes $4,000 to provide authors with a free ACRL webcast per agreement with Margot Conahan | **$22,000** |
| 29 | 5120 | LEGAL FEES | | | | 0 | 0 | $0 | | **$0** |
| 30 | 5121 | AUDIT/TAX FEES | | | | 0 | 0 | $0 | | **$0** |
| 31 | 5122 | BANK S/C | 2,873 | 3,694 | 1,271 | 3,987 | 4,227 | $3,250 | Payment processing fees - approx 3.0% of product ad revenues | **$3,750** |
| 32 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 33 | 5140 | EQUIP/FURN REPAIRS | | | | 0 | 0 | $0 | | **$0** |
| 34 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 35 | 5150 | MESSENGER SERVICE | 3,309 | 4,406 | 3,898 | 4,500 | 4,000 | $1,417 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 36 | 5151 | DUPLICATION/OUTSIDE | | | | 0 | | | | |
| 37 | 5210 | TRANSPORTATION | | | | 0 | 0 | $0 | | **$0** |
| 38 | 5350 | PROGRAM ALLOCATION | | | | 0 | 0 | $0 | | **$0** |
| 39 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | | | 0 | 0 | $0 | Proofreading as needed (based on historical trends) | **$0** |
| 40 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | 0 | 0 | $0 | No longer a charge item. | **$0** |
| 41 | 5402 | PRINTING-OUTSIDE | 77,431 | 97,896 | 101,919 | 105,732 | 110,000 | $43,200 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 42 | 5403 | BINDING-OUTSIDE | 20 | | | 25 | 25 | $25 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 43 | 5404 | DESIGN SERVICE-OUTSIDE | 1,800 | 1,500 | 1,800 | 1,650 | 1,650 | $1,650 | Design work for cover ($150/issue) | **$1,650** |
| 44 | 5406 | REVIEW SERVICE | | | | 0 | 0 | $0 | | **$0** |
| 45 | 5410 | MAIL SERVICE-OUTSIDE | 11,861 | 12,184 | 12,318 | 12,425 | 12,645 | $4,925 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 46 | 5411 | ADVERTISING/SPACE | | | | 0 | 0 | $0 | | **$0** |
| 47 | 5412 | ADVERTISING/DIRECT | 709 | 2,888 | 314 | 3,500 | 600 | $600 | Promo Costs – $500 Direct, e.g. brochure, flyers, space ads for subscriptions; $200, marketing online career center | **$700** |
| 48 | 5413 | MAIL LIST RENTAL | | | | 0 | 0 | $0 | Mail List Rental - No longer used. | **$0** |
| 49 | 5414 | SUPPLIES/PRODUCTION | | | | 0 | 0 | $0 | Supplies/Production | **$0** |
| 50 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | 2,557 | 2,640 | 3,541 | 2,640 | 3,520 | $1,280 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 51 | 5416 | ADVERTISING PRODUCTION COST | | | | 0 | 0 | $0 | | **$0** |
| 52 | 5420 | COPYRIGHT FEES | | | | 0 | 0 | $0 | Copyright fee (based on historical) | **$0** |
| 53 | 5430 | WEB OPERATING EXPENSES | 56,368 | 19,206 | 35,878 | 12,714 | 14,100 | $14,100 | C&RL News costs for online journal hosting (estimated 20 articles per issue at $42/ article=$840/ issue) plus $3,600 annual altmetric fee, $650 portico preservation fee. No longer have charges for online subscription processing starting in FY23. | **$13,490** |
| 54 | 5431 | WEBINAR/WEBCASTS/WEB CE EXP | | | | 0 | 0 | $0 | | **$0** |
| 55 | 5432 | PURCHASED INVENTORY | | | | 0 | 0 | $0 | | **$0** |
| 56 | 5433 | ORDER PROCESSING/FULFILLMENT | 1,558 | 1,390 | 1,075 | 1,500 | 1,500 | $1,500 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 57 | 5031 | STAFF DEVELOPMENT | | | | 0 | 0 | $0 | | **$0** |
| 58 | 5500 | SUPPLIES/OPERATING | | | | 0 | 0 | $0 | Supplies, based on FY19 actual and historical | **$0** |
| 59 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | 1,000 | 0 | $0 | Haven't used since prior to FY15 | **$0** |

| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **C&RL News** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 60 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | 50 | 100 | 0 | $0 | Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out in FY21. | **$0** |
| 61 | 5510 | INSURANCE | | | | 0 | 0 | $0 | | **$0** |
| 62 | 5520 | EQUIPMENT RENTAL/LEASE | | | | 0 | 0 | $0 | | **$0** |
| 63 | 5521 | SPACE RENT | | | | 0 | 0 | $0 | | **$0** |
| 64 | 5522 | TELEPHONE/FAX | 48 | 40 | 39 | 80 | 40 | $40 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 65 | 5523 | POSTAGE/E-MAIL | 45,992 | 47,984 | 49,039 | 50,050 | 50,996 | $19,284 | C&RL News became an online-only publication with the January 2022 issue | **$0** |
| 66 | 5525 | UTILITIES | | | | 0 | 0 | $0 | | **$0** |
| 67 | 5530 | DEPRECIATION F/E | 582 | 605 | 1,110 | 536 | 536 | $536 | Depreciation | **$536** |
| 68 | 5531 | DEPRECIATION BUILDING | | | | 0 | 0 | $0 | | **$0** |
| 69 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 70 | 5543 | BAD DEBT EXPENSE | 5,524 | 4,951 | 5,060 | 4,908 | 2,935 | $261 | Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads | **$261** |
| 71 | 5544 | INTEREST EXPENSE | | | | 0 | 0 | $0 | | **$0** |
| 72 | 5545 | TAXES/PROPERTY | | | | 0 | 0 | $0 | | **$0** |
| 73 | 5550 | PROMOTION | | | | 0 | 0 | $0 | | **$0** |
| 74 | 5560 | ORG SUPPORT/CONTRIBUTION | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | $14,000 | IUT - JobLIST-related support to HRDR for furniture in the placement center; starting in FY13 agreed at $14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less | **$14,000** |
| 75 | 5599 | MISC EXPENSE | 8,410 | 7,430 | 5,902 | 9,132 | 7,722 | $10,023 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | **$12,006** |
| 76 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 77 | 5901 | IUT/CPU | | | | 0 | 0 | $0 | | **$0** |
| 78 | 5902 | IUT/DATA PROC | | | | 0 | 0 | $0 | This item moved to project 3200 in FY12 per MJP. | **$0** |
| 79 | 5903 | IUT/SUBS PROC | 2,660 | | | 0 | 0 | $0 | No longer a charge item. | **$0** |
| 80 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | | 0 | 0 | $0 | | **$0** |
| 81 | 5905 | IUT/TELEPHONE | | | | 0 | 0 | $0 | IUT-Telephone – Based on historical | **$0** |
| 82 | 5906 | IUT/ORDER BILLING | | | | 0 | 0 | $0 | | **$0** |
| 83 | 5908 | IUT/MAINTENANCE | | | | 0 | 0 | $0 | | **$0** |
| 84 | 5909 | IUT/DIST CTR | 14 | 6 | 18 | 20 | 20 | $20 | IUT-Distribution – Based on FY21 actual | **$75** |
| 85 | 5910 | IUT/REPRO CTR | 18 | 18 | 71 | 20 | 50 | $50 | IUT-Reprographics – Based on FY21 actual + historical | **$0** |
| 86 | 5912 | IUT-Copyediting/Proofreading | | | | 0 | 0 | $0 | | **$0** |
| 87 | 5913 | IUT-Composition/Alteration | | | | 0 | 0 | $0 | | **$0** |
| 88 | 5940 | IUT/REGISTRATION PROCESSING | | | | 0 | 0 | $0 | | **$0** |
| 89 | 5941 | IUT/CHOICE | | | | 0 | 0 | $0 | | **$0** |
| 90 | 5942 | IUT/ADVERTISING | 12,747 | 11,345 | 12,161 | 12,362 | 12,362 | $724 | IUT-Advertising - C&RL News share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad sales projection and historical. Pam Marino salary included in salary line. | **$7,000** |
| 91 | 5999 | IUT/MISC | | | | 0 | 0 | $0 | | **$0** |
| 92 | 5911 | IUT/OVERHEAD | 2,148 | 2,124 | 67,611 | 65,040 | 38,894 | $57,030 | IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate | **$69,722** |
| 93 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 94 | 5600 | TAXES/INCOME | (24,319) | 0 | 0 | 14,280 | 8,400 | $11,244 | Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143 | **$11,244** |
| 95 | | **Expenses** | **429,039** | **487,139** | **550,606** | **585,903** | **499,187** | **$438,669** | | **$391,060** |
| 96 | | | | | | | | | | |
| 97 | | **Net** | **219,515** | **82,825** | **63,352** | **(21,246)** | **(138,255)** | **$21,768** | | **$150,165** |

# Executive Summary



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

| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **RBM** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 36 | 5416 | ADVERTISING PRODUCTION COST | | | | 0 | 0 | $0 | | **$0** |
| 37 | 5420 | COPYRIGHT FEES | | | | 0 | 0 | $0 | Copyright | **$0** |
| 38 | 5430 | WEB OPERATING EXPENSES | 8,475 | 2,201 | 2,182 | 1,422 | 1,873 | $3,150 | RBM costs for online journal hosting (estimated 20 total articles over 2 issues @ $42/ article), $1,650 for web hosting of subscription processing, $550 for altmetrics, and $110 for portico digital preservation. | **$3,150** |
| 39 | 5431 | WEBINAR/WEBCASTS/WEB CE EXP | | | | 0 | 0 | $0 | | **$0** |
| 40 | 5432 | PURCHASED INVENTORY | | | | 0 | 0 | $0 | | **$0** |
| 41 | 5433 | ORDER PROCESSING/FULFILLMENT | 2,017 | 785 | 696 | 1,000 | 1,000 | $1,000 | Subscription processing fees from outside supplier | **$1,000** |
| 42 | 5480 | COST OF SALES | | | | 0 | 0 | $0 | | **$0** |
| 43 | 5500 | SUPPLIES/OPERATING | | | | 0 | 0 | $0 | | **$0** |
| 44 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | 0 | 0 | $0 | "Editorial Assistant" (peer-review software) $30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15 | **$0** |
| 45 | 5522 | TELEPHONE/FAX | 6 | 28 | 10 | 35 | 35 | $35 | Support for subscription processing | **$35** |
| 46 | 5523 | POSTAGE/E-MAIL | 1,510 | 1,369 | 1,270 | 1,424 | 1,320 | $1,373 | Postage for mailing two issues (2 @ $660). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY21 budget) | **$1,373** |
| 47 | 5525 | UTILITIES | | | | 0 | 0 | $0 | | **$0** |
| 48 | 5530 | DEPRECIATION F/E | 17 | 15 | 17 | 0 | 0 | $0 | | **$0** |
| 49 | 5531 | DEPRECIATION BUILDING | | | | 0 | 0 | $0 | | **$0** |
| 50 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 51 | 5543 | BAD DEBT EXPENSE | 102 | 102 | 103 | 86 | 86 | $86 | Bad debt @ 1% of revenue on lines 4109 and 4140 | **$86** |
| 52 | 5599 | MISC EXPENSE | 245 | 181 | 93 | 222 | 121 | $245 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | **$249** |
| 53 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 54 | 5901 | IUT/CPU | | | | 0 | 0 | $0 | | **$0** |
| 55 | 5902 | IUT/DATA PROC | | | | 0 | 0 | $0 | | **$0** |
| 56 | 5903 | IUT/SUBS PROC | 2,014 | | | 0 | 0 | $0 | Subscription services fees, moved to lines 5433, 5522,5430, and 5410 | **$0** |
| 57 | 5909 | IUT/DIST CTR | | 8 | | 25 | 25 | $25 | IUT-Distribution (includes some back issues) | **$25** |
| 58 | 5910 | IUT/REPRO CTR | | | | 0 | 0 | $0 | IUT-Reprographics | **$0** |
| 59 | 5941 | IUT/CHOICE | | | | 0 | 0 | $0 | | **$0** |
| 60 | 5942 | IUT/ADVERTISING | 2,124 | 1,891 | 2,027 | 2,060 | 2,060 | $120 | IUT Advertising: RBM share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad projections and historical. Pam Marino salary included in salary line. | **$1,250** |
| 61 | 5999 | IUT/MISC | | | | 0 | 0 | $0 | | **$0** |
| 62 | 5911 | IUT/OVERHEAD | 4,575 | 3,019 | 3,958 | 3,627 | 3,565 | $3,148 | IUT-Overhead: 50% of ALA OH rate x Total Revenues | **$2,464** |
| 63 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 64 | 5600 | TAXES/INCOME | (215) | 0 | 0 | 345 | 330 | $285 | Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143 | **$285** |
| 65 | | **Expenses** | **32,744** | **21,400** | **19,622** | **16,588** | **19,579** | **$21,583** | | **$21,445** |
| 66 | | | | | | | | | | |
| 67 | | **Net** | **1,917** | **1,471** | **10,249** | **10,785** | **7,328** | **$2,173** | | **($2,847)** |

# Executive Summary



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

# Executive Summary



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

# Executive Summary

| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Licensed Workshops** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 3 | 4200 | REGISTRATION FEES | | 19,430 | 630 | 18,410 | 9,205 | $9,205 | Offering a workshop at ALA Annual Conference. Registration fees for one 1-day workshop: 30 ACRL members @ $255 = $7,650, 3 ALA members @ $295 = $885, 2 Nonmembers @ $335 = $670 for each workshop. Total = $9,205 | **$9,205** |
| 4 | 4430 | MISCELLANEOUS FEES | 55,795 | 160,250 | 76,370 | 130,000 | 57,000 | $57,000 | Licensed regional in-person workshops and licensed online experiences (new in FY21).<br><br>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.<br><br>In-person and online workshops on 7 topics (Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Research Data Management, Framework for Information Literacy for Higher Education, Open Educational Resources, and Scholarship of Teaching and Learning). License fee for workshops (in-person or online) with two presenters at @ 6,000 per workshop x 6. License fee for workshops (in-person or online) with one presenter @ $3,500 per workshop x 6. Twelve total workshops offered in FY23 | **$57,000** |
| 5 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | $0 | | **$0** |
| 6 | | **Revenues** | **$55,795** | **$179,680** | **$77,000** | **$148,410** | **$66,205** | **$66,205** | | **$66,205** |
| 7 | | | | | | | | | | |
| 8 | 5000 | SALARIES & WAGES | 29,636 | 35,313 | 26,633 | 41,125 | 26,066 | $23,699 | Salaries @ % of ACRL salaries listed in the salary matrix | **$26,880** |
| 9 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 10 | 5002 | OVERTIME WAGES | | | | 0 | | | | |
| 11 | 5005 | ATTRITION FACTOR | | | | 0 | 0 | $0 | | **$0** |
| 12 | 5009 | ACCRUED VACATION WAGES | | | | 0 | 0 | $0 | | **$0** |
| 13 | 5010 | EMPLOYEE BENEFITS | 9,056 | 10,593 | 8,204 | 12,981 | 8,690 | $8,026 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | **$9,103** |
| 14 | 5122 | BANK S/C | | 128 | 214 | 3,250 | 1,425 | $1,821 | Bank service fees | **$1,821** |
| 15 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 16 | 5140 | EQUIP/FURN REPAIRS | | | | 0 | 0 | $0 | | **$0** |
| 17 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 18 | 5150 | MESSENGER SERVICE | 38 | 416 | 54 | 0 | 0 | $0 | 0 | **$0** |
| 19 | 5151 | DUPLICATION/OUTSIDE | | | | 0 | | | | |
| 20 | 5210 | TRANSPORTATION | 1,437 | | | 0 | 0 | $0 | | **$0** |
| 21 | 5300 | FACILITIES RENT | | | | 0 | 0 | $0 | | **$0** |

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Scholarly Communication** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 28 | 5350 | PROGRAM ALLOCATION | 31,938 | 61,600 | 81,513 | 69,447 | 40,757 | $29,760 | • $1,000 scholarly communication activities TBD and travel, in consultation with the chair of the ReSEC;<br>• $15,010 for Library Copyright Alliance ($15,010 shown in Govt. Relations Project 3704)<br>• $6,750 for SPARC dues;<br>• $5,000 for Open Access Working Group;<br>• $2,000 for OpenCon2022 1 sponsored scholarships | **$29,760** |
| 29 | 5403 | BINDING-OUTSIDE | | | | 0 | 0 | $0 | | **$0** |
| 30 | 5404 | DESIGN SERVICE-OUTSIDE | 0 | | 12 | 0 | 0 | $0 | | **$0** |
| 31 | 5523 | POSTAGE/E-MAIL | | | | 0 | 0 | $0 | | **$0** |
| 32 | 5525 | UTILITIES | | | | 0 | 0 | $0 | | **$0** |
| 33 | 5530 | DEPRECIATION F/E | 59 | 96 | 274 | 0 | 0 | $0 | | **$0** |
| 34 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | 0 | 0 | $0 | | **$0** |
| 35 | 5599 | MISC EXPENSE | 855 | 1,178 | 1,455 | 1,826 | 1,424 | $2,275 | | **$2,121** |
| 36 | 5909 | IUT/DIST CTR | | | | 0 | 0 | $0 | Distribution Center | **$0** |
| 37 | 5910 | IUT/REPRO CTR | | | 119 | 0 | 0 | $0 | Repro | **$0** |
| 38 | 5999 | IUT/MISC | | | | 0 | 0 | $0 | | **$0** |
| 39 | 5911 | IUT/OVERHEAD | 1,320 | 1,320 | 1,306 | 1,325 | 0 | $0 | IUT 50% of ALA General overhead rate on revenue from licensed workshop fees. | **$0** |
| 40 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 41 | 5600 | TAXES/INCOME | | | | | | | | |
| 42 | | **Expenses** | **$71,476** | **$119,856** | **$155,076** | **$142,290** | **$77,871** | **$85,217** | | **$73,340** |
| 43 | | | | | | | | | | |
| 44 | | **Net** | **($61,476)** | **($109,856)** | **($145,220)** | **($132,290)** | **($77,871)** | **($85,217)** | | **($73,340)** |

# Executive Summary



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

# Executive Summary



| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Government Relations** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 3 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | $0 | | **$0** |
| 4 | | **Revenues** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | 13,690 | 19,899 | 12,546 | 25,083 | 11,150 | $21,032 | Salaries @ % of ACRL salaries in salary matrix | **$2,414** |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 8 | 5002 | OVERTIME WAGES | | | | 0 | | | | |
| 9 | 5005 | ATTRITION FACTOR | | | | 0 | 0 | $0 | | **$0** |
| 10 | 5009 | ACCRUED VACATION WAGES | | | | 0 | 0 | $0 | | **$0** |
| 11 | 5010 | EMPLOYEE BENEFITS | 4,184 | 5,969 | 3,865 | 7,917 | 3,717 | $7,123 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | **$817** |
| 12 | 5309 | AUDIO/VISUAL EQUIPMENT RENTAL & LABOR | | | | 0 | 0 | $0 | | **$0** |
| 13 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | 0 | 0 | $0 | | **$0** |
| 14 | 5350 | PROGRAM ALLOCATION | 17,671 | 29,915 | 25,678 | 23,000 | 17,010 | $15,010 | • $15,010 for Library Copyright Alliance ($15,010 shown in SC project 3702);<br>• $4,000 for officer travel (or other leaders) to ALA's National Legislative Day in Washington, D.C.;<br>• $2,000 for general travel to support legislative and policy advocacy | **$21,010** |
| 15 | 5525 | UTILITIES | | | | 0 | 0 | $0 | | **$0** |
| 16 | 5530 | DEPRECIATION F/E | 59 | 67 | 85 | 0 | 0 | $0 | | **$0** |
| 17 | 5599 | MISC EXPENSE | 855 | 818 | 455 | 1,065 | 595 | $1,204 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | **$165** |
| 18 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 19 | 5600 | TAXES/INCOME | | | | | | | | |
| 20 | | **Expenses** | **$36,459** | **$56,668** | **$42,629** | **$57,065** | **$32,472** | **$44,369** | | **$24,406** |
| 21 | | | | | | | | | | |
| 22 | | **Net** | **($36,459)** | **($56,668)** | **($42,629)** | **($57,065)** | **($32,472)** | **($44,369)** | | **($24,406)** |

# Executive Summary



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

# Executive Summary



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

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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

# Executive Summary



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

| | A | B | C | D | E | F | G | H | I | J |
|---|---|---|---|---|---|---|---|---|---|---|
| 1 | **ACRL** | **Immersion Licensing** | **FY2023** | | | | | | | |
| 2 | **Line** | **Line Description** | **2017 Actual** | **2018 Actual** | **2019 Actual** | **2020 Budget** | **2021 Budget** | **2022 Budget** | **2023 Notes** | **2023 Budget** |
| 22 | 5304 | SPEAKER/GUEST EXPENSE | 0 | | | 0 | 0 | $0 | Faculty expenses: Expenses for three faculty: Transportation for 3 faculty @ $500; Lodging for 3 faculty @ $200/night x 5 nights; 3 @ $50 per diem x 5 each; ground transportation 2 @ $75. Approx $5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute. | **$0** |
| 23 | 5305 | SPEAKER/GUEST HONORARIUM | | | 3,750 | 8,400 | 8,400 | $8,400 | Honorarium for faculty @ $850 per day x 3 days = $2,550 per faculty x 3 faculty, plus $750 for lead faculty | **$0** |
| 24 | 5402 | PRINTING-OUTSIDE | | | | 1,340 | 1,340 | $1,340 | Notebook printing @ approx. $15 per notebook x 56 participants plus faculty and file copies. $500 misc. printing cushion. | **$0** |
| 25 | 5420 | COPYRIGHT FEES | | | | 200 | 175 | $175 | Copyright fees: Immersion notebook readings (Copyright Clearance Center) | **$0** |
| 26 | 5500 | SUPPLIES/OPERATING | | | | 2,100 | 1,500 | $1,500 | 56 binders/dividers @ $1,000; Misc supplies (swag) @ $500. | **$0** |
| 27 | 5522 | TELEPHONE/FAX | | | | 0 | 0 | $0 | Telephone (for dial in access at presentation) | **$0** |
| 28 | 5523 | POSTAGE/E-MAIL | | | | 0 | 0 | $0 | Invitation to Apply, e-mail registration packet and brochure | **$0** |
| 29 | 5543 | BAD DEBT EXPENSE | | | | 0 | 0 | $0 | Bad Debt | **$0** |
| 30 | 5599 | MISC EXPENSE | | | | 34 | 0 | $200 | Misc. Expense; This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | **$0** |
| 31 | 5910 | IUT/REPRO CTR | | | | 25 | 25 | $25 | IUT-Reprographics | **$0** |
| 32 | 5911 | IUT/OVERHEAD | | | | 2,981 | 3,313 | $3,313 | License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting | **$0** |
| 33 | 5998 | IUT/ALLOCATIONS | | | | 0 | 0 | $0 | | **$0** |
| 34 | 5600 | TAXES/INCOME | | | | | | | | |
| 35 | | **Expenses** | **848** | **0** | **3,750** | **15,580** | **15,003** | **$19,884** | | **$0** |
| 36 | | | | | | | | | | |
| 37 | | **Net** | **(848)** | **0** | **(3,750)** | **6,920** | **9,997** | **$5,116** | | **$0** |

# Executive Summary



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

# Executive Summary



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

# 404 FY23 CHOICE Budget at a Glance

**January 2022** — 3d Close

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

# FY23B

| DESCRIPTION | # | ADMIN 0000 | CHOICE MAGAZINE 3900 | REVIEWS ON CARDS 3901 | REVIEW LICENSING 3902 | RCL 3905 | ADV SALES CHOICE 3907 | ADV SALES ACRL 3908 | WEBINARS 3909 | MARKETING & PUBLICITY 3910 | CHOICE REVIEWS 3913 | CONTENT MARKETING 3914 | PLANT 3917 | C360 3919 | LTI 3921 | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Sales/Pamphets | 4101 | | | | | | | | | | | | | | | 0 |
| Sales Audiovisual | 4102 | | | | | | | | | | | | | | | 0 |
| Sales/On-line | 4103 | | | | | | | | | | | | | | | 0 |
| Sales/Rental-Mail Lists | 4104 | | | | | | | | | | | | | | | 0 |
| Sales/Webinars, Webcasts. Web CE | 4105 | | | | | | | | 276,250 | | | | | | | 276,250 |
| Sales/ALA Store | 4108 | | | | | | | | | | | | | | | 0 |
| Sales/Miscellaneous | 4109 | | 200 | | | 0 | | | | | 12,000 | | | | | 12,200 |
| Subtotal-Other Sales | | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 276,250 | 0 | 12,000 | 0 | 0 | 0 | 0 | 288,450 |
| | | | | | | | | | | | | | | | | 0 |
| Subscriptions | 4110 | | 232,934 | 46,963 | | 125,000 | | | | | 522,652 | | | 0 | | 927,549 |
| Subtotal-Subscriptions | | 0 | 232,934 | 46,963 | 0 | 125,000 | 0 | 0 | 0 | 0 | 522,652 | 0 | 0 | 0 | 0 | 927,549 |
| | | | | | | | | | | | | | | | | 0 |
| Advertising/Gross | 4140 | | | | | | 120,000 | | | | | 60,000 | | | | 180,000 |
| Advertising/Classified | 4142 | | | | | | | | | | | | | | | 0 |
| Advertising/Online | 4143 | | | | | | | | | | 40,000 | 285,000 | | 70,000 | | 395,000 |
| Comm/Online Advertising | 4610 | | | | | | | | | | (1,800) | (12,825) | | (3,150) | | (17,775) |
| Comm/Sales Rep | 4611 | | | | | | (5,400) | | (12,431) | | | (2,700) | | | | (20,531) |
| Comm/Adv. Agency | 4612 | | | | | | | | | | | | | | | 0 |
| Subtotal-Advertising | | 0 | 0 | 0 | 0 | 0 | 114,600 | 0 | (12,431) | 0 | 38,200 | 329,475 | 0 | 66,850 | 0 | 536,694 |
| | | | | | | | | | | | | | | | | 0 |
| Registration Fees | 4200 | | | | | | | | | | | | | | | 0 |
| Exhibit Space Rentals | 4210 | | | | | | | | | | | | | | | 0 |
| Meal Functions | 4220 | | | | | | | | | | | | | | | 0 |
| Subtotal-Meetings & Conf. | | | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 | | | 0 |
| | | | | | | | | | | | | | | | | 0 |
| Grants & Awards-Exchange | 4300 | | | | | | | | | | | | | | | 0 |
| Grants & Awards-Temporary Restricted | 4301 | | | | | | | | | | | | | | | 0 |
| Subtotal-Grants & Awards | | | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 | | | 0 |
| | | | | | | | | | | | | | | | | 0 |
| Donations/Honoraria | 4400 | | | | | | | | | | | | | | | 0 |
| Interest/Dividends | 4420 | | | | | | | | | | | | | | | 0 |
| Royalties-Exempt | 4421 | | 500 | | 465,710 | 10,000 | | | | | | | | | | 476,210 |
| L-T Invest. Gain/Loss-Realized | 4422 | | | | | | | | | | | | | | | 0 |
| L-T Invest. Gain/Loss-Unrealized | 4423 | | | | | | | | | | | | | | | 0 |
| Overhd-exempt Rev./Division | 4429 | | | | | | | | | | | | | | | 0 |
| Royalties-Non-Exempt | 4430 | | | | | | | | | | | | | | | 0 |
| Misc. Fees/Revenues | 4490 | | 50,000 | | | | | | | | | | | | | 50,000 |
| Subtotal-Misc. | | 0 | 50,500 | 0 | 465,710 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 526,210 |
| | | | | | | | | | | | | | | | | 0 |
| **TOTAL REVENUES** | | 0 | 283,634 | 46,963 | 465,710 | 135,000 | 114,600 | 0 | 263,819 | 0 | 572,852 | 329,475 | 0 | 66,850 | 0 | 2,278,902 |
| | | | | | | | | | | | | | | | | |
| | | *90%* | | | | *6%* | *3%* | *1%* | | | | | | | | |
| Salaries & Wages | 5000 | 1,112,026 | 0 | 0 | 0 | 73,944 | 36,541 | 15,661 | 0 | 0 | 0 | 0 | 0 | 0 | | 1,238,171 |
| Temp Employees-In-House | 5001 | 8,580 | 8,580 | | | 0 | 0 | 0 | 0 | | | 0 | | 0 | | 17,160 |
| Overtime/Wages | 5002 | 0 | 0 | 0 | | | 5,000 | 0 | 0 | | 0 | 0 | | 0 | | 5,000 |
| Attrition Factor | 5005 | | | | | | | | | | | | | | | 0 |
| Accrued Vacation | 5009 | | | | | | | | | | | | | | | 0 |

| DESCRIPTION | # | 0000 | 3900 | 3901 | 3902 | 3905 | 3907 | 3908 | 3909 | 3910 | 3913 | 3914 | 3917 | 3919 | 3921 | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Employee Benefits | 5010 | 351,575 | 1,287 | 0 | 0 | 21,481 | 12,261 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 386,604 |
| Tuition Reimbursement | 5015 | | | | | | | | | | | | | | | 0 |
| Prof Memberships | 5016 | 0 | 0 | | | | | | | | | | | | | 0 |
| Payroll & Related Exp. | | 1,472,181 | 9,867 | 0 | 0 | 95,425 | 53,802 | 15,661 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,646,935 |
| | | | | | | | | | | | | | | | | 0 |
| Temp Employee/Outside | 5100 | 0 | 0 | | | 0 | | | | | 0 | | | | | 0 |
| Professional Services | 5110 | 37,800 | 3,000 | 0 | 0 | (51,500) | 0 | | 0 | 0 | 0 | 17,500 | | 52,400 | | 59,200 |
| Legal Fees | 5120 | | | | | | | | | | | | | | | 0 |
| Audit/Tax Fees | 5121 | | | | | | | | | | | | | | | 0 |
| Bank Service Fees | 5122 | 9,000 | | | | | 0 | | | | | | | | | 9,000 |
| Repairs/Maintenance | 5140 | 16,634 | 0 | | | | 0 | | | | | | 27,025 | 0 | | 43,659 |
| Messenger Service | 5150 | | | | | | | | | | | | | | | 0 |
| Duplication/Outside | 5151 | | | | | | | | | | | | | | | 0 |
| Outside Services | | 63,434 | 3,000 | 0 | 0 | (51,500) | 0 | 0 | 0 | 0 | 0 | 17,500 | 27,025 | 52,400 | 0 | 111,859 |
| | | | | | | | | | | | | | | | | 0 |
| Transportation | 5210 | 2,700 | 0 | | | 0 | 630 | 270 | | 0 | 0 | 0 | | 0 | | 3,600 |
| Lodging & Meals | 5212 | 6,600 | 0 | | | 0 | 1,540 | 660 | | 0 | 0 | 0 | | 0 | | 8,800 |
| Entertainment | 5214 | 0 | | | | | | | | | | | | | | 0 |
| Business Meetings | 5216 | 0 | 0 | | | 0 | 350 | 150 | | | | 0 | | | | 500 |
| Travel and Related Expenses | | 9,300 | 0 | 0 | 0 | 0 | 2,520 | 1,080 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 12,900 |
| | | | | | | | | | | | | | | | | 0 |
| Facilities Rent | 5300 | | | | | | | | | 0 | | | | | | 0 |
| Conference Equipment Rental | 5301 | | | | | | | | | 0 | | | | | | 0 |
| Meal Functions | 5302 | | | | | | | | | 0 | | | | | | 0 |
| Exhibits | 5303 | | | | | | | | | 0 | | | | | | 0 |
| Speaker/Guest Expenses | 5304 | | | | | | | | | | | | | | | 0 |
| Speaker/Guest Honorarium | 5305 | | | | | 0 | | | | | | | | | | 0 |
| Awards | 5306 | | | | | | | | | | | | | | | 0 |
| Security Services | 5307 | | | | | | | | | | | | | | | 0 |
| Special Transportation | 5308 | | | | | | | | | | | | | | | 0 |
| Audio/Visual Equip Rental & Labor | 5309 | | | | | | | | | | | | | | | 0 |
| Computer Rental/Internet Connection | 5310 | | | | | | | | | | | | | | | 0 |
| Program Allocation | 5350 | | | | | | | | | | | | | | | 0 |
| Meetings & Conferences | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | | 0 |
| Editl/Proofreading-O/S | 5400 | | 7,107 | 1,304 | 9,517 | | | | | | 12,072 | | | | | 30,000 |
| Typesetting/Comptn-O/S | 5401 | | 300 | | | | | | | | | | | | | 300 |
| Printing-O/S | 5402 | | 84,500 | 27,000 | | | 0 | 0 | | 1,200 | | 0 | | | | 112,700 |
| Binding-O/S | 5403 | | | | | | | | | | | | | | | 0 |
| Design Service-O/S | 5404 | | 0 | | | | 0 | 0 | 0 | 5,000 | | 0 | | 1,000 | | 6,000 |
| Review Service | 5406 | | | | | | | | | | | | | | | 0 |
| Mail Service-O/S | 5410 | | 16,400 | 6,200 | | | | | | 0 | | | | | | 22,600 |
| Advertising/Space | 5411 | | | | | | | | | 1,200 | | | | 3,000 | | 4,200 |
| Advertising/Direct | 5412 | | | | | | | | | 250 | | | | 0 | | 250 |
| Mail List Rental | 5413 | | | | | | | | | 1,500 | | | | 0 | | 1,500 |
| Supplies/Production | 5414 | | 3,200 | 5,500 | | | | | | | | | | | | 8,700 |
| Pre-Press/Photo Services | 5415 | | 0 | | | | | | | | | | | | | 0 |
| Adv Production Cost | 5416 | | | | | | | | | | | | | | | 0 |
| Copyright Fees | 5420 | | 400 | | | | | | | | | | | | | 400 |
| Web Operating Expenses | 5430 | 0 | 4,800 | 0 | | 0 | | | | 0 | 54,000 | | | 990 | | 59,790 |
| Webinars/Webcasts/Web CE Exp | 5431 | | | | | | | | 6,000 | | | | | | | 6,000 |

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

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

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

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

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

LINE # LINE ITEM DESCRIPTION **$1,163,559**

**FY23B**

| | | | All Choice | % this Project | 0000 | |
|---|---|---|---|---|---|---|
| 5000 | Salaries & Wages | | $ 1,238,171 | 0.00% | $ 1,112,026 | **1,112,026** |

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

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

| | | | | Rate | Benefits | |
|---|---|---|---|---|---|---|
| | | | Staff | 31.50% | $350,288 | |
| | | | Temps | 15.00% | $1,287 | |
| | 5010 | Employee Benefits | | | $351,575 | **351,575** |

| | | | | | |
|---|---|---|---|---|---|
| 70 | 5016 | Prof Memberships | Professional association memberships | $0 | **0** |

**Subtotal - Payroll & Related Expense** **$1,472,181**

| | | | Position | Hours | Avg Rate | FY23B | |
|---|---|---|---|---|---|---|---|
| | | | | | | $0 | |
| | | | | | | $0 | |
| 74 | 5100 | Temp Employee/Outside | Totals | | | $0 | **0** |

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

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

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

| | LINE # | LINE ITEM DESCRIPTION | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Description | | | FY23B | |
| | | | | | | Repairs/Maint - Server warranty/maint | | $ | 4,000.00 | |
| | | | | | | Repairs/Maint - Router, firewall warranty.maint | | $ | 2,000.00 | |
| | | | | | | Repairs/Maint - Web appliance | | $ | 2,070.00 | |
| | | | | | | Repairs/Maint - SSL licensing | | $ | 500.00 | |
| | | | | | | Repairs/Maint - Virtual management software, apps | | $ | 1,150.00 | |
| | | | | | | Repairs/Maint - Copier, printers svc | | $ | 3,900.00 | |
| | | | | | | Repairs/Maint - Software assurance | | $ | 3,014.00 | |
| 79 | 5140 | Repairs/Maintenance | | | | $0 | $0 | $ | 16,634 | **16,634** |
| | | | | | | **Subtotal - Outside Services** | | | **63,434** | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Conference | | | FY23B | |
| | | | | | | SPOS | | | $0 | |
| | | | | $450 | | Charleston | | | $900 | |
| | | | | | | ALA Annual | | | $900 | |
| | | | | | | ACRL Biannual Cor | | | $900 | |
| | | | | | | Other | | | $0 | |
| 85 | 5210 | Transportation | | | | | | | $2,700 | **2,700** |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Conference | | | FY23B | |
| | | | | | | SPOS | | | $0 | |
| | | | | $1,100 | | Charleston | | | $2,200 | |
| | | | | | | ALA Annual | | | $2,200 | |
| | | | | | | ACRL Biannual Cor | | | $2,200 | |
| | | | | | | Other | | | $0 | |
| 86 | 5212 | Lodging & Meals | | | | | | | $6,600 | **6,600** |

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

LINE # LINE ITEM DESCRIPTION

| | | | | |
|---|---|---|---|---|
| | | | **FY23B** | |
| | | | $0 | |
| 5214 | Entertainment | | $0 | **0** |

| | | | | |
|---|---|---|---|---|
| | | | **FY23B** | |
| | | Includes conference registrations (except 3918) | $0 | |
| 88 5216 | Business Meetings | | $0 | **0** |

**Subtotal - Travel and Related Expenses $ 9,300**

| | | | | |
|---|---|---|---|---|
| | | | **FY23B** | |
| | | | $0 | |
| 5430 | Web Operating Expenses | | $ - | **0** |

**Subtotal - Publication-Related Expenses $ -**

| | | Item | # | Est. Cost | FY23B | |
|---|---|---|---|---|---|---|
| | | Recruiting expense/local searches | 0 | $1,000 | $0 | |
| | | Recruiting expense/national searches | 0 | $7,500 | $0 | |
| 131 5030 | Staff Recruitment/Relocation | **Total** | | | $0 | **0** |

| | | | | |
|---|---|---|---|---|
| 132 5031 | Staff Development | | $0 | **0** |

| | | | | |
|---|---|---|---|---|
| | | | **FY23B** | |
| 133 5500 | Supplies/Operating | General office supplies, e.g. paper, file folders | $7,000 | **7,000** |

| | | | **Seats** | **Months** | **Rate** | **FY23B** | |
|---|---|---|---|---|---|---|---|
| | | X-Tags | | | $ | 400 | |
| | | Freshdesk | | | $ | 1,440 | |
| | | SendPro Pitney Bowes | | | $ | 60 | |
| | | Small office equipment & software | | | $ | 3,500 | |
| 134 5501 | Equipment/Software-Minor | | | | $ | 5,400 | **5,400** |

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

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

LINE # LINE ITEM DESCRIPTION

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Item | | | **FY23B** | |
| | | | Frontier (analog line) | copier/security | | $3,780 | |
| | | | Zoom | phone system (Zoom meeting rooms are recorded in 3909 at line 5431) | | $6,000 | |
| 139 | 5522 | Telephone & Fax/O/S | Total | | | $9,780 | **9,780** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | Item | | | **FY23B** | |
| | | | Comcast primary | intranet | $ | 19,200 | |
| | | | Comcast secondary | backup wifi | $ | 2,460 | |
| | | | FedEx | | $ | 1,000 | |
| | | | Postage mailing books, etc. | | $ | 20,000 | |
| 140 | 5523 | Postage & E-Mail/O/S | | Total | | $42,660 | **42,660** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | **FY23 new purchases** | **Items** | **Total** | **Years** | **FY23B** |
| | | | Enter data at Capital Spending tab | | CEA Item - IT/Network infrastructure | | $2,083 |
| | | | | | CEA Item - IT/Workstations, desktop technology | | $2,083 |
| | | | | **Prior Years** office equip (get data from Finance) | | | |
| 142 | 5530 | Depr/Furn & Equipment | | | | TOTAL | $4,167 **4,167** |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | **FY23B** |
| | | | CHOICE property tax (postage meter/computer leases) | | $0 |
| 148 | 5545 | Taxes/Property | | | $0 **0** |

| | | | | | |
|---|---|---|---|---|---|
| | | | | | **FY23B** |
| | | | ACRL National Conference sponsorship (odd # years) | | |
| 150 | 5560 | Organization Support/Contrib. | | | $0 **0** |

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

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

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

-

LINE # | LINE ITEM DESCRIPTION | FY23B

**REVENUES**

19 | 4104 | Sales/Rental-Mail Lists | Income from rental of CHOICE mailing list

| FY23B |
|---|
| $0 |
| $0 |

**$0**

| | FY23B |
|---|---|
| Single-copy and Choice Select sales | |
| *End Select program* | |
| OAT seals: print and digital | $200 |
| | $200 |

22 | 4109 | Sales/Miscellaneous — **200**

| | | | | | | 1.04 | |
|---|---|---|---|---|---|---|---|
| | | | | 106% | 73% | 87% | 85% | |
| | | FY19 | | FY20 | FY21 | FY22B | **FY23B** | |
| | | 387,925 | $ | 413,039 | $301,761 | $263,500 | $ 232,934 | **232,934** |
| | | | | timing only | | | | |

26 | 4110 | Subscriptions

| Description | FY23B |
|---|---|
| Copyright Clearance Ctr & reprint fees | $500 |
| | $0 |
| | $500 |

52 | 4421 | Royalties-Exempt — **500**

| FY23B |
|---|
| $50,000 |
| $50,000 |

57 | 4490 | Misc. Fees/Revenues — Income from sale of reject books/misc. revenues; Total — **50,000**

**TOTAL PROJECT REVENUES** **$283,634**

**EXPENSES**

| | | FY23B |
|---|---|---|
| All Choice | % this Project | $3,900 |
| $ 1,238,171 | 0.00% | $ - |

5000 | Salaries & Wages — **$0**

| FY23B |
|---|
| $8,580 |

64 | 5001 | Temp Employees-In-House | Interns — **8,580**

| FY23B |
|---|
| $0 |

65 | 5002 | Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk — **0**

| | Rate | FY23B |
|---|---|---|
| Staff | 31.50% | $0 |
| Temps | 15.00% | $1,287 |
| | | $1,287 |

5010 | Employee Benefits — **1,287**

| FY14 | FY15B | FY23B |
|---|---|---|
| $ - | $2,750 | $0 |

70 | 5016 | Prof Memberships — **0**

**Subtotal - Payroll & Related Expense** **$9,867**

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

-

LINE # LINE ITEM DESCRIPTION FY23B

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | FY23B | |
| | | | | | | Other | | |
| 74 | 5100 | Temp Employee/Outside | | | | | $0 | 0 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | FY23B | |
| | | | | Long-form racial justice reviews | 12 | $250 | $3,000 | |
| 75 | 5110 | Professional Services | | | | | $3,000 | 3,000 |

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

**Subtotal - Outside Services** **3,000**

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | Billing | Conference | | Events | Staff | Cost | FY23B | |
| | | | | | | | | $0 | |
| | | | Billed at 0000 | | | | | $0 | |
| | | | | | | | | $0 | |
| | | | | | | | | $0 | |
| | | | | | | | | $0 | |
| | | | | | | | | $0 | |
| 85 | 5210 | Transportation | | | | | $0 | $0 | 0 |

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

-

| LINE # | LINE ITEM DESCRIPTION | | | | | | FY23B |
|---|---|---|---|---|---|---|---|
| | Billing | Conference | Events | Staff | Cost | FY23B | |
| | | | | | | $0 | |
| | | | | | | $0 | |
| | | Billed at 0000 | | | | $0 | |
| | | | | | | $0 | |
| | | | | | | $0 | |
| | | | | | | $0 | |
| 86 | 5212 Lodging & Meals | | | | | $0 | 0 |

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

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

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

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

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

| | | | | |
|---|---|---|---|---|
| 111 | 5404 Design Service-O/S | | $0 $0 | 0 |

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

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

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

| | | | | |
|---|---|---|---|---|
| | | | FY23B | |
| 120 | 5420 Copyright Fees | Copyright Office registration fees | $600 | 400 |

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

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3900** |
| **Project Name:** | **Choice Magazine** |

-

| | LINE # | LINE ITEM DESCRIPTION | | | | FY23B |
|---|---|---|---|---|---|---|
| | | | Vendor/Description | | **FY23B** | |
| 124 | 5433 | Order Processing/Fulfillment | **ESP/fulfillment expenses: includes Choice, Cards, and Choice Reviews** | $ | 32,000 | **32,000** |
| | | | | **Subtotal - Publication Related Expenses** | **148,707** | |

| | | | Item | # | Est. Cost | **FY23B** | |
|---|---|---|---|---|---|---|---|
| | | | Recruiting expense/local searches | $0 | $1,000 | $0 | |
| | | | Recruiting expense/national searches | $0 | $7,500 | $0 | |
| 131 | 5030 | Staff Recruitment/Relocation | **Total** | | | $0 | **0** |
| 132 | 5031 | Staff Development | | | | $0 | **0** |
| | 5501 | Equipment/Software-Minor | | | $ - | $0 | **0** |

| | | | Item | | **FY23B** | |
|---|---|---|---|---|---|---|
| | | | OCLC access charges (ALA Library IUT) | | | |
| | | | OCLC publishing services/bib data agreement | $ | 16,100 | |
| | | | EBSCO subscription at ALA | | | |
| | | | Other reference materials | $ | 1,000 | |
| 135 | 5502 | Ref Matls/Periodicals | | $ | 17,100 | **17,100** |

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3900** |
| **Project Name:** | **Choice Magazine** |

-

| | LINE # | LINE ITEM DESCRIPTION | | | FY23B |
|---|---|---|---|---|---|
| | | | Item | **FY23B** | |
| | | | **ESP phone charges (all Choice pub go here)** | $550 | |
| 139 | 5522 | Telephone & Fax/O/S | Total | $550 | **550** |

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

| | | | | | **FY23B** | |
|---|---|---|---|---|---|---|
| | | | | Accrued Prior Year depreciation | | |
| | | | | | $ 12,000 | |
| 142 | 5530 | Depr/Furn & Equipment | | Total | $12,000 | **5,316** |

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3900** |
| **Project Name:** | **Choice Magazine** |

-

| | LINE # | LINE ITEM DESCRIPTION | | | FY23B |
|---|---|---|---|---|---|
| 145 | 5540 | Royalty Expense | Fee(s) for outside contributors to the magazine | $0 | **0** |

| | | | | FY23B | |
|---|---|---|---|---|---|
| | | | CHOICE property tax (postage meter/computer leases) | $0 | |
| 148 | 5545 | Taxes/Property | | $0 | **0** |

| | | | | FY23B | |
|---|---|---|---|---|---|
| 151 | 5599 | Misc. Expense | Miscellaneous office expenses | $0 | **0** |

**Subtotal - Operating Expenses** **22,966**

| | | | | FY23B | |
|---|---|---|---|---|---|
| 158 | 5903 | IUT-Subscription Processing | | $ - | **0** |

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

| | | | FY2019 ALA overhead charges | Rate | FY17 Revenue | FY23B | |
|---|---|---|---|---|---|---|---|
| | | | 4104 Rental Mail lists | 13.25% | $0 | $0 | |
| | | | 4109 Sales/Misc | 13.25% | $200 | $27 | |
| | | | 4110 Subscriptions | 13.25% | $232,934 | $30,864 | |
| | | | 4421 Royalties | 13.25% | $500 | $66 | |
| | | | 4490 Misc. Revenue | 13.25% | $50,000 | $6,625 | |
| 178 | 5911 | IUT-General Overhead | | | $283,634 | $37,582 | **37,582** |

| | | | FY15 UBIT set-aside | FY14 | FY15B | FY23B | |
|---|---|---|---|---|---|---|---|
| 188 | 5600 | Taxes/Income | | $0 | $0 | $0 | **0** |

**Subtotal - Overhead and Taxes** **37,582**

**TOTAL PROJECT EXPENSES** **$222,121**
**NET PROJECT REVENUE** **$61,513**

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

**REVENUES**

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

**TOTAL PROJECT REVENUES** **$46,963**

**EXPENSES**

| | LINE # | LINE ITEM DESCRIPTION | | All Choice | % this Project | $3,901 | FY23B |
|---|---|---|---|---|---|---|---|
| 63 | 5000 | Salaries & Wages | $ | 1,238,171.45 | 0.000% | $0 | $0 |

| | | | FY23B | |
|---|---|---|---|---|
| 65 | 5002 | Overtime/Wages | $0 | 0 |

| | | | FY23B | |
|---|---|---|---|---|
| 68 | 5010 | Employee Benefits | $0 | $0 |

**Subtotal - Payroll & Related Expense** **0**

| | | | FY23B | |
|---|---|---|---|---|
| | | | $0 | |
| 5110 | | Professional Services | $0 | 0 |

**Subtotal - Outside Services** **0**

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

| | LINE # | LINE ITEM DESCRIPTION | | | | FY23B |
|---|---|---|---|---|---|---|
| | | | Description | | FY23B | |
| | | | Copyediting Allocation | | $1,304 | |
| | 5400 | Editl/Proofreading-O/S | Total editorial & proofreading | | $1,304 | 1,304 |
| | | | FY2009-FY2012 printer = Sheridan<br>FY2013 printer = Gasch | | FY23B | |
| 109 | 5402 | Printing-O/S | | | $27,000 | $27,000 |
| | | | Mailing and postage for ROC's (12 issues) | | FY23B | |
| 113 | 5410 | Mail Service-O/S | | | $6,200 | $6,200 |
| | | | | | FY23B | |
| 117 | 5414 | Supplies/Production | Shipping materials | | $5,500 | 5,500 |
| | | | | | FY23B | |
| | | | **Recorded at 3900** | | Total | |
| | | | | | $0 | |
| | 5430 | Web Operating Expenses | | Total | $0 | $0 |
| | | | | **Subtotal - Publication Related Expenses** | | **$40,004** |
| | | | Line Item | Revenue $ | Rate | O/H Charge |
| | | | Subscriptions | $46,963 | 13.25% | $6,223 |
| 178 | 5911 | IUT-General Overhead | | | | $6,223 |
| | | | | **Subtotal- Overhead and Taxes** | | **$6,223** |
| | | | | **TOTAL PROJECT EXPENSES** | | **$46,227** |
| | | | | **NET PROJECT REVENUE** | | **$736** |

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

LINE # LINE ITEM DESCRIPTION

**REVENUES**

**FY23B**

Revenues received from license agreements with publishing partners; details below

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

**TOTAL PROJECT REVENUES** **$465,710**

$116,428

**EXPENSES**

LINE # LINE ITEM DESCRIPTION

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

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

**Subtotal - Payroll & Related Expense** **$0**

| | | | | **FY23B** |
|---|---|---|---|---|
| 75 | 5110 | Professional Services | | $0 **$0** |

**Subtotal - Outside Services** **$0**

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

**Subtotal - Publication Related Expenses** **9,517**

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

**Subtotal - Overhead and Taxes** **$61,707**

$15,427

**TOTAL PROJECT EXPENSES** **$** **71,224**

**NET PROJECT REVENUE** **$** **394,486**

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

LINE # LINE ITEM DESCRIPTION

**REVENUES**

**FY23B**

| | | | | | | |
|---|---|---|---|---|---|---|
| 22 | 4109 | Sales/Miscellaneous | Bowker expense reimbursements (per agreement) | **FY23B** | | |
| | | | | $0 | | **$0** |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Units | Price | Gross | Split | **FY23B** | | |
| | | | ProQuest | | | | | $ 125,000 | | |
| | | | **Choice (@50%)** | 0 | $ 850 | $ - | 50% | $ - | | |
| 26 | 4110 | Subscriptions | | | | | Total | $ 125,000 | | **125,000** |

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

**TOTAL PROJECT REVENUES** **$135,000**

LINE #

**EXPENSES**

**FY16**

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

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | **FY23B** | |
| 64 | 5001 | Temp Employees-In-House | | | $0 | **0** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | **FY23B** | |
| | | | | 15.00% | $0 | |
| | | | | 31.50% | $23,292 | |
| 68 | 5010 | Employee Benefits | | | $ 21,481 | **21,481** |

| | | | | | | |
|---|---|---|---|---|---|---|
| 70 | 5016 | | Staff memberships in professional associations | | $0 | **0** |

**Subtotal - Payroll & Related Expense** **$** **95,425**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | **Hours** | **Avg Rate** | **FY23B** | |
| 74 | 5100 | Temp Employee/Outside | Publishing Assistant | 0 | $21.00 | $0 | **0** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | **FY23B** | |
| | | | Subject Editor honoraria | 73 | $500 | 36,500 | |
| | | | Editorial remimbusement | | | (88,000) | |
| | 5110 | Professional Services | | | | (51,500) | **(51,500)** |

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

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | Conference/Meeting | **FY23B** | |
| | | | $450 | Charleston | $0 | |
| | | | | ACRL National Conf | $0 | |
| | | | | ALA Annual | $0 | |
| 85 | 5210 | Transportation | | | $0 | **0** |

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

LINE # LINE ITEM DESCRIPTION

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

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

**Subtotal - Travel & Related Expenses $ -**

| | | | | | |
|---|---|---|---|---|---|
| | | | | **FY23B** | |
| 97 | 5305 | Speaker/Guest Honorarium | | $0 | **0** |

**Subtotal - Meetings & Conferences 0**

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

**Subtotal - Publication Related Expenses $ -**

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | FY14 | FY15B | **FY23B** | |
| 131 | 5030 | Staff Recruitment/Relocation | $0 | $0 | $0 | **0** |

| | | | | |
|---|---|---|---|---|
| 132 | 5031 | Staff Development | $0 | **0** |

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

| LINE # | LINE ITEM DESCRIPTION | | | | | |
|---|---|---|---|---|---|---|
| | | Print and electronic reference materials | FY14 | FY15B | **FY23B** | |
| 135 | 5502 Ref Matls/Periodicals | | $0 | $0 | $0 | **0** |
| | | | FY14 | FY15B | **FY23B** | |
| 137 | 5520 Equipment Rental/Lease | Leased equipment monthly rental fees | $0 | $0 | $0 | **0** |
| | | | FY14 | FY15B | **FY23B** | |
| 140 | 5523 Postage & E-Mail/O/S | | $211 | $125 | $0 | **0** |
| | | | FY14 | FY15B | **FY23B** | |
| 151 | 5599 Misc. Expense | Miscellaneous office expense | $0 | $50 | $0 | **0** |

**Subtotal - Operating Expenses $ -**

| | | Description | FY14 | FY15B | **FY23B** | |
|---|---|---|---|---|---|---|
| 159 | 5904 Transfer to/from Endowment | LTI interest transfer to RCL project | $0 | $0 | $0 | **0** |

**Subtotal - IUT's $ -**

| | | FY15 ALA overhead charges | Line | Description | Rate | 2015 Revenue | **FY23B** | |
|---|---|---|---|---|---|---|---|---|
| | | | 4109 | Sales/Miscellaneous | 13.25% | $0 | $0 | |
| | | | 4110 | Subscriptions | 13.25% | $125,000 | $16,563 | |
| | | | 4421 | Royalties | 13.25% | $10,000 | $1,325 | |
| 178 | 5911 IUT-General Overhead | | | Totals | | $135,000 | $17,888 | **17,888** |

| | | | FY13 | FY14B | **FY23B** | |
|---|---|---|---|---|---|---|
| 188 | 5600 Taxes/Income | | $0 | $0 | $0 | **0** |

**Subtotal- Overhead and Taxes 17,888**

**TOTAL PROJECT EXPENSES $ 61,812**

**NET PROJECT REVENUE $ 73,188**

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

LINE # LINE ITEM DESCRIPTION

**REVENUES**

**FY23B**

30 4140 Advertising/Gross

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

**$120,000**

**FY23B**

4.50% Choice Magazine Ad Sales Revenues (gross) (5,400.00)

Print 0.00

34 4611 Comm/Sales Rep Total (5,400.00) **(5,400)**

**TOTAL PROJECT REVENUES** **$114,600**

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

| | | | | **All Choice** | **% this Project** | **FY23B** | |
|---|---|---|---|---|---|---|---|
| 63 | 5000 Salaries & Wages | | Project 3907 share | $1,238,171 | 0.000% | $36,541 | **$36,541** |

| | | Position | | | | **FY23B** | |
|---|---|---|---|---|---|---|---|
| 64 | 5001 Temp Employees-In-House | Webinar/Ad Sales Support Coordinator | | $ - | $ - | $ - | **$0** |

| | | | | | | **FY23B** | |
|---|---|---|---|---|---|---|---|
| 65 | 5002 Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | Total Overtime | | | $5,000 | **$5,000** |
| | | | Project 3907 share | | | $ - | |

| | | Ad Sales Benefit Calculation | **Amount** | **Benefit %** | **Benefit $** | |
|---|---|---|---|---|---|---|
| | | 5000 Project Salaries & Wages | $36,541 | 31.50% | $11,511 | |
| | | 5001 Temp Employees In-House | $0 | 15.00% | $0 | |
| | | 5002 Overtime Wages | $5,000 | 15.00% | $750 | |
| 68 | 5010 Employee Benefits | | $41,541 | | $12,261 | **$12,261** |

**Subtotal - Payroll & Related Expense** **$53,802**

| | | | **FY23B** | |
|---|---|---|---|---|
| 75 | 5110 Professional Services | Outside and freelance labor | $0 | **$0** |

| | | | **FY23B** | |
|---|---|---|---|---|
| 78 | 5122 Bank Service Fees | Bank service fees on ad sales accounts: **Moved to 0000** | $0 | **$0** |

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

| LINE # | | LINE ITEM DESCRIPTION | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | **FY23B** | |
| 79 | 5140 | Repairs/Maintenance | Annual maintenance fee/ad sales system | Spacemaster | | | $0 | **$0** |
| | | | | | | **Subtotal - Outside Services** | **$0** | |

| | Billing | Conference | | **# Ad Sales Staff** | **Avg. Cost** | **Total** | |
|---|---|---|---|---|---|---|---|
| | | Charleston | | 1 | $450 | $450 | |
| | | | | | | $0 | |
| | | ALA Annual | | 1 | $450 | $450 | |
| | | ACRL Biannual Conference | | 0 | $450 | $0 | |
| | | Other | | 0 | $450 | $0 | |
| | | | | | Total | $900 | |
| 85 | 5210 Transportation | | | Project 3907 share | 70% | $630 | **$630** |

| | Billing | Conference | | **# Ad Sales Staff** | **Avg. Cost** | **Total** | |
|---|---|---|---|---|---|---|---|
| | | Charleston | | 1 | $1,100 | $1,100 | |
| | | | | | | $0 | |
| | | ALA Annual | | 1 | $1,100 | $1,100 | |
| | | ACRL Biannual Conference | | 0 | $1,100 | $0 | |
| | | Other | | 0 | $1,100 | $0 | |
| | | | | | Total | $2,200 | |
| 86 | 5212 Lodging & Meals | | | Project 3907 share | 70% | $1,540 | **$1,540** |

| | | Event | | **# Events** | **Avg. Cost** | **Total** | |
|---|---|---|---|---|---|---|---|
| | | Meetings with advertisers | | 5 | $100 | $500 | |
| 88 | 5216 Business Meetings | | | Project 3907 share | 70% | $350 | **$350** |
| | | | | | **Subtotal - Travel & Related Expenses** | **$2,520** | |

| | | CHOICE Ad Sales Promo Printing Expense | | | **FY23B** | |
|---|---|---|---|---|---|---|
| | | | OAT certificates | | inventory | |
| | | | OAT seals, etc. | | inventory | |
| 109 | 5402 Printing-O/S | (Switched to electronic media kit in 2010) | | | $0 | **$0** |

| | | | | **FY23B** | |
|---|---|---|---|---|---|
| 111 | 5404 Design Service-O/S | Outside ad sales promo creative expenses: media kit | | $0 | **$0** |
| | | | **Subtotal - Publication Related Expenses** | **$0** | |

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

| LINE # | | LINE ITEM DESCRIPTION | | | | | |
|---|---|---|---|---|---|---|---|
| 132 | 5031 | Staff Development | | **Ad Sales Salaries** | **Rate** | **Total** | |
| | | | | $36,541 | 0.00% | $0 | **$0** |
| | | | | | | $0 | |
| 133 | 5500 | Supplies/Operating | General office supplies, e.g. paper, file folders | | | **FY23B** | |
| | | | | | | $0 | **$0** |
| | | | Project 3907 share | 70% | | $0 | |
| 139 | 5522 | Telephone & Fax/O/S | Item | | | **FY23B** | |
| | | | Local & long-distance phone/ad sales | | | $420 | **294** |
| | | | Project 3907 share | 70% | $ | 294 | |
| 140 | 5523 | Postage & E-Mail/O/S | Item | | | **FY23B** | |
| | | | Mailroom postage; overnight delivery services | | | $0 | **$0** |
| 146 | 5543 | Bad Debt Expense | Item | | **FY16B Gross Ad $** | **Rate (per ALA)** | |
| | | | Reserve for uncollectable accounts | | $0 | 0.00% | **$0** |
| | | | | | **Subtotal - Operating Expenses** | | **$294** |
| 161 | 5906 | IUT-Order Billing | | | | **FY23B** | |
| | | | ALA charges for Ad Sales Invoice Processing | | 70% | $0 | **$0** |
| | | | | | **Subtotal - Inter-Unit Transfers** | | **$0** |

| | | | **Line Item** | | **Revenue $** | **Rate** | **O/H Charge** | |
|---|---|---|---|---|---|---|---|---|
| | | 4140 | Advertising/Gross | | $120,000 | 13.25% | $15,900 | |
| | | 4611 | Comm/Sales Rep | $ | (5,400) | 13.25% | ($716) | |
| | | 4612 | Comm/Adv Agency | | $0 | 13.25% | $0 | |
| 178 | 5911 IUT-General Overhead | | Totals | | $114,600 | | $15,185 | **$15,185** |

| | | FY15 UBIT Reserve | Line Item | **Revenue $** | **Rate** | **UBIT $** | |
|---|---|---|---|---|---|---|---|
| 188 | 5600 Taxes/Income | | Advertising/Gross | $0 | 0.00% | $0 | **$0** |

| | |
|---|---|
| **Subtotal- Overhead and Taxes** | **$15,185** |
| **TOTAL PROJECT EXPENSES** | **$71,800** |
| **NET PROJECT REVENUE** | **$42,800** |

| | | |
|---|---|---|
| 135 | **$330** | **404** |
| | **Unit Name:** | **CHOICE** |
| | **$150** | **3908** |
| | **Project Name:** | **ACRL Advertising** |

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

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

**EXPENSES** **FY23B**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | **All Choice** | **% this Project** | **3908** | |
| 63 | 5000 Salaries & Wages | | | $1,238,171 | 0.000% | $ 15,660.59 | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Position | | FY14 | FY15B | **FY23B** | |
| 64 | 5001 Temp Employees-In-House | Webinar/Ad Sales Support Coordinator | $ | - | $ - | $ - | **$0** |

| | | | | |
|---|---|---|---|---|
| | | | | **FY23B** |
| 65 | 5002 Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | Total Overtime | $1,500.00 |
| | | | Project 3908 share | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | 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 | |
| 68 | 5010 Employee Benefits | | $ | - | | $0 | **$0** |

**Subtotal: Payroll and Related Expenses** **$0**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Billing | Conference | | | | **FY23B** |
| 85 | 5210 Transportation | | | Project 3908 share | 30% | $270 | **$270** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Billing | Conference | | | | **FY23B** |
| 86 | 5212 Lodging & Meals | | | Project 3908 share | 30% | $660 | **$660** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | Event | | # Events | Avg. Cost | Total | |
| | | Meetings with advertisers | | 5 | $100 | $500 | |
| 88 | 5216 Business Meetings | | | Project 3908 share | 30% | $150 | **$150** |

**Subtotal - Travel & Related Expenses** **$1,080**

| | | | | |
|---|---|---|---|---|
| | | Ad Sales Promotion Printing Expenses | | **FY23B** |
| 109 | 5402 Printing-O/S | | | $0 **$0** |

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**

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | Ad Sales Promotion Design Expenses | | | | | **FY23B** | |
| 111 | 5404 | Design Service-O/S | | | | | | $0 | **$0** |
| | | | | | | | **Subtotal - Publication Related Expenses** | **$0** | |
| | | | | | | | | Total | |
| 132 | 5031 | Staff Development | | | | | | $0 | **$0** |
| | | | | | | FY14 | FY15B | **FY23B** | |
| 133 | 5500 | Supplies/Operating | General office supplies, e.g. paper, file folders | | | $200 | $300 | $0 | **$0** |
| | | | | Project 3908 share | 30% | $60 | $90 | $0 | |
| | | | Item | | | | | **FY23B** | |
| 139 | 5522 | Telephone & Fax/O/S | Local & long-distance phone/ad sales | | | | | $420 | **$126** |
| | | | | Project 3908 share | 30% | | $ | 126 | |
| | | | Item | | | | | **FY23B** | |
| 140 | 5523 | Postage & E-Mail/O/S | Mailroom postage; overnight delivery services | | | | | $0 | **$0** |
| | | | | | | | **Subtotal - Operating Expenses** | **$126** | |
| | | | | | | | | **FY23B** | |
| | | | | | | | | **$0** | |
| | 5906 | IUT-Order Billing | ALA charges for Ad Sales Invoice Processing | | 30% | | | $0 | **$0** |
| | | | | | | | | **FY23B** | |
| 169 | 5942 | IUT-Advertising | CHOICE charges to ACRL for ad sales | | | | | **($1,206)** | **($1,206)** |
| | | | | | | | **Subtotal - Inter-Unit Transfers** | **($1,206)** | |
| | | | | | | | **TOTAL PROJECT EXPENSES** | **$0** | |
| | | | | | | | **NET PROJECT REVENUE** | **$0** | |

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

LINE # LINE ITEM DESCRIPTION $6,500

**REVENUES**

FY23B

| | | Commission Rate | Number | | Rate | Gross | Transfer Rate | Revenue | |
|---|---|---|---|---|---|---|---|---|---|
| | **Sales** | | 40 | $ | 7,500 | 325,000 | 85% | 276,250 | |
| | **Commission** | 4.50% | | | | (14,625) | 85% | (12,431) | |
| | **Net Sales** | | | | | **310,375** | | 263,819 | |
| | | | | | | | Revenue to ACRL | 48,750 | |
| | | | | | | | Commissions to ACRL | (2,194) | |
| 20 | 4105 Sales/Webinars, Webcasts. Web CE | | | | | | | | **$276,250** |

| | | | | Rate | Gross | Split | Share | |
|---|---|---|---|---|---|---|---|---|
| | | | Choice | 4.50% | (14,625.00) | 0.85 | (12,431) | |
| | | | ACRL | | | 0.15 | (2,194) | |
| 34 | 4611 Comm/Sales Rep | | Total | | | | (14,625) | **(12,431)** |

**TOTAL PROJECT REVENUES** **$263,819**

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

| | | | | All Choice | % this Project | $3,909 | |
|---|---|---|---|---|---|---|---|
| 63 | 5000 Salaries & Wages | | | $1,238,171 | 0.000% | $0 | **$0** |

| | | | | | FY23B | |
|---|---|---|---|---|---|---|
| | | | | TOTAL $ | - | |
| 64 | 5001 Temp Employees-In-House | | | | | **$0** |

| | | | | FY23B | |
|---|---|---|---|---|---|
| 65 | 5002 Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | Total Overtime | | **$0** |
| | | | | TOTAL $ | - | |

| | | Benefit Calculation | | Amount | Benefit % | Benefit $ | |
|---|---|---|---|---|---|---|---|
| | | 5000 Project Salaries & Wages | | $0 | 31.50% | $0 | |
| | | 5001 Temp Employees In-House | | $0 | 15.00% | $0 | |
| | | 5002 Overtime Wages | | $0 | 15.00% | $0 | |
| | | 4611 Commissions/Sales Reps | | | 0.00% | $0 | |
| 68 | 5010 Employee Benefits | | TOTAL | $0 | | $0 | **$0** |

**Subtotal - Payroll & Related Expense** **$0**

| | | | FY23B | |
|---|---|---|---|---|
| 75 | 5110 Professional Services | Outside and freelance labor | $0 | **$0** |

**Subtotal - Outside Services** **$0**

| | | | FY23B | |
|---|---|---|---|---|
| 111 | 5404 Design Service-O/S | | $0 | **$0** |

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

**Subtotal - Publication Related Expenses** **$6,000**

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

LINE # LINE ITEM DESCRIPTION $6,500

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | **FY23B** | |
| 133 | 5500 Supplies/Operating | General office supplies, e.g. paper, file folders | | | $0 | **$0** |
| | | | | | $0 | |

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

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

**Subtotal - Operating Expenses** **$0**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | **Expense** | **Gross** | **Transfer Rate** | **FY23B** | |
| | | | S. Cofer | $13,808 | 15% | $2,071 | ← |
| | | | Subtotal - Outside Services | $0 | 15% | $0 | |
| | | | Subtotal - Publication Related Expenses | $6,000 | 15% | $900 | |
| | | | Subtotal - Operating Expenses | $0 | 15% | $0 | |
| 169 | 5942 IUT-Advertising | Charge back to ACRL | | $19,808 | **Total** | **($2,971)** | **($2,971)** |

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

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | **Revenue $** | **Rate** | **FY23B** | |
| | | | Sales | 276,250 | 0 | 36,603 | |
| | | | Commissions | (12,431) | 0 | (1,647) | |
| | | | | | | | |
| 178 | 5911 IUT-General Overhead | | TOTAL | | | 34,956 | **$34,956** |

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

**Subtotal- Overhead and Taxes** **$34,956**

**TOTAL PROJECT EXPENSES** **$37,985**
**NET PROJECT REVENUE** **$225,834**

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3910** |
| **Project Name:** | **Marketing** |

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

| | | | | | | | FY23B |
|---|---|---|---|---|---|---|---|
| | | | | **All Choice** | **% this Projec** | **$3,910** | |
| 63 | 5000 | Salaries & Wages | | $1,238,171 | 0.000% | $0 | **$0** |
| 68 | 5010 | Employee Benefits | | | 32% | $0 | **$0** |
| | | | | | **Subtotal - Payroll & Related Expense** | **$0** | |

| | | | | | FY23B |
|---|---|---|---|---|---|
| | | | Type of Project | | |
| | | | | | $0 |
| | | | | | $0 |
| | | | | | $0 |
| 75 | 5110 | Professional Services | Outside marketing/promotion expenses | | $0 **$0** |
| | | | | **Subtotal - Outside Services** | **$0** |

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

| | | | | | | | | FY23B |
|---|---|---|---|---|---|---|---|---|
| | Billable | Conference | | # | **Staff** | **Cost** | | |
| | | Charleston | | 0 | 0 | $0 | | $0 |
| | $1,100 | | | | | | | |
| | | ALA Annual | | 1 | 0 | $0 | | $0 |
| | | ACRL Biannual Conference | | 1 | 0 | $0 | | $0 |
| | | Other Marketing business travel | | 0 | 0 | $0 | | $0 |
| 5212 | | Lodging & Meals | | | | | | $0 **0** |
| | | | | | | | **Subtotal - Travel & Related Expenses** | **$0** |

| | | | | | | | FY23B |
|---|---|---|---|---|---|---|---|
| | Billable | Conference/Location | Event | # | Avg. Cost | | |
| | 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** |

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3910** |
| **Project Name:** | **Marketing** |

LINE # LINE ITEM DESCRIPTION

| | Billable | Conference/Location | | Number | Avg. Cost | FY23B |
|---|---|---|---|---|---|---|
| | Feb | ALA Midwinter | | 0 | $3,000 | $0 |
| | Nov | Charleston | **charge to 3918** | 0 | $3,000 | $0 |
| | July | ALA Annual | | 1 | $7,000 | $0 |
| | April | ACRL Biannual Conference | | 0 | $3,000 | $0 |
| | | | | 0 | $3,000 | $0 |

93 5301 Conference Equipment Rental — Total $0 — **$0**

| | Item | Number | Avg. Cost | FY23B |
|---|---|---|---|---|
| | | - | $350 | $0 |

94 5302 Meal Functions — $0 — **$0**

| | Conference/Location | | Number | Avg. Cost | FY23B |
|---|---|---|---|---|---|
| Feb | ALA Midwinter | | 0 | $3,750 | $0 |
| Nov | Charleston | **charge to 3918** | 0 | $3,750 | $0 |
| July | ALA Annual | | 1 | $6,000 | $0 |
| April | ACRL Biannual Conference | | 0 | $3,750 | $0 |
| | | | - | $3,750 | $0 |

95 5303 Exhibits — Total $0 — **$0**

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

109 5402 Printing-O/S

| Printing expenses for promotional pieces | FY23B |
|---|---|
| | $1,200 |

**$1,200**

111 5404 Design Service-O/S

| Outside design services for promo pieces | FY23B |
|---|---|
| | $5,000 |

**$5,000**

5410 Mail Service-O/S

| Type of Service | FY23B |
|---|---|
| | |
| Total Mailing Expense | $ - |

**0**

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3910** |
| **Project Name:** | **Marketing** |

LINE # LINE ITEM DESCRIPTION

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | Unit Cost | Insertions | | FY23B | |
| | | | | | Twitter Boosts | $ | 1,200 | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| | | | | | | $ | - | |
| 114 | 5411 | Advertising/Space | | | TOTAL | $ | 1,200 | **$1,200** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | FY23B | |
| 115 | 5412 | Advertising/Direct | Direct promo (print & email) | postcards | $250 | **$250** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | FY23B | |
| | | | Database/email rental | | | |
| | | | Outside list rental fees | | $1,500 | |
| 116 | 5413 | Mail List Rental | | | $1,500 | **$1,500** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | FY23B | |
| 5430 | | Web Operating Expenses | | Totals | $ - | **$0** |

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

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

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3910** |
| **Project Name:** | **Marketing** |

LINE # LINE ITEM DESCRIPTION

132 5031 Staff Development

| | Salaries | Rate | FY23B | |
|---|---|---|---|---|
| | $0 | 0.0% | $0 | **$0** |

139 5522 Telephone & Fax/O/S

| Item | FY14 | FY15B | FY23B | |
|---|---|---|---|---|
| | $0 | $0 | $0 | **$0** |

140 5523 Postage & E-Mail/O/S

| Item | FY23B | |
|---|---|---|
| Mailroom postage; overnight delivery services | $0 | **$0** |

149 5550 Promotion

| Item | | | FY23B | |
|---|---|---|---|---|
| services | conf promo giveaways<br>content marketing promo | $ | 500<br>$500 | **$500** |

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

157 5902 IUT-ITTS

| Item | FY14 | FY15B | FY23B | |
|---|---|---|---|---|
| ALA mailing list processing expense | $0 | $2,500 | $0 | **$0** |

5942 IUT-Advertising

| | | FY23B | |
|---|---|---|---|
| American Libraries advertising | | $0.00 | |
| | **Total** | **$0** | **$0** |

**Subtotal - IUT's** **$0**

**TOTAL PROJECT EXPENSES** **$20,550**
**NET PROJECT REVENUE** **($20,550)**

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3913** |
| **Project Name:** | **Choice Reviews** |

LINE # LINE ITEM DESCRIPTION -

**REVENUES**

**FY23B**

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

| | | | | | | | | 1.04 | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 88% | 103% | 90% | 95% | | |
| | | | FY19 | FY20 | FY21 | FY22B | **FY23B** | | |
| | | | 651,630 | 572,901 | $590,636 | $529,000 | 522,652 | | |
| | | | | timing only | timing only | | | | |
| | | | | Revised post FY20 close | | | | | |
| 26 | 4110 | Subscriptions | | | | | | | **$522,652** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 32 | 4143 | Advertising/Online | | | | **FY23B** | |
| | | | | | Digital Ad Sales Revenues (Gross) | $ 40,000 | |
| | | | | | Digital Sales Commission Rate | 4.50% | |
| | | | | | Digital Sales Commissions | (1,800.00) | |
| | | | | | Net Ad Revenues | **38,200.00** | |
| | | | | | | | **$ 40,000** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | Rate | Total | |
| 33 | 4610 | Comm/Online Advertising | | 4.50% | (1,800.00) | **(1,800)** |

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

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

| | | | | All Choice | % this Project | FY23B | |
|---|---|---|---|---|---|---|---|
| 63 | 5000 | Salaries & Wages | | 1238171 | 0.000% | $0 | **$0** |

| | | | | |
|---|---|---|---|---|
| | | | **FY23B** | |
| 65 | 5002 | Overtime/Wages | $0 | **$0** |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | | Rate | |
| | | 5000 Project Salaries & Wages | $0 | 32% | $0.00 | |
| | | 4611 Commissions/Sales Reps | | | | |
| 68 | 5010 | Employee Benefits | | | $0 | **$0** |

**Subtotal - Payroll & Related Expense** **$0**

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3913** |
| **Project Name:** | **Choice Reviews** |

| LINE # | | LINE ITEM DESCRIPTION | - | | | | |
|---|---|---|---|---|---|---|---|
| | 5100 | Temp Employee/Outside | Customer Service Temps | | | FY23B $0 | $0 |
| | | | | | | FY23B | |
| | | | | | | $0 | |
| | | | | | | $0 | |
| | | | | | | $0 | |
| 75 | 5110 | Professional Services | | | | $0 | $0 |
| | | | | | **Subtotal - Outside Services** | | **$0** |
| | | | | | | FY23B | |
| | | | $450 | Charleston | | $0 | |
| | | | | ACRL | | $0 | |
| | | | | Annual | | $0 | |
| | 5210 | Transportation | | | $0 | $0 | **0** |
| | | | | | | FY23B | |
| | | | $1,100 | Charleston | | $0 | |
| | | | | ACRL | | $0 | |
| | | | | Annual | | $0 | |
| | 5212 | Lodging & Meals | | | | $0 | **0** |
| | | | | | **Subtotal - Travel and Related Expenses** | | **$0** |
| | | | | | | FY23B | |
| | | | | Copyediting Allocation | | $12,072 | |
| 107 | 5400 | Editl/Proofreading-O/S | | | TOTAL | $12,072 | **$12,072** |

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3913** |
| **Project Name:** | **Choice Reviews** |

LINE # LINE ITEM DESCRIPTION

| | | | Vendor | Item/Service | Monthly $ | Months | Total | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | $0 | |
| | | | productOps | hosting and maint | 4,500 | 12 | $54,000 | |
| 121 | 5430 | Web Operating Expenses | | | | Totals | $54,000 | **$54,000** |
| | | | | | | **Subtotal - Publication Related Expenses** | | **$66,072** |

| | | | Project salaries | Rate | FY23B | |
|---|---|---|---|---|---|---|
| 132 | 5031 | Staff Development | $0 | 0.0% | $0 | **$0** |

| | | | | | | | FY23B | |
|---|---|---|---|---|---|---|---|---|
| | | Accrued Prior Year depreciation | | | | | $31,788 | |
| | | FY21 CR Capital Requests | Item | Requests | Est. Life in Years | | | |
| | | *Subtotal* | | $0 | | | $0 | |
| 142 | 5530 | Depr/Furn & Equipment | | | | | **$31,788** | **31,788** |
| | | | | | | **Subtotal - Operating Expenses** | | **$31,788** |

| | | | | Revenue $ | Rate | Total | |
|---|---|---|---|---|---|---|---|
| | | | Sales | $572,852 | 13.25% | $75,903 | |
| | | *included in sales* | Commission | $0 | 13.25% | $0 | |
| | | | | | | $75,903 | |
| 178 | 5911 | IUT-General Overhead | | | | | **$75,903** |

| | | FY15 UBIT Reserve | Line Item | Revenue $ | Rate | Total | |
|---|---|---|---|---|---|---|---|
| 188 | 5600 | Taxes/Income | Advertising/Gross | $38,200 | 0.00% | $0 | **$0** |
| | | | | | **Subtotal- Overhead and Taxes** | | **$75,903** |
| | | | | | **TOTAL PROJECT EXPENSES** | | **$173,763** |
| | | | | | **NET PROJECT REVENUE** | | **$399,089** |

| | |
|---|---|
| **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

**REVENUES**

**newsletters and eblasts moved here from 3913**

**FY23B**

30 4140 Advertising/Gross Print

| | Revenue | Price | # | FY23B | |
|---|---|---|---|---|---|
| **CHOICE CUSTOM PUBLISHING** | | | | | |
| | Case Studies | | | 20,000 | |
| **CHOICE RESEARCH** | | | | | |
| | Surveys/Whitepapers | $20,000 | 2 | 40,000 | |
| | Total Gross | | | 60,000 | |
| | Commission Rate | | | 4.50% | |
| | Print Sales Commissions (4611) | | | (2,700) | |
| | Net Ad Revenues | | | **57,300** | **$ 60,000** |

4143 Advertising/Online Digital

| | | | FY23B | |
|---|---|---|---|---|
| **Authority File** | | | 45,000 | |
| **newsletters & eblasts** | | $ | 240,000 | |
| | | $ | - | |
| Total gross sales | | $ | 285,000 | |
| Comission rate | | | 4.50% | |
| Digital Sales Commissions (4610) | | | (12,825) | |
| Net Ad Revenues | | **$** | **272,175** | **$ 285,000** |

| | | | Rate | Total | |
|---|---|---|---|---|---|
| 4610 | Comm/Online Advertising | From 4143 | 4.50% | (12,825) | **(12,825)** |

| | | | | Rate | FY23B | |
|---|---|---|---|---|---|---|
| | | Print | From 4140 | 4.50% | (2,700) | |
| 34 | 4611 | Comm/Sales Rep | | Total | (2,700) | **(2,700)** |

**TOTAL PROJECT REVENUES** **$329,475**

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

LINE # LINE ITEM DESCRIPTION

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

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

64 5001 Temp Employees-In-House — Position — $ - — $ - — $ - — FY23B — **$0**

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

68 5010 Employee Benefits — **$0**

| Ad Sales Benefit Calculation | Amount | Benefit % | Benefit $ |
|---|---|---|---|
| 5000 Project Salaries & Wages | $0 | 31.50% | $0 |
| 5001 Temp Employees In-House | $0 | 15.00% | $0 |
| 5002 Overtime Wages | $0 | 15.00% | $0 |

**Subtotal - Payroll & Related Expense** **$0**

75 5110 Professional Services — Outside and freelance labor — FY23B — **$17,500**

| | | | FY23B |
|---|---|---|---|
| Survey/Whitepapers, write and produce | 2 | $5,000 | $10,000 |
| Case studies, write and produce | | | $7,500 |
| | | | $17,500 |

78 5122 Bank Service Fees — FY23B — $0 — **$0**

79 5140 Repairs/Maintenance — FY23B

**Subtotal - Outside Services** **$17,500**

85 5210 Transportation — $450

| Event | Cost |
|---|---|
| Charleston | $0 |
| ACRL | $0 |
| Annual | $0 |
| Total | $0 |

**$0**

86 5212 Lodging & Meals — $1,100

| Event | Cost |
|---|---|
| Charleston | $0 |
| ACRL | $0 |
| Annual | $0 |
| Total | $0 |

**$0**

88 5216 Business Meetings

| Event | # Events | Avg. Cost | Total |
|---|---|---|---|
| Meetings with advertisers | | | $0 |
| | | | $0 |

**$0**

**Subtotal - Travel & Related Expenses** **$0**

109 5402 Printing-O/S — White papers — FY23B — $0 — **$0**

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

| LINE # | | LINE ITEM DESCRIPTION | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | **FY23B** | |
| 111 | 5404 | Design Service-O/S | | design and layout | 0 | $0 | **$0** |
| | | | | | **Subtotal - Publication Related Expenses** | **$0** | |
| | | | | | | **FY23B** | |
| 132 | 5031 | Staff Development | | | | $0 | **$0** |
| | | | | | | $0 | |
| | | | | | | **FY23B** | |
| 134 | 5501 | Equipment/Software-Minor | | | Zencastr | $220 | |
| | | | | | Adobe Audition: audio editing | $252 | |
| | | | | | Blubrry podcast metrics tracking software | $60 | |
| | | | | | | $532 | **$532** |
| | | | Item | | | **FY23B** | |
| 139 | 5522 | Telephone & Fax/O/S | Local & long-distance phone/ad sales | | | | **0** |
| | | | | | | $ - | |
| | | | Item | | | **FY23B** | |
| 140 | 5523 | Postage & E-Mail/O/S | Mailroom postage; overnight delivery services | | | $0 | **$0** |
| | | | Item | | **FY16B Gross Ad $** | **Rate (per ALA)** | |
| 146 | 5543 | Bad Debt Expense | Reserve for uncollectable accounts | | | 0.00% | **$0** |
| | | | | | **Subtotal - Operating Expenses** | **$532** | |
| | | | | | | **FY23B** | |
| 161 | 5906 | IUT-Order Billing | ALA charges for Ad Sales Invoice Processing | | | | **$0** |
| | | | | | **Subtotal - Inter-Unit Transfers** | **$0** | |

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

| | | | FY15 UBIT Reserve | Line Item | **Revenue $** | **Rate** | **UBIT $** | |
|---|---|---|---|---|---|---|---|---|
| 188 | 5600 | Taxes/Income | | Advertising/Gross | $60,000 | 0.00% | $0 | **$0** |
| | | | | | | **Subtotal- Overhead and Taxes** | **$43,655** | |
| | | | | | | **TOTAL PROJECT EXPENSES** | **$61,687** | |
| | | | | | | **NET PROJECT REVENUE** | **$267,788** | |

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

**EXPENSES**

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

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3919** |
| **Project Name:** | **Choice360** |

LINE # LINE ITEM DESCRIPTION

**REVENUES**

| | | | | |
|---|---|---|---|---|
| | | | **FY23B** | |
| | | Content Vertical 2 | | |
| 4110 | Subscriptions | | $0 | **$0** |

4143 Advertising/Online — Digital

| TIE |
|---|
| Webinars |
| Podcasts |
| White Papers |
| Banner ads |

| Content Vertical 2 |
|---|
| Webinars: 4 |
| Podcasts: 6 |
| White Papers: 1 |
| Banner ads |

| Other Ads and Sponsors |
|---|
| Sponsored Content |
| Feature Listings (charge to list titles) |
| Pop-up ads on homepage |
| Video ads |
| banner ads |

| | | **FY23B** |
|---|---|---|
| TIE | $ | 45,000 |
| Content Vertical 2 | $ | 15,000 |
| Other Ads and Sponsors | | 10,000 |
| Total gross sales | $ | 70,000 |
| Commission rate | | 4.50% |
| Digital Sales Commissions (4610) | | (3,150) |
| Net Ad Revenues | **$** | **66,850** |

**$ 70,000**

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

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

LINE # LINE ITEM DESCRIPTION

**EXPENSES**

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

| | | Position | | | FY23B | |
|---|---|---|---|---|---|---|
| 64 | 5001 Temp Employees-In-House | | $ - | $ - | $ - | **$0** |

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

| Ad Sales Benefit Calculation | Amount | Benefit % | Benefit $ |
|---|---|---|---|
| 5000 Project Salaries & Wages | $0 | 31.50% | $0 |
| 5001 Temp Employees In-House | $0 | 15.00% | $0 |
| 5002 Overtime Wages | $0 | 15.00% | $0 |

68 5010 Employee Benefits **$0**

**Subtotal - Payroll & Related Expense** **$0**

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3919** |
| **Project Name:** | **Choice360** |

LINE # LINE ITEM DESCRIPTION

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | **FY23B** | |
| | | | | | TIE EiC | $15,000 | |
| | | | | | TIE Contributors | $12,000 | |
| | | | | | Content Vertical #2 EIC | $10,000 | |
| | | | | | Content Vertical #2 Contributors | $15,400 | |
| 75 | 5110 Professional Services | | | | | $52,400 | **$52,400** |
| | | | | | | **FY23B** | |
| 78 | 5122 Bank Service Fees | | | | | $0 | **$0** |
| | | | | | | **FY23B** | |
| 79 | 5140 Repairs/Maintenance | | | | | $0 | **$0** |
| | | | | | **Subtotal - Outside Services** | **$52,400** | |
| | | | | | | Cost | |
| | | | $450 | Charleston | | $0 | |
| | | | | ACRL | | $0 | |
| | | | | Annual | | $0 | |
| 85 | 5210 Transportation | | | | Total | $0 | **$0** |
| | | | | | | Cost | |
| | | | $1,100 | Charleston | | $0 | |
| | | | | ACRL | | $0 | |
| | | | | Annual | | $0 | |
| 86 | 5212 Lodging & Meals | | | | Total | $0 | **$0** |
| | | | | | **Subtotal - Travel & Related Expenses** | **$0** | |
| | | | | | | **FY23B** | |
| 111 | 5404 Design Service-O/S | | design and layout | 0 | | $1,000 | **$1,000** |
| | | | | | | **FY23B** | |
| | | | | Twitter boosts | $ | 3,000 | |
| | | | | Other | $ | - | |
| 114 | 5411 Advertising/Space | | | TOTAL | $ | 3,000 | **$3,000** |
| | | | | | | **FY23B** | |
| 115 | 5412 Advertising/Direct | Direct promo (print & email) | | | | $0 | **$0** |
| | | | | | | **$0** | |
| | 5413 Mail List Rental | | | | | $0 | **$0** |

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3919** |
| **Project Name:** | **Choice360** |

LINE # LINE ITEM DESCRIPTION

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | | **FY23B** | |
| | | | | Hosting & Search (Web Solutions) | $ | 360 | |
| | | | | SSL certificate | $ | 60 | |
| | | | | Domain registration | $ | 30 | |
| | | | | Maintenance | $45 $ | 540 | |
| | 5430 | Web Operating Expenses | | | | $990 | **$990** |
| | | | | **Subtotal - Publication Related Expenses** | | **$4,990** | |
| | | | | | | **FY23B** | |
| 134 | | | | Soundcloud Pro: TIE podcast storage/RSS feed | | $144 | |
| | 5501 | Equipment/Software-Minor | | | | $144 | **$144** |
| | | | | | | **FY23B** | |
| | 5530 | Depr/Furn & Equipment | | | | $0 | **$0** |
| | | | Item | | | **$0** | |
| | | | | | $ | 250 | |
| | 5550 | Promotion | Premiums & misc promo services | | | $250 | **$250** |
| | | | | **Subtotal - Operating Expenses** | | **$144** | |
| | | | | | | **FY23B** | |
| 161 | 5906 | IUT-Order Billing | ALA charges for Ad Sales Invoice Processing | | | | **$0** |
| | | | | **Subtotal - Inter-Unit Transfers** | | **$0** | |

| | |
|---|---|
| **Unit No.:** | **404** |
| **Unit Name:** | **CHOICE** |
| **Project No.:** | **3919** |
| **Project Name:** | **Choice360** |

LINE # LINE ITEM DESCRIPTION

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

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

**Subtotal- Overhead and Taxes** **$8,858**

**TOTAL PROJECT EXPENSES** **$66,642**
**NET PROJECT REVENUE** **$208**

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

| LINE # | LINE ITEM DESCRIPTION | | FY23B |
|---|---|---|---|
| **REVENUES** | | | |
| | | | **FY23B** |
| 159 | 5904 | Transfer to/from Endowment | $ (41,718.00) **(41,718)** |

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

# ACRL Board Ground Rules

*Approved Fall Board Meeting, November 18, 2019.*

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. Enjoy yourself.

**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?

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

# Draft ACRL Governance Schedule
## Spring 2022 to ALA Annual Conference 2022

| **April 2022** |
|---|
| ACRL Spring Board Virtual Meeting (April 6, 2022) |
| Virtual Leadership Council and Membership Meeting (date TBD) |

| **Two weeks prior to Annual (June 6–17, 2022)** |
|---|
| One ACRL Board of Directors virtual meeting (date TBD) |
| One ACRL Budget & Finance Committee virtual meeting (date TBD) |

| **ALA Annual Conference 2022** | | | | |
|---|---|---|---|---|
| **Thursday June 23** | **Friday June 24** | **Saturday June 25** | **Sunday June 26** | **Monday June 27** |
| One-day SPOS | Board Update 8am-10am | Board Meeting 8am-11:30am | B&F Meeting 8am-11:30am | |
| | Board Orientation 10am-12pm | Board Lunch 12pm-1pm | ALA Council II 9am-11:30am | ALA Council III 9am-11:30 am |
| | BARC/F&A 1pm-3pm | ALA Council I 2:30pm-5pm | PBA/Division Leadership 1pm-3pm | |

**MAY 2021**

Advancing learning
Transforming scholarship
Association of College & Research Libraries
A division of the American Library Association

# *VIRTUAL LEADERSHIP COUNCIL AND MEMBERSHIP MEETING AGENDA*

Monday, May 24, 2021 ■ 11:00 am-12:30 p.m. Pacific | noon-1:30 p.m. Mountain | 1:00 – 2:30 p.m. Central | 2:00-3:30 p.m. Eastern
Zoom Login emailed upon registration

| | | |
|---|---|---|
| **1:00–1:05 p.m.** | **Welcome & Introductions** | **Jon Cawthorne**<br>ACRL President |
| **1:05–1:25 p.m.** | **ALA Pivot Strategy and Divisions #1.0** | **Tracie Hall**<br>ALA Executive Director |
| **1:25–1:45 p.m.** | **Breakout Groups** | **Jon Cawthorne**<br>ACRL President |
| **1:45pm** | **Reconvene & Introductions** | **Jon Cawthorne**<br>ACRL President |
| **1:47–2:07 p.m.** | **Advancing ACRL's Core Commitment to EDI. #2.0, #3.0, #4.0,** | **Mary Beth Lock**<br>Equity, Diversity & Inclusion Committee<br>**Carolyn Allen**<br>Budget and Finance Committee |
| **2:07-2:27 p.m.** | **Breakout Groups** | **Jon Cawthorne**<br>ACRL President |
| **2:27–2:30 p.m.** | **Reconvene & Closing Remarks** | **Jon Cawthorne**<br>ACRL President |

*Following the virtual meeting, please complete the online evaluation.*

**Documents**

| | |
|---|---|
| Doc 1.0 | ALA Pivot Strategy |
| Doc 2.0 | ACRL Plan for Excellence |
| Doc 3.0 | ALA Midwinter 2021 reports by Goal Area Committees |
| Doc 4.0 | Report of recent ACRL activities that support Core Commitment |

**Note: As there was no agenda for the Fall 2020 Leadership Council series, the following are message from McKensie Mack and 2020 ACRL President Jon Cawthorne.**

**From:** Allison Payne
**To:** Allison Payne
**Subject:** FW: ACRL 3-Part Virtual Leadership Council: Please RSVP
**Date:** Monday, September 14, 2020 9:30:19 AM

*Please see the following message that I'm sending on behalf of McKensie Mack, who will be facilitating this year's ACRL Leadership Council sessions, which start on Monday, September 21. If you have not registered, please make sure to do so via the links in the invitation below McKensie's message.*

---

Dear ACRL Leaders,

My name is McKensie Mack and I am the Founder and Managing Director of the McKensie Mack Group (MMG) and the Creator of #BoundaryWork. I'm reaching out to you because I was contracted by the Association of College & Research Libraries (ACRL) to help develop and facilitate **Anti-Racism in the Library: A 3-Part Training Series Program**. Personally, I don't believe in beginning facilitation work without a formal introduction between myself and the people who make up the culture and community of the organization. At MMG, we believe that equity work has to be relational, first, before it can be anything else. So, here is my brief introduction along with an overview of what you can expect from the *Anti-Racism in the Library Program*.

**More about me:**
I am a trilingual anti-oppression consultant, researcher, organizer, and facilitator from the Southside of Chicago. I've been doing equity and anti-oppression work for over a decade and I've worked with community groups, schools, nonprofits, and companies in West Africa, South Africa, India, South America, Europe, the U.S., and the UK. At MMG, we don't pretend to have all the answers, but we do ground our approach and ethos in working with clients as collaborators and partners to envision and then create the most equitable, accountable, and transformational cultures we can build together.

You can learn more about me and the McKensie Mack Group by visiting this website here: https://www.mckensiemack.com/**.**

**What happens next?**
On Monday, September 21, 2020, our *Anti-Racism in the Library: A 3-Part Training Series Program* will kick off with: **There's No Such Thing As Race Neutral: Developing Strategies for Anti-Racist Librarianship.** In this 90-minute workshop, we'll talk about developing an analysis of race, racism, and racial justice within the institution. Through brave dialogue, openness, and learning spaces founded in community care; we will explore why anti-racism work is critical to developing cultures of accountability that dismantle harm and integrate anti-racist analysis into organizational culture. There will be both pre-work and homework for this session which you can find in the following, *Pre-Work Assignment and Opening Assessment* section.

**Pre-Work Assignment and Opening Assessment**

1. As you prepare to begin the *Anti-Racism in the Library Program*, I want you to take time to reflect on the meaning of transformation in the face of

systemic injustice by reading Audre Lorde's *The Transformation of Silence into Language and Action* and then completing the **Anti-Racism in the Library Pre-Work #1 Assignment**, which can be found **HERE**. This assignment is due on Sunday, September 20. There is no specific time requirement.

2. We've created this **opening assessment** to gauge where members of the Leadership Council are entering into the discourse on race, identity, power, and privilege. Your responses will help us further refine content for the program. There are no right or wrong answers so please answer as honestly and as openly as you'd like.

**Where do we begin?**

This work will be challenging and uncomfortable. It will push you out of your comfort zone and may bring up feelings of vulnerability for you. As you begin in this program, it will be important for you to remember that without vulnerability, transformation cannot take place. When we seek to be transactional in our work, we seek to maintain existing structures of injustice. Our goal here is not to maintain and navigate injustice, but to dismantle it and build something transformative in its place.

Looking forward to our first call on September 21, 2020.

Bravely,

McKensie Mack

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**From:** ACRL President Jon E. Cawthorne <acrl@ala.org>
**Sent:** Friday, September 4, 2020 9:42 AM
**To:** ACRL President Jon E. Cawthorne <acrl@ala.org>
**Subject:** ACRL 3-Part Virtual Leadership Council: Please RSVP

Dear ACRL Leaders,

I can't wait to see you during this year's ACRL Virtual Leadership Council!

2020—what a year to begin a new decade! This has been a year filled with challenges: a pandemic, new routines for virtual work, deep fiscal uncertainty, and a general awakening to the unfair, uneven interpretation of laws, values, and police actions toward Black and Brown communities. Indeed, there is so much going on it is sometimes hard to imagine how we can make individual and collective changes. Colleagues, as we think about how to move forward, I believe we can do the work necessary in this moment. The change starts with us: Leadership Council within ACRL. Your participation in this year's Virtual Leadership Council sessions will contribute to advancing ACRL's Plan for Excellence, especially our desire to integrate the association's Core Commitment to creating diverse and inclusive communities into every aspect of our association.

I'm very excited that McKensie Mack—presenter of the 2020 ACRL President's Program "Shifting the Center: Transforming Academic Libraries Though Generous Accountability"—will facilitate this year's Virtual Leadership Council. Over the summer, they worked with us to develop a unique, three-part anti-racism series for ACRL leaders, with very powerful goals to:

- Help ACRL leaders develop a shared framework and language for discussions around anti-racism, accountability, and repair.
- Provide frameworks for institutional organizing that lays the groundwork for anti-racist policies, cultures, and analysis in varying scenarios of power and privilege.
- Advance and truly embed ACRL's Core Commitment to Equity, Diversity, and Inclusion (EDI) into all work of the association.
- Develop individualized action plans for integrating frameworks for anti-racism and institutional organizing within participants' respective institutions and within ACRL.

**About Leadership Council**

Your leadership role in the association is essential to the work of our member-engaged organization. What you do as leaders of your committees, sections, interest groups, chapters, and discussion groups helps us respond to the current and future needs of our members. As member leaders, you supply the Board of Directors with valuable guidance on various strategic issues facing the association.

Typically, the ACRL Leadership Council has convened twice a year during the ALA Midwinter Meeting and ALA Annual Conference. These meetings provide a forum for ACRL member leaders to come together to chart ACRL's course. We did not meet in June, as the ALA Annual Conference was canceled due to the pandemic. The Board decided to hold Virtual Leadership Council as a three-part series to take advantage of our new virtual work environments, advance ACRL's Core Commitment to EDI, provide ACRL leaders with frameworks for anti-racism work within your respective institutions and ACRL, and to embolden us all to action.

**Core Commitment to Equity, Diversity, and Inclusion**

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.

**Virtual Leadership Council Registration – Please RSVP!**

Using the links below, please register for both of the large group sessions and one of the small group discussions.

- **There's No Such Thing As Race Neutral: Developing Strategies for Anti-Racist Librarianship**
  large group, 90 minutes, Monday, September 21, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern

**All leaders register: Zoom Signup**

- **There's No Such Thing As Race Neutral** small group discussions, 90 minutes. ***Choose one* and sign up.** *Registration will be emailed closer to the meeting date.*
  - **Discussion Group A Signup Genius** | Tuesday, September 22, 2020, 9am-10:30am Pacific / 10am-11:30pm Mountain / 11am-12:30pm Central / noon-1:30pm Eastern
  - **Discussion Group B Signup Genius** | Wednesday, September 23, 2020, 9am-10:30am Pacific / 10am-11:30pm Mountain / 11am-12:30pm Central / noon-1:30pm Eastern
  - **Discussion Group C Signup Genius** | Thursday, September 24, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern
  - **Discussion Group D Signup Genius** | Friday, September 25, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern
- **Taking Action, Seeking Repair: Organizing for Anti-Racism** large group, 90 minutes, Friday, October 9, 2020, 10am-11:30am Pacific / 11am-12:30pm Mountain / noon-1:30pm Central / 1pm-2:30pm Eastern
  - **All leaders register: Zoom Signup**

The last session, Taking Action, Seeking repair will focus on specific actions you can bring back to your committee. Again, we are doing this work to infuse EDI into all aspects of our work at ACRL. If you have a conflict, rest assured that the large group sessions will be recorded and shared with you afterwards. Complete descriptions of what will be covered in each session are available at the end of this message.

**Preparation**

At least one week prior to the first session, we will send pre-work (plan on approx. 2-3 hours, including watching the recording of the 2020 ACRL President's Program "Shifting the Center: Transforming Academic Libraries Though Generous Accountability") and an assessment designed to gauge where people are entering the discourse on race, power, and privilege.

Please feel free to contact me or ACRL Interim Executive Director Kara Malenfant at kmalenfant@ala.org if you have questions. I look forward to engaging with you at Virtual Leadership Council and working together with you on behalf of ACRL.

Sincerely,

Jon E. Cawthorne, Ph.D.
*ACRL President, 2020-2021*

**FULL SESSION DESCRIPTIONS**

The goals of the ACRL Virtual Leadership Council three-part series are to:

- Help ACRL leaders develop a shared framework and language for discussions around anti-racism, accountability, and repair.
- Provide frameworks for institutional organizing that lays the groundwork for anti-racist policies, cultures, and analysis in varying scenarios of power and privilege.
- Develop individualized action plans for integrating frameworks for anti-racism and

institutional organizing within participants' respective institutions.

**There's No Such Thing As Race Neutral: Developing Strategies for Anti-Racist Librarianship** | 90 minutes

"In a racist society, it's not enough to be non-racist, we must be anti-racist." —Angela Davis

There's No Such Thing As Race Neutral is a 90-minute workshop designed to help organizational leaders understand the continuum of anti-racism within their organizations. Through brave dialogue, openness, and learning spaces founded in community care, we explore why anti-racism work is critical to developing cultures of accountability that dismantle harm and integrate anti-racist analysis into our organizational culture.

*Outcomes:*

- Examining the cycle of socialization and how our social identities impact our understanding of race, power, and privilege.
- Exploring the characteristics of white supremacy culture.
- Defining key vocabulary for talking about race, anti-racism, and transformational justice.

**There's No Such Thing As Race Neutral** | Small Group Discussions | 4 sessions at 35 participants each | 90 minutes

Using the content presented in the There's No Such Thing as Race Neutral workshop, participants will participate in facilitated small group discussions. The goal of these discussions is to identify the ways library systems perpetuate racialized harm and potential pathways they can take to intervene. These small group discussions will enable ACRL members to work collaboratively to create roadmaps for integrating principles of anti-racism in the library institutions where they hold the most power.

*Outcomes*:

- Examining how we identify and intervene interpersonally and institutionally in racialized harm.
- Defining cultures of accountability at participants' respective institutions and envisioning how these cultures can be shifted and changed.
- Creating a roadmap outlining each participant's commitment to leaning into the work at their respective organizations.

**Taking Action, Seeking Repair: Organizing for Anti-Racism** | 90 minutes

As ACRL leaders in positions of power across the nation, what does it mean to be anti-racist? In this workshop, participants will be introduced to frameworks for organizing against interpersonal and institutional racism within libraries. As a group, we will unpack and analyze organizational approaches to facing conflict and seeking repair. Participants will also be provided various resources they can use to develop action plans for integrating anti-racist practices into the culture of their respective library systems.

*Outcomes*:

Applying the concept of generous accountability to organizational change.
- Developing next steps and priorities for engaging with anti-racism work in community with library workers and library leaders.
- Designing strategies for applying the principles of racial equity and anti-racism within the greater ACRL community.

**About the McKensie Mack Group**

The McKensie Mack Group is a Chicago-based consulting agency that helps organizations identify and challenge social inequities that keep them from realizing their greatest potential. We hold more than 10 years of experience working with corporate teams, nonprofit organizations, LGBTQ+ communities, higher education institutions, and K-12 schools. Our consulting group centers the knowledge and experiences of communities across the intersections of race, gender, class, disability, and sexual orientation and features a long list of organizational partners to include, but not limited to the American Library Association (ALA), Wikimedia Foundation, Promise54, The Museum of Modern Art (MoMA), Equity in the Center, Howard Brown Health, Physics Educators for Anti-Racism, and Enrich Chicago.

**January 2020**

Advancing learning
Transforming scholarship

Association of College & Research Libraries
A division of the American Library Association

# *VIRTUAL LEADERSHIP COUNCIL AGENDA*

Thursday, January 16, 2020 • 2:00 – 3:30 p.m. central
Zoom Login

| | | |
|---|---|---|
| **2:00–2:03 p.m.** | **Welcome & Introductions** | **Mary Ellen Davis**<br>ACRL Executive Director |
| **2:03–2:10 p.m.** | **President's Update** | **Karen Munro**<br>ACRL President |
| **2:10–2:15 p.m.** | **Vice-President's Update** | **Jon E. Cawthorne**<br>ACRL Vice-president |
| **2:15–2:35 p.m.** | **ALA Steering Committee on Organizational Effectiveness (SCOE) #2.0, #3.0** | **Lessa Pelayo-Lozada**<br>Steering Committee Chair<br>**Emily Daly, ACRL Board**<br>Steering Committee Member |
| **2:35–3:00 p.m.** | **Advancing ACRL's Plan for Excellence and Core Commitment to EDI. Updates from ACRL Goal-Area and EDI Committee #1.0** | **Derrick Jefferson, Chair**<br>Equity, Diversity & Inclusion Committee<br>**Jolie O. Graybill, Chair**<br>**Erin Smith, Vice-Chair**<br>New Roles & Changing Landscapes Committee<br>**Nathan Frank Hall, Chair**<br>**Charlotte Roh, Vice-Chair**<br>Research & Scholarly Environment Committee<br>**Nicole E. Brown, Chair**<br>**Alex Hodges, Vice-Chair**<br>Student Learning & Information Literacy Committee |

| | | |
|---|---|---|
| | | **Amanda L. Folk, Vice-Chair**<br>Value of Academic Libraries Committee |
| **3:00–3:05 p.m.** | **Making the ACRL 2021 Conference Call for Participation more inclusive #4.0** | **Beth McNeil, Chair**<br>ACRL 2021 Conference |
| **3:05–3:25 p.m.** | **Breakout Groups** | **Karen Munro**<br>ACRL President |
| **3:25–3:29 p.m.** | **ACRL 2021 Scholarship Campaign** | **Lori Goetsch, Chair**<br>ACRL 2021 Campaign |
| **3:29–3:30 p.m.** | **Closing remarks** | **Karen Munro**<br>ACRL President |

*Following the virtual meeting, please complete the online evaluation.*

**Documents**

| | |
|---|---|
| Doc 1.0 | ACRL Plan for Excellence |
| Doc 2.0 | Steering Committee on Organizational Effectiveness (SCOE) Forward Together Report |
| Doc 3.0 | PLA-ACRL Response to SCOE recommendations |
| Doc 4.0 | ACRL 2021 Call for Participation |

# Q1 I attended the ACRL Virtual Leadership Council and Membership Meeting on Monday, May 24, 2021.

Answered: 22 Skipped: 0

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes - I attended the full meeting. | 90.91% | 20 |
| Yes - I attended some of the meeting. | 9.09% | 2 |
| No - I did not attend the meeting. | 0.00% | 0 |
| TOTAL | | 22 |

# Q2 We are sorry that you were unable to attend the May 24 virtual meeting. To help us plan for the next Leadership Council and Membership Meeting, can you please let us know why you were unable to attend (check all that apply)?

Answered: 0 Skipped: 22

⚠ No matching responses.

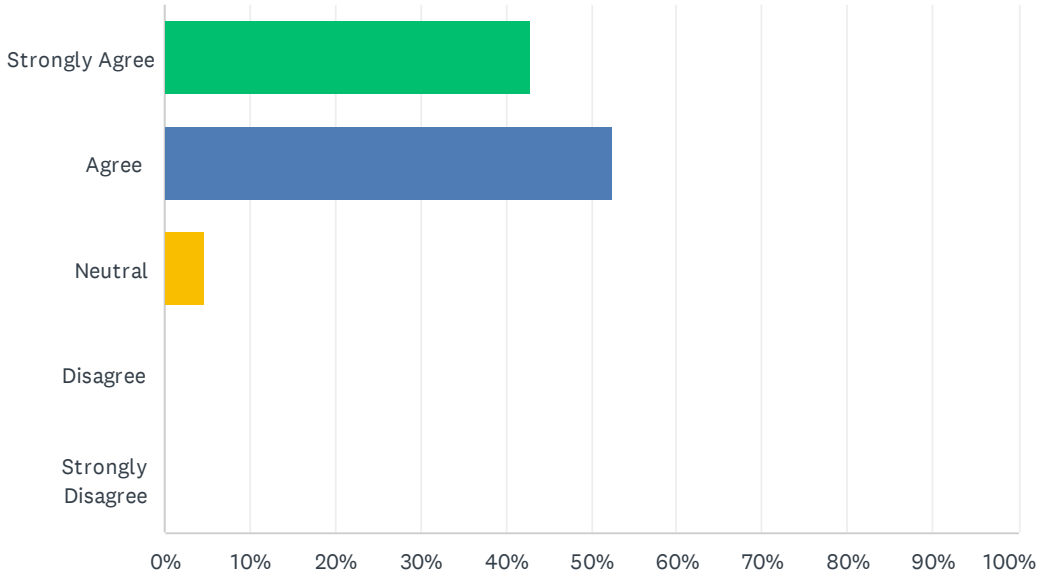
| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Unavailable due to a scheduling conflict. | 0.00% | 0 |
| I am in a time zone where the meeting was held during non-working hours. | 0.00% | 0 |
| I do not like virtual meetings. | 0.00% | 0 |
| I prefer to not use the Zoom software. | 0.00% | 0 |
| I could not access the meeting due to technical difficulties. | 0.00% | 0 |
| I registered, but never received the login URL. | 0.00% | 0 |
| Other (please specify) | 0.00% | 0 |

Total Respondents: 0

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|---|
| | There are no responses. | |

# Q3 Overall, attending the Virtual Leadership Council and Membership Meeting was a good use of my time:

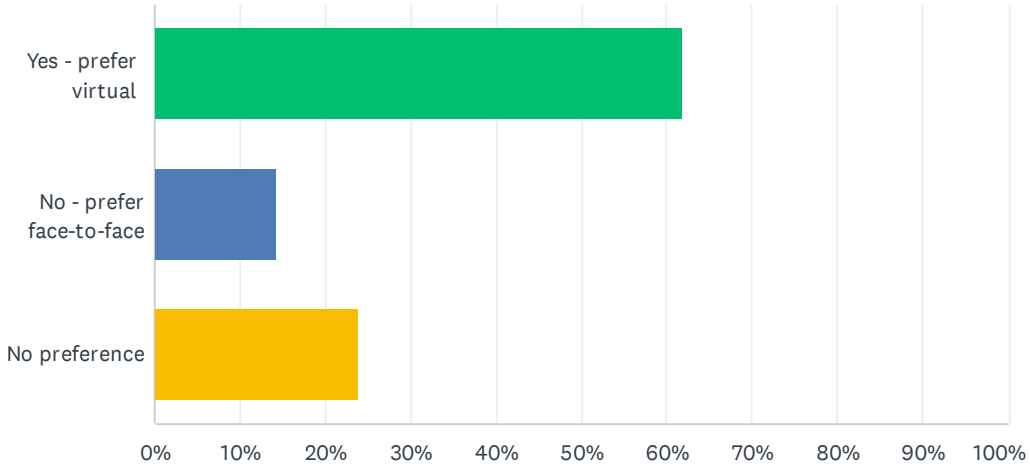
Answered: 21 Skipped: 1




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Strongly Agree | 42.86% | 9 |
| Agree | 52.38% | 11 |
| Neutral | 4.76% | 1 |
| Disagree | 0.00% | 0 |
| Strongly Disagree | 0.00% | 0 |
| TOTAL | | 21 |

# Q4 I preferred having the ACRL Leadership Council and Membership Meeting virtual:

Answered: 21 Skipped: 1

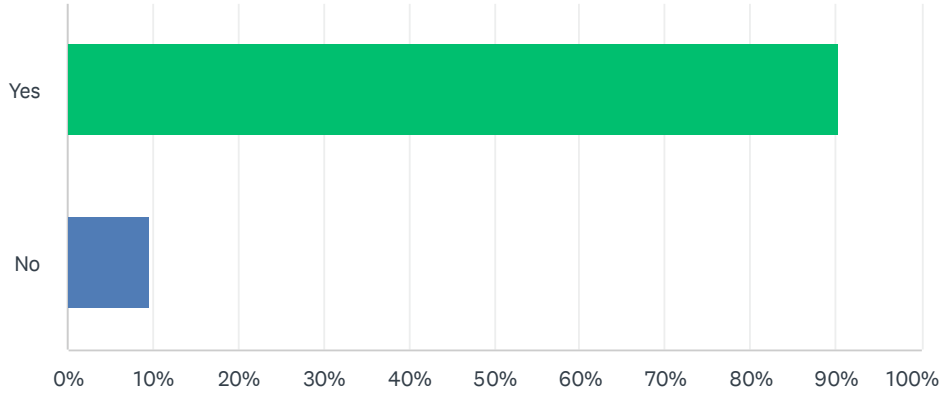



| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes - prefer virtual | 61.90% | 13 |
| No - prefer face-to-face | 14.29% | 3 |
| No preference | 23.81% | 5 |
| TOTAL | | 21 |

| # | OTHER COMMENTS | DATE |
|---|---|---|
| 1 | If the meeting is not virtual, I cannot attend. I live in Spokane, WA, and am not a leadership member. This is a great way to get more involvement in ACRL leadership. | 5/25/2021 1:19 PM |
| 2 | It is fine either way. | 5/24/2021 2:38 PM |
| 3 | I've never been a the face-to-face version but I liked this version. | 5/24/2021 2:33 PM |
| 4 | It should definitely be decoupled from ALA meetings so that we can lower the barrier of participation - it should be fully free to attend this meeting! | 5/24/2021 2:32 PM |

# Q5 Do you feel that the main objectives of the meeting were clear?

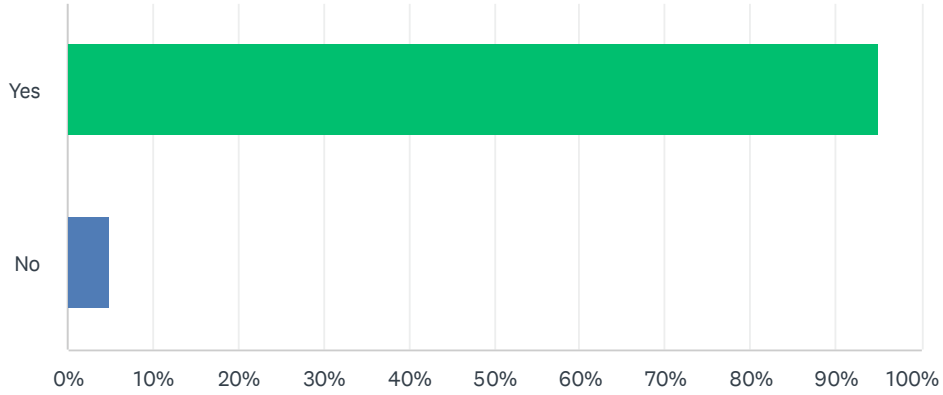
Answered: 21 Skipped: 1




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 90.48% | 19 |
| No | 9.52% | 2 |
| TOTAL | | 21 |

# Q6 Do you feel we accomplished the main objectives of the meeting?

Answered: 20 Skipped: 2




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 95.00% | 19 |
| No | 5.00% | 1 |
| TOTAL | | 20 |

# Q7 What are your feelings on the length of the Leadership Council and Membership Meeting?

Answered: 21 Skipped: 1

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| We covered topics in a timely manner. | 85.71% | 18 |
| Did not have enough time to cover material. | 14.29% | 3 |
| TOTAL | | 21 |

# Q8 In your role as a leader, what value do you see in attending Leadership Council?

Answered: 18 Skipped: 4

| # | RESPONSES | DATE |
|---|---|---|
| 1 | To keep up-to-date as to what is happening on a higher level within the organization. | 5/25/2021 10:20 PM |
| 2 | I am not a leader in ACRL, but wish to become more involved in future. Having a virtual option for live attendance gives me the opportunity to learn about ACRL where I could not if meeting is in-person. | 5/25/2021 1:19 PM |
| 3 | It is an opportunity to learn about what is going on in ACRL. | 5/25/2021 1:09 PM |
| 4 | knowing where the leadership is headed | 5/25/2021 11:27 AM |
| 5 | Meeting and learning from other leaders. | 5/24/2021 3:02 PM |
| 6 | It's an important time to hear from ACRL Board members and to engage with other ACRL leaders. | 5/24/2021 3:00 PM |
| 7 | I value meeting other people and learning their perspectives. | 5/24/2021 2:55 PM |
| 8 | Getting to hear from others across the Division and think about how our groups/colleagues can work together to achieve goals. | 5/24/2021 2:51 PM |
| 9 | meeting others and talking about these issues | 5/24/2021 2:48 PM |
| 10 | Important to know the goals/direction of the organization. | 5/24/2021 2:43 PM |
| 11 | Being reminded of what is important in ACRL and ALA, and meeting others in ACRL. | 5/24/2021 2:38 PM |
| 12 | This was my 1st Leadership Council and it helped me to better understand ALA and ACRL's priorities | 5/24/2021 2:34 PM |
| 13 | Board Member | 5/24/2021 2:34 PM |
| 14 | connecting with other leaders | 5/24/2021 2:33 PM |
| 15 | I wish I knew who all was invited. Where did all the 100 or so people in the meeting come from? Were they ACRL Section Chairs, etc? | 5/24/2021 2:33 PM |
| 16 | Really important to see other folks in leadership and hear what they think and value | 5/24/2021 2:32 PM |
| 17 | comparing notes w/ colleagues in other areas/ w/ other specializations | 5/24/2021 2:32 PM |
| 18 | Connecting to other leaders and getting a bigger, strategic picture of ACRL. This will help me do my work in ACRL | 5/24/2021 2:32 PM |

# Q9 In regards to the meeting overall, consider the following statements. On a scale of 1-5, where (1) means "Strongly Agree" and (5) means "Strongly Disagree" please rate the statements below.

Answered: 21 Skipped: 1

| | 1 - STRONGLY AGREE | 2 - AGREE | 3 - NEUTRAL | 4 - DISAGREE | 5 - STRONGLY DISAGREE | TOTAL |
|---|---|---|---|---|---|---|
| All agenda topics were of interest to me. | 38.10% 8 | 47.62% 10 | 9.52% 2 | 0.00% 0 | 4.76% 1 | 21 |
| The documents supported the meeting agenda. | 28.57% 6 | 52.38% 11 | 14.29% 3 | 0.00% 0 | 4.76% 1 | 21 |
| ACRL Leadership Council and Membership Meeting provides an important opportunity for me to connect with other ACRL leaders and members in a virtual environment. | 33.33% 7 | 38.10% 8 | 23.81% 5 | 0.00% 0 | 4.76% 1 | 21 |
| I found the ALA Pivot Strategy and the impact on Divisions information to be informative. | 52.38% 11 | 38.10% 8 | 4.76% 1 | 0.00% 0 | 4.76% 1 | 21 |
| I found ACRL's Core Commitment to Equity, Diversity, and Inclusion updates to be informative. | 42.86% 9 | 52.38% 11 | 0.00% 0 | 0.00% 0 | 4.76% 1 | 21 |
| I appreciated hearing from ACRL committee leaders. | 52.38% 11 | 33.33% 7 | 9.52% 2 | 0.00% 0 | 4.76% 1 | 21 |
| I appreciated hearing from ACRL officers. | 47.62% 10 | 42.86% 9 | 4.76% 1 | 0.00% 0 | 4.76% 1 | 21 |

# Q10 Due to the pandemic, ACRL has temporarily elected to hold Leadership Council virtually. ACRL Leadership Council typically has convened in-person twice a year at Annual and Midwinter. What is your post-pandemic preference for future Leadership Councils (check all that you prefer)?

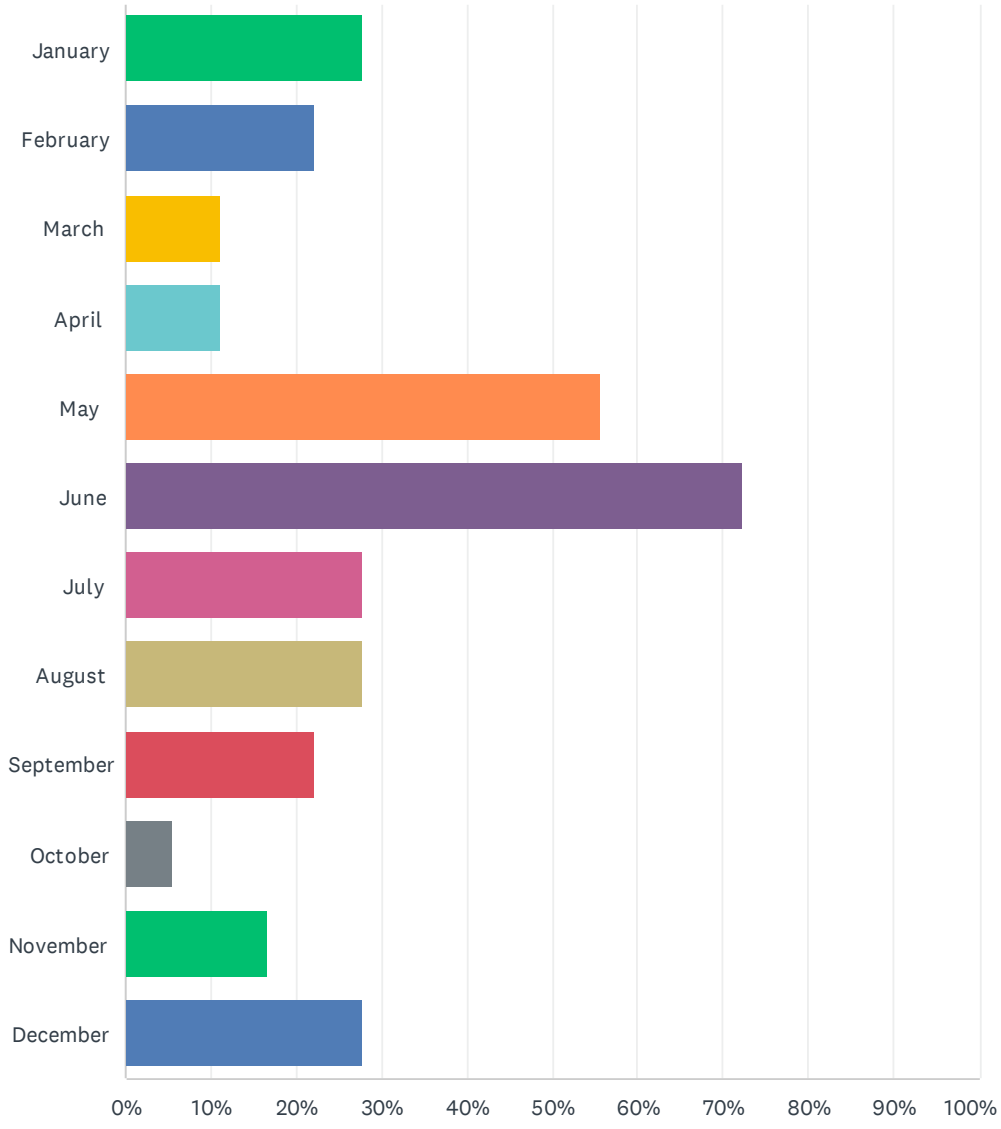
Answered: 21 Skipped: 1

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| The meetings should be face-to-face. | 14.29% | 3 |
| The meetings should be virtual. | 47.62% | 10 |
| 1 meeting should be face-to-face and 1 should be virtual. | 23.81% | 5 |
| ACRL should only hold 1 meeting and it should be face-to-face. | 14.29% | 3 |
| ACRL should only hold 1 meeting and it should be virtual. | 9.52% | 2 |
| I have no preference. | 0.00% | 0 |
| I have no preference. | 0.00% | 0 |
| Other (please specify) | 38.10% | 8 |
| Total Respondents: 21 | | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|---|
| 1 | Is there an option for face-to-face meeting, with virtual attendance option too? | 5/25/2021 1:20 PM |
| 2 | I value the face-to-face networking opportunities but I think a hybrid option is needed for those who cannot attend in person for whatever reason. | 5/25/2021 1:11 PM |
| 3 | Hopefully f2f midwinter is going away | 5/25/2021 11:30 AM |
| 4 | Hold a hybrid meeting -- F2F for those at the conferences and streamed to those not. | 5/24/2021 3:03 PM |
| 5 | Virtual participation should be made available, but the meetings should primarily happen face to face. | 5/24/2021 3:02 PM |
| 6 | We should go with what the leaders decide works for them, but twice a year. | 5/24/2021 2:40 PM |
| 7 | If only one meeting per year is necessary, I'd strongly advocate for that. (This was my first ever ACRL LC meeting.) | 5/24/2021 2:39 PM |
| 8 | I wish the Agenda and other documents came out sooner to give me more time to prepare. | 5/24/2021 2:34 PM |

# Q11 Going forward, which month(s) would you like to meet for Leadership Council (select all the apply)?

Answered: 18 Skipped: 4

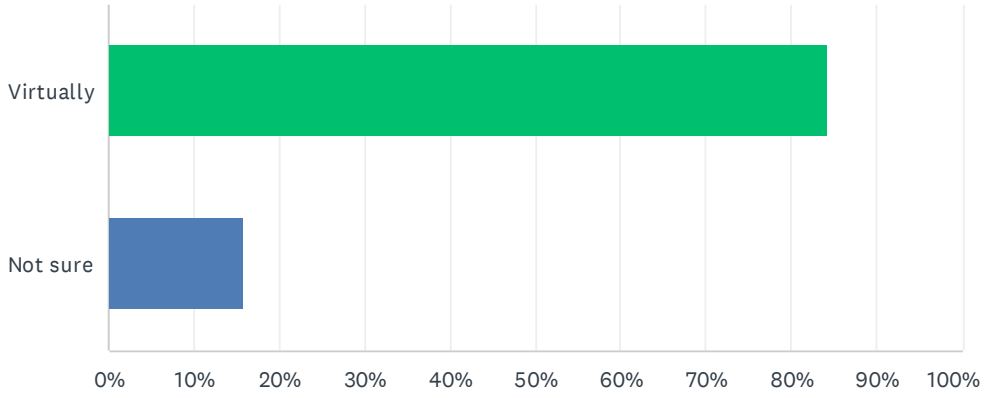


2021 ACRL Virtual Leadership Council and Membership Meeting Evaluation

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| January | 27.78% | 5 |
| February | 22.22% | 4 |
| March | 11.11% | 2 |
| April | 11.11% | 2 |
| May | 55.56% | 10 |
| June | 72.22% | 13 |
| July | 27.78% | 5 |
| August | 27.78% | 5 |
| September | 22.22% | 4 |
| October | 5.56% | 1 |
| November | 16.67% | 3 |
| December | 27.78% | 5 |
| Total Respondents: 18 | | |

# Q12 For the 2021 ALA Annual Conference (Virtual), the ACRL group that I serve on plans to meet because:

Answered: 19 Skipped: 3




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Virtually | 84.21% | 16 |
| Not sure | 15.79% | 3 |
| TOTAL | | 19 |

# Q13 I plan to attend the 2021 ALA Annual Conference (Virtual), even if my ACRL group is not meeting virtually because: (check all that apply)

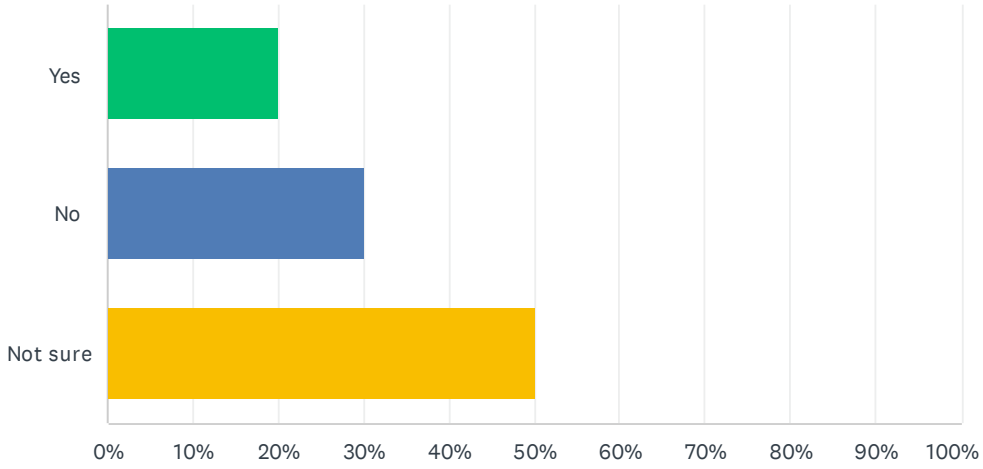
Answered: 15 Skipped: 7

| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| I have other non-ACRL committee service/obligations | 26.67% | 4 |
| I want to keep up with new products and service as at the exhibits. | 13.33% | 2 |
| I want to attend content sessions, e.g., forums, discussion groups, etc. | 60.00% | 9 |
| I want to network. | 33.33% | 5 |
| Other (please specify) | 33.33% | 5 |
| Total Respondents: 15 | | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|---|---|
| 1 | I paid for the 2020 conference and had never used the money. | 5/24/2021 2:59 PM |
| 2 | Not attending | 5/24/2021 2:52 PM |
| 3 | not attending | 5/24/2021 2:50 PM |
| 4 | Supporting fellow librarians who are presenting | 5/24/2021 2:33 PM |
| 5 | I will not attend | 5/24/2021 2:33 PM |

# Q14 ALA has recently replaced Midwinter with LibLearnX, which is a new member-focused education experience designed to engage discussions that will shape the future of libraries and their communities. Do you plan to attend LibLearnX?

Answered: 20 Skipped: 2




| ANSWER CHOICES | RESPONSES | |
|---|---|---|
| Yes | 20.00% | 4 |
| No | 30.00% | 6 |
| Not sure | 50.00% | 10 |
| TOTAL | | 20 |

# Q15 Please list one thing that you found most valuable about the Virtual Leadership Council and Membership Meeting.

Answered: 17 Skipped: 5

| # | RESPONSES | DATE |
|---|---|---|
| 1 | The breakout rooms were valuable to connect with other folks. | 5/25/2021 10:25 PM |
| 2 | Hearing from Tracie Hall. | 5/25/2021 1:12 PM |
| 3 | The EDI report that Carolyn gave. | 5/24/2021 3:04 PM |
| 4 | Learning about ALA's plans | 5/24/2021 3:04 PM |
| 5 | Hearing Tracie Hall talk about plans for ALA. I hadn't heard Tracie before. | 5/24/2021 3:03 PM |
| 6 | I enjoyed meeting other people. | 5/24/2021 2:57 PM |
| 7 | learning form others | 5/24/2021 2:50 PM |
| 8 | The reports. | 5/24/2021 2:44 PM |
| 9 | Hearing from Tracie Hall about ALA's Pivot strategy | 5/24/2021 2:43 PM |
| 10 | The information that everyone provided was immensely helpful, since it helped me to see how top-level goals at ACRL are formed, and how decisions are made. | 5/24/2021 2:42 PM |
| 11 | breakout sessions | 5/24/2021 2:41 PM |
| 12 | breakout sessions | 5/24/2021 2:39 PM |
| 13 | Hearing from Jon Cawthorne. Meeting others in the breakout room. We introduced ourselves within our breakout group (name, institution, role) and that was nice. | 5/24/2021 2:38 PM |
| 14 | It was interesting to hear from, and get to see, others who are leaders in ACRL | 5/24/2021 2:35 PM |
| 15 | discussing concerns about the Pivot Plan | 5/24/2021 2:35 PM |
| 16 | Hearing about strategic plans and updates | 5/24/2021 2:35 PM |
| 17 | finding out that ACRL is focusing so hard on EDI and the work that's been done already | 5/24/2021 2:34 PM |

# Q16 Please list anything you would change about the Virtual Leadership Council and Membership Meeting.

Answered: 15 Skipped: 7

| # | RESPONSES | DATE |
|---|---|---|
| 1 | I appreciated the anti-racism training and how it acted as a series. I would love a series, to be able to more intentionally talk about and discuss the information provided. It seemed a bit rushed. | 5/25/2021 10:25 PM |
| 2 | I thought I would hear from a broader cross section of ACRL groups. | 5/25/2021 1:12 PM |
| 3 | There's a lot to talk about and not enough time. | 5/24/2021 3:04 PM |
| 4 | Nothing I can think of | 5/24/2021 3:04 PM |
| 5 | I'd been glad to have heard a little more from Jon Cawthorne but it was quite good. | 5/24/2021 3:03 PM |
| 6 | Less time for breakouts. | 5/24/2021 2:44 PM |
| 7 | Having the handouts available ahead of time was really helpful. Would it be possible to share Carolyn and Mary Beth's slides, too? | 5/24/2021 2:43 PM |
| 8 | Nothing; this virtual meeting worked well. | 5/24/2021 2:42 PM |
| 9 | make it more fun! | 5/24/2021 2:41 PM |
| 10 | share all slides with attendees before the meeting, it would have been great to be able to reference the EDI slides in the small breakout session | 5/24/2021 2:39 PM |
| 11 | Provide an introduction of who all is present not just those speaking but who is the audience. At first I thought this meeting was for ACRL Section Chairs but there were so many that couldn't be it, right? Maybe a brief (2 minute) overview of who is in attendance. | 5/24/2021 2:38 PM |
| 12 | Change the invitation to be more explicit about what it is for, and why I am being invited. As a chair elect, I had no idea what this meaning was and why I was being invited! I had no idea what kind of role I was supposed to play and what the expectations were for my attending. | 5/24/2021 2:35 PM |
| 13 | more concise presentations, less power point | 5/24/2021 2:35 PM |
| 14 | Please include *all* presentation slides in the materials circulated in advance. It was hard to answer Qs in the second breakout room when I couldn't go back to the slides | 5/24/2021 2:35 PM |
| 15 | maybe cameras on for the breakout sessions, although I understand why people don't for their own reasons | 5/24/2021 2:34 PM |

# Q17 What topics would you like to cover at future Leadership Council and Membership Meetings?

Answered: 9 Skipped: 13

| # | RESPONSES | DATE |
|---|---|---|
| 1 | Would love to hear from the committee sections/interest groups, perhaps a quick 2-3 minute update for those that want to shsare. | 5/25/2021 10:25 PM |
| 2 | EDI needs to be a standing agenda item. Also, as long as the ALA stuff is going on, we need to continue to hear about that. | 5/24/2021 3:04 PM |
| 3 | I thought Leadership Council would help orient new ACRL leaders to the broader organization - such as its structure, priorities, possible opportunities to collaborate with others, as well as making sure we know what administrative procedures to follow to get things done (i.e., who to contact about what). Will that be covered another time? Maybe this was intended more as a Membership Meeting? | 5/24/2021 2:43 PM |
| 4 | how to advertise spectrum scholar members for ACRL work | 5/24/2021 2:41 PM |
| 5 | A detailed budget report - there were requests for more budget transparency in one of the small groups - I don't expect that many members read the board documents or B&F Committee documents to really understand where ACRL is spending money and resources | 5/24/2021 2:39 PM |
| 6 | Why is ACRL Conference every two years? Can it be every year? It's my favorite conference. | 5/24/2021 2:38 PM |
| 7 | balance between mission-driven activities determined by members and chairs of sections and larger directions set be higher admins in the organization, revenue-generating imperatives, etc. | 5/24/2021 2:35 PM |
| 8 | more work on EDI efforts | 5/24/2021 2:35 PM |
| 9 | would love to see part 2 of the EDI work that's happening and how things are progressing am also interested in learning how pandemic budget cuts are impacting members and member organizations | 5/24/2021 2:34 PM |

# Q18 Please provide any additional feedback you feel was not captured previously.

Answered: 6 Skipped: 16

| # | RESPONSES | DATE |
|---|---|---|
| 1 | Just a note that I hope we can encourage the membership of Canadian librarians | 5/24/2021 3:03 PM |
| 2 | I prefer online meetings and found the small breakout rooms great for meeting new people. It would have been nice to be in different breakout rooms to meet even more people. | 5/24/2021 2:43 PM |
| 3 | I appreciated the balance of learning information and having the chance to discuss it in smaller break-out rooms. | 5/24/2021 2:42 PM |
| 4 | The hour and a half went by quickly - it felt like there wasn't enough time for everything | 5/24/2021 2:39 PM |
| 5 | Encourage breakout groups to start by introducing themselves to each other. Provide the reading material about a week in advance please. | 5/24/2021 2:38 PM |
| 6 | Thanks for all your hard work to organize this meeting. I'm really appreciative that I did not have to register for Annual to participate | 5/24/2021 2:35 PM |

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# Board of Directors Action Form
# Request to Establish an ACRL Task Force

**To:** ACRL Board of Directors

**Subject:** Request to establish the ACRL Nominations and Policies Audit Task Force

**Submitted by:** Julie Garrison, ACRL President

**Date submitted:** January 14, 2022

## Background

ACRL Leadership seeks to advance its Core Commitment to Equity, Diversity and Inclusion and foster a diverse, inclusive, and antiracist association. Feedback from members and non-members indicates that perceptions of the association's processes for Board of Director nominations, committee appointments, community of practice participation, and editorial board appointments are opaque and perpetuate a system that repeatedly relies on known and connected member volunteer service, confuses new members looking for a home within the association, and limits entry of new voices influencing the association's direction.

Efforts have been made to ameliorate these issues. In 2019, a Board working group was tasked to "Review the division-level committee appointments process for more inclusive language and transparency in the process." The Committee Appointments Working Group implemented optional demographics questions to be completed by all ACRL volunteers, updated the public facing ACRL Volunteer Guidelines to include a section on EDI, and updated Appointments Committee training materials with slides emphasizing ACRL's commitment to EDI during the appointments' process. Since 2019, the president-elect has published a post-appointment report on volunteer demographics and participation.

Prior to the Core Commitment to EDI adoption in November 2018, the ACRL Publications Coordinating Committee completed a demographics survey and published a report on the diversity of ACRL publications and editorial board demographics in 2017. Their findings and recommendations can be read in *C&RL News*.

The Board is now recommending that an audit of ACRL policy be completed to investigate historical processes and practices through an interrogatory EDI and antiracist lens, examining

how its own policies may support oppressive systems and barriers to involvement, with a goal of making changes that make the association more welcoming and accessible for all academic library workers.

## Proposed Name, Charge & Tasks

- **Proposed name:** ACRL Nominations and Policies Audit Task Force
- **Proposed charge:**
    - Review current ACRL Bylaws and policies, focusing on the ACRL leadership nominations and recruitment process + Board participation requirements, to identify areas that may be impeding efforts to expand dimensions of diversity in the leadership pipeline– including recruitment of people of color and minoritized groups, individuals in diverse roles within the library profession, and library workers in all types of academic library settings.
    - Identify and evaluate alternatives to current policy, as well as advantages and disadvantages for each alternative, that may reduce barriers and encourage greater participation.
    - Recommend alternatives based on the evaluation of advantages and disadvantages

## Proposed Membership

- Chair
- A minimum of five members (i.e., a chair and four members)
- 1 member from the ACRL Budget & Finance Committee
- 1 member from the ACRL Professional Development Committee
- 1 member from the ACRL Leadership, Recruitment, and Nominations Committee
- 1 Board liaison
- 1 Staff liaison
- Additional member appointments at the discretion of the Vice-President/President-Elect

## Timeline for completion of work

- **Date interim report is due:** October 2022
- **Date final report is due:** January 2023

## Stakeholders

ACRL Members, Non-member Academic Library Workers, ACRL Sections

## Action Recommended

That the ACRL Board of Directors approves the establishment of the ACRL Nominations and Policies Audit Task Force.

## 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: _____

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# Board of Directors Action Form
# Request to Establish an ACRL Task Force

**To:** ACRL Board of Directors

**Subject:** Request to establish the Member Accommodation/Compensation Task Force

**Submitted by:** Julie Garrison, ACRL President

**Date submitted:** January 14, 2022

## Background

As a professional individual-member driven association that is fiscally self-sustaining, ACRL has a longstanding history of service and participation being a member benefit. Current policy does not compensate most conference speakers, but states, "Honoraria can be offered only to non-librarian speakers except through special arrangements where the participation is critical to the success of the program. Requests for such consideration must be justified and well documented in order to be reviewed and approved by the ACRL Executive Director. ACRL staff must be consulted prior to agreeing to an honorarium" (11.1.7 Honoraria and expenses).

Presenters for all ACRL fee-based online professional development—that which is required to cover all its development and production costs, including online courses, live webcasts, Off-RoadShows, and the Fostering Change Cohort—are compensated. An honorarium of $100 to $300 is offered to *ACRL Presents* presenters, free occasional webcasts on issues of broad interest and importance to the academic and research library community, on a case-by-case basis. Invited speakers for large *ACRL Presents* such as Open Access Week are typically paid an honorarium, while presentations done as part of ACRL committee or task force work typically are not. Free online discussion forums hosted by sections and discussion groups are not compensated.

Due to changing landscapes, feedback, and requests in recent years, it is time to undergo a review of existing policies and norms pertaining to member participation and compensation to better engage, acknowledge and support a diverse library workforce.

## Proposed Name, Charge & Tasks

- **Proposed name: Member Accommodation/Compensation Task Force**

- **Proposed charge:**
  Review current practices for when and how members are recognized for their time and effort dedicated to advancing association work for the profession. Identify advantages and disadvantages of current practices. Investigate options for, and sustainability of, offering various forms of compensation or accommodation and determine where compensation may be warranted and could remove a barrier to participating.

## Proposed Membership

- Chair
- A minimum of five members (i.e. a chair and four members)
- 1 member from the ACRL Budget & Finance Committee
- 1 member from the ACRL Professional Development Committee
- 1 Board liaison
- 1 Staff liaison
- Additional member appointments at the discretion of the Vice-President/President-Elect

## Timeline for completion of work

- **Date interim report is due:** October, 2022
- **Date final report is due:** January, 2023

## Stakeholders

## Action Recommended

That the ACRL Board of Directors approves the establishment of the ACRL Member Accommodation/Compensation Task Force with the proposed charge, timeline and composition.

## 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.*

# ACRL WOC + Lib Statement Working Group

A Working Group made up of Board Members Julie Garrison, Faye Chadwell, Cinthya Ippoliti, Yasmeen Shorish and ACRL Staff Members Dr. R. Jay Malone and Allison Payne met twice to discuss concerns raised in the WOC + Lib Statement Against White Appropriation of Black, Indigenous, and People of Color's Labor. During our three hours of discussion, the group reflected on concerns over structural systems and practices within ACRL, both those identified in the statement as well those working group members' have heard about, observed and/or experienced themselves. The working group concluded that despite many of the association's efforts to advance EDI, structural systems within the association are hindering its ability to transform ACRL and attract new and diverse members.

The working group explored several ways the ACRL Board of Directors can interrogate these systems and work to address these systemic issues. The group identified the following areas where the Board can advance work to transform ACRL:

1. Examine current bylaws and policies through an interrogatory EDI and antiracist lens to identify areas that may be impeding engagement of people of color and minoritized groups.
2. Review current practices for when and how members are recognized for their time and effort dedicated to advancing association work. Investigate options for and sustainability of offering various forms of compensation or accommodation and determine where compensation may be warranted and could remove a barrier to participating.
3. Strengthen communication throughout the association using the connection between board liaisons and the sections and committees as an intentional way to advance EDI.
4. Increase transparency about the leadership recruitment and nominations and appointments processes.

The working group would like to engage the full board in discussion the merits of moving forward in exploring these strategies, as well as any others, to address structural concerns.

## 10.0 Equity, Diversity, and Inclusion (EDI) Working Group (Leeder Reed) #14.0

ACRL Director-at-large and equity, diversity, and inclusion (EDI) working group leader Kim Leeder Reed referred the Board to the group's documents included in the packet, and shared the group's recommendation that the Board add a fifth goal to the Plan for Excellence and elevate the existing Diversity Committee to a goal-area committee.

There was some support for elevating the Diversity Committee. However, the Board noted that all committees are being asked to consider EDI in the new work plan template. As the strategic plan is regularly reviewed, the Board asked how the review would impact the Diversity Committee if it became a goal-area committee. There was concern expressed about negative perceptions if at some point in the future the Board changed its goals and EDI was no longer a goal, and the Diversity Committee was no longer a goal-area committee. However, some Board members noted that removing EDI as a goal and the Diversity Committee as a goal-area committee could be viewed as a point of accomplishment and that activities had become operationalized.

The Board considered the implications of adding an additional goal related to EDI and whether they should keep the number of goals constant, which would mean removing a current goal, and thus removing a committee from "goal area" status. The Board felt that further discussion was needed.

The Board considered the working group's option, IV(b) which was to revise the New Roles and Changing Landscapes goal area to focus explicitly on EDI, and there was some support for this option.

It was agreed that the Board wanted to support a major EDI initiative, but needed more time to determine what it would look like. The Board agreed to defer action and continue this discussion at its Monday, February 12, 2018 Board II Meeting.

## 11.0 ACRL/LLAMA Facilities annual survey as companion to Trends & Statistics (Casey - virtual) #15.0, #15.1, #15.2, #15.3

Anne Marie Casey, ACRL Co-chair of the ACRL/LLAMA Building Resources Committee, joined the meeting virtually. Casey reported that the committee has been exploring the possibility for an ACRL facilities survey for the past two years and has determined that there is a need in the profession for a facilities survey. The committee has started drafting a buildings survey, and has consulted with Counting Opinions, which administers ACRL Metrics.

Since this is a joint ACRL/LLAMA Committee, the Board asked how the Library Leadership & Management Association (LLAMA) might be involved in the initiative. ACRL Executive Director Mary Ellen Davis will follow-up with LLAMA Executive Director Kerry Ward to see how LLAMA would like to be involved. Following this discussion, the Board may take action on the request through a virtual vote or at the 2018 Spring Board Virtual Meeting on April 3, 2018.

*Editor's note: The Board approved at its April 3, 2018, virtual meeting, the expenditure of $18,500 (a one-time expense) to undertake the initial development for the ACRL facilities survey.*

*The Executive Director is authorized to approve individual unbudgeted expenditures, up to and including $10,000 ~~$5,000~~, not to exceed 1% of the total ACRL and CHOICE budgeted expenses. The Executive Director will notify the ACRL President of such expenditures.*

***Action:*** *The Board approved the Budget and Finance Committee's recommendation to the Board the following amendment to the ACRL Guide to Policies and Procedures:*

*The Executive Director is authorized to approve individual unbudgeted expenditures, up to and including $10,000 ~~$5,000~~, not to exceed 1% of the total ACRL and CHOICE budgeted expenses. The Executive Director will notify the ACRL President of such expenditures.*

## 20.0 Libraries Transform Task Force (Cinthya Ippoliti, virtual) #18.0, #18.1

Libraries Transform Implementation Task Force Chair Cinthya Ippoliti joined the Board virtually. The task force has been working with Gale Publishing to update a marketing manual for academic libraries first developed with 3M to support the @your library campaign. Gale was gracious enough to donate their time and expertise to help with this project. The task force is consulting with the Value of Academic Libraries Committee and Library Marketing and Outreach Interest Group to assess the marketing needs of academic librarians.

Ippoliti reported that the task force received new "Because" statements from the ALA Public Awareness Office and referred the Board to the draft statement found in Document 18.1. Overall, the Board felt that these statements did not fully capture the sentiments of academic librarians and that the statements could be redeveloped. The Board recommended that additional stakeholders could be consulted to develop new statements.

## 21.0 Equity, Diversity, and Inclusion Working Group (Leeder Reed) #14.0

The Board continued its discussion from the Saturday Board I Meeting on next steps for equity, diversity, and inclusion (EDI). The Board agreed that it wanted to show ACRL's commitment to EDI. The Board discussed establishing a signature initiative on EDI, what it might look like, and how it might fit in with current ACRL initiatives. The Board considered whether a signature initiative would have more impact than adding a new goal on EDI to the Plan for Excellence. Some Board members felt that a signature initiative would be a stronger action to take while others thought that having EDI as a goal area would be a stronger action to take. The Executive Director suggested that staff would need to be added to support a large, signature initiative.

It was recommended that a Board working group be charged to review the Leadership Council table feedback from the EDI discussions to help develop a signature initiative.

The Board agreed that it should communicate its commitment to EDI and report out on next steps to ACRL members. ACRL Division Council LeRoy LaFleur volunteered to take the lead on crafting a blog post for *ACRL Insider.*

The Board also discussed how to engage the ACRL Diversity Committee and agreed to keep the committee apprised and consult with them on new initiatives.

***Motion 1**: ACRL Director-at-large Emily Daly moved that the Board approves in concept a signature initiative dedicated to equity, diversity, and inclusion (EDI).*

The Board discussed if it should leave "in concept" in the motion and agreed to amend the motion to remove "in concept."

***Motion 1 revised:** ACRL Director at-large Emily Daly moved that the Board approves ~~in concept~~ a signature initiative dedicated to equity, diversity, and inclusion (EDI).*

***Action 1:** The Board approved ~~in concept~~ a signature initiative dedicated to equity, diversity, and inclusion (EDI).*

There was some agreement that the strategic plan should be reviewed again after the signature initiative is defined. The Board wanted to ensure that EDI is more closely tied to ACRL's core values.

***Motion 2:** ACRL Budget & Finance Chair John Lehner moved that the Board approves to amend the ACRL Plan for Excellence to include and articulate the signature initiative on EDI no later than Midwinter 2019.*

The Board discussed this timeline. An EDI working group may want to convene at the October 2018 SPOS meeting, when the Board is typically joined by goal-area committee leaders. There was some support for having the signature initiative defined by Annual 2018 and to fine-tune details at SPOS 2018. The Board thought that Leadership Council at Annual 2018 might be a good place to poll members on the signature initiative.

***Action 2:** The Board approved amending the ACRL Plan for Excellence to include and articulate the signature initiative on EDI no later than Midwinter 2019.*

***Next steps:** A Board Working Group, comprised of Beth McNeil (chair), Irene M.H. Herold, LeRoy LaFleur, Lori Ostapowicz-Critz, and Lauren Pressley, will review Leadership Council responses with stakeholders and will work on defining the signature initiative*

## 23.0 ALA Council Committee on Legislation (Lesliediana Jones)

Lesliediana Jones, member of the ALA Council Committee on Legislation (CoL), was welcomed to the meeting. The committee was looking to have a representative speak with each of the ALA Division Boards of Directors at Midwinter. The committee's goal was to ensure that all ALA groups are kept in the loop on legislative priorities. There are currently four areas the ALA is looking to promote: Museum and Library Services Act of 2017 (MLSA, S. 2271), Fair Access to Science and Technology Research Act (FASTR), Tribal Connect Act of 2017, and net neutrality.

Jones shared that the Dear Appropriator letters will be prepared to support funding for IMLS, and she encouraged librarians to send the Dear Appropriator letters. Jones also urged librarians to engage through Twitter and in-person meetings with their representatives.

The Board suggested that a CoL representative might speak briefly at a future Leadership Council to engage more ACRL members.

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# Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Board EDI Working Group Recommendation

Submitted by: Lori Ostapowicz Critz, Emily Daly, Jeanne Davidson, Caroline Fuchs, LeRoy LaFleur, Lauren Pressley, Kim Leeder Reed, Howard Prager

Date submitted: January 12, 2018

## Background

At the ACRL Board Strategic Planning and Orientation Retreat in September 2017, the Board engaged in discussion with Goal Area Committee (GAC) leadership about whether and how to integrate equity, diversity, and inclusion more deeply within the *ACRL Plan for Excellence*. There was consensus that the Board should further explore this issue. As such, the Board created an EDI Working Group (EDI-WG) to explore the question and propose revisions, where appropriate, to the *Plan for Excellence* and the year-end committee workplan. The EDI-WG's charge was:

1. Review the *ACRL Plan for Excellence* and update its preamble, envisioned future, and core values with the goal of ensuring that equity, diversity, and inclusion (EDI) are clearly represented in these areas.
2. Review the workplan document to include language about how the committee is addressing equity, diversity, and inclusion in their workplans.
3. Conduct some research around what EDI work is already being undertaken by ACRL, ALA, and other organizations.
4. Consider whether, after EDI is infused in the *Plan for Excellence* and the workplans whether additional work is needed to make ACRL's commitment to EDI more transparent to the membership.

The EDI-WG completed parts 1 and 2 of the charge as of the Fall Board Meeting in October 2017, where new language was approved for the *ACRL Plan for Excellence* and the committee workplan document. The group then began work on the second half of the charge (items 3 and 4), reviewing existing initiatives and models that reflect organizational commitment to EDI within and beyond ALA. Based upon that review and additional conversations with stakeholders, the EDI-WG drafted a list of options to consider in making a recommendation (see Appendix). Once the group reviewed the options, the final recommendation crystallized immediately.

The EDI-WG's unanimous recommendation is to create a fifth goal area focused upon Equity, Diversity, and Inclusion. Furthermore, the group proposes that ACRL elevate the current Diversity Committee and

designate it as the Goal Area Committee that will pursue the objectives of the new EDI goal area. Elevating the existing related committee, rather than creating a new GAC, has the two-fold benefits of (a) minimizing the resource demands implicit in the creation of a new goal area and (b) avoiding overlap in charge and activities among ACRL committees.

The Diversity Committee's current charge is as follows:

> To initiate, advise and mobilize support for appropriate action related to issues of diversity in academic librarianship including recruitment, advancement and retention of underrepresented groups to academic and research librarianship and the promotion of library and information services for diverse library users.

The EDI-WG recommends that this charge be expanded and objectives created that more broadly address diversity, equity, and inclusion within librarianship, across ACRL, and throughout our libraries' user communities. The working group suggests that Options II and III in the Appendix, and potentially the oversight of the ACRL Diversity Alliance and its Task Force, be advanced to the new GAC as possible future projects. The new GAC is likely to require more members than the existing Diversity Committee, especially representatives from other groups working on EDI-related initiatives within ACRL. The EDI-WG is interested in the Board's feedback on how to proceed in developing goal and objective language, and suggests that the 2018 Strategic Planning and Orientation Retreat might be the appropriate venue.

To achieve the greatest impact from this new goal area, the EDI-WG likes the idea of encouraging, though not mandating, an EDI objective for all four existing GACs. Two GACs (Value of Academic Libraries and Research and Scholarly Environment) already have such objectives. The Working Group does not advocate the creation of new objectives for the remaining two GACs, but suggests encouraging them to consider adjusting existing objectives in the future to deepen their commitment to EDI.

## Stakeholders

The EDI-WG invited a liaison from the ACRL Diversity Committee (Mark Puente) to all relevant meetings, and shared a draft of this Board Action Form with the Chair (Tarida Anantachai), who then shared it with all committee members for feedback. Initial feedback was positive, although it will be critical to keep the committee involved in the transition if the recommended action is approved.

## Action Recommended

That the ACRL Board of Directors:

(i) approve in concept a fifth goal area dedicated to Equity, Diversity, and Inclusion, and

(ii) elevate the ACRL Diversity Committee to a Goal Area Committee to support the new goal area.

## 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: _____

DRAFT

*ACRL Board EDI Working Group Recommendation*

*January 12, 2018*

**Appendix**

**Options Considered**

**I. Do nothing**

Details: The Board believes that existing efforts are sufficient to address EDI.

Pros: No further work is necessary.

Cons: The Board is not addressing concerns raised at SPOS 2017 about the effectiveness and coordination of current initiatives.

**II. Create a diversity "statement" or section in existing strategic plan**

Details: The Board creates a statement either as part of the strategic plan or outside of it detailing the association's perspective on EDI without building it into goals or objectives. The statement may serve as part of the "preamble" of the strategic plan. See example from MIT Libraries (near bottom of linked page).

Pros: Minimal work needed; can be completed quickly.

Cons: Somewhat passive; will have minimal impact. Also, we address equity, diversity, inclusion in the latest revision of the Plan for Excellence. Would adding another statement or section enhance what is already there?

**III. Charge a group to gather data and/or conduct a climate survey**

Details: The Board asks an existing group or new task force to assess ACRL's existing work on EDI and make a recommendation based upon that information. Likely tasks:

- Identify ACRL's accomplishments and initiatives to date, probably by reviewing annual unit workplans
- Develop climate survey, or climate questions for regular triennial survey, to determine membership perceptions and concerns

Pros: Could easily be worked into existing workflows/plan for the survey. Would give us trend data and capacity to see if/how we are improving this area.

Cons: Requires time to gather data. Delays implementation of this initiative.

**IV. Create a new EDI goal area**

Details: The Board creates a new goal area for EDI, such as the following (example only!!):

Goal: Equity, Diversity, and Inclusion

Objective 1: Establish resources and support so libraries and librarians can be effective advocates for the inclusion of all individuals in the life of their community.
Objective 2: Provide safe, respectful space for diverse voices and perspectives.
Objective 3. Increase confidence among members that ACRL cares about and is responsive to the concerns of occupational and demographic groups.

Pros: Gives EDI prominence; ensures we have eager and invested ACRL members fully attending to EDI issues. Puts a stake in the ground saying this is important for our future.

Cons: We run the risk of siloing EDI efforts and communicating to others that they don't necessarily need to "do EDI" since others are "on it." Does making it a committee necessarily make it happen?

**IV(a). "Elevate" an existing group (e.g., the ACRL Diversity Committee) to a GAC**

Details: The Board forms a new group from existing committees, roundtables, interest groups focused on EDI and uses the existing group(s)' charge(s) to develop goals and objectives. This newly formed Goal Area Committee and its goals and objectives would be included in the Plan for Excellence, and the GAC chair and co-chair would be included in SPOS.

Pros: This draws on current members' expertise and work already happening in ACRL. By "elevating" and perhaps combining efforts, we demonstrate the importance of EDI across the whole organization. We will necessarily discuss EDI issues at every SPOS (this will be true if we charge existing GACs with EDI-related goals or objectives, but it might be more of an afterthought if the work is simply "tacked on" to existing GACs' work). Not overlapping work that is getting done.

Cons: Current members of the Diversity Committee and related ACRL groups may not *want* to become a GAC. They might see this as ACRL leadership taking over their work. Would the Diversity Committee be able to step up to this level?

**IV(b). Revise the "New Roles and Changing Landscapes" goal area to focus explicitly on EDI**

Details: The Board revises the existing goal and objectives of New Roles to integrate EDI into their charge.

Pros: EDI is clearly related to new roles and changing landscapes. New Roles has seemed to need a little direction or focus; EDI could be that direction/focus. EDI reflects the changing landscapes of academic and research libraries.

Cons: Again, we may run the risk of siloing EDI into one goal area. We're also pushing this direction on a group that doesn't necessarily have background or interest in issues of EDI, so there may be benefit to developing a new goal area committee with members who feel invested and have expertise in this area. Could cause confusion in NRCL and take away their momentum in what they've started.

**V. Charge the four existing GACs with developing at least one area that focuses explicitly on EDI**

Details: The Board asks the existing GACs to review their goal and objectives to ensure focus on EDI, and propose changes to the strategic plan. GACs would bring these proposals to SPOS 2018 for review and potential adoption.

Pros: This spreads the important work of EDI across all GACs. More of a balanced scorecard.

Cons: It could be seen as a "tack on" and not really core to GAC's work. GACs may see this as just another check the box type of work taking away from their central mission.

DRAFT

# ACRL Board to Establish New Equity, Diversity, and Inclusion Initiative

March 5, 2018 ACRL Board of Directors About ACRL, Diversity 0

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At the 2018 ALA Midwinter Meeting in Denver, the ACRL Board of Directors voted to add to the **ACRL Plan for Excellence** a new signature initiative focused on the areas of equity, diversity, and inclusion (EDI). The creation of a signature initiative is distinct from the goal areas currently highlighted in the Plan for Excellence, which are meant to be re-examined for continuance every 3-5 years. As such, a signature initiative represents a strategic priority designed to permeate the work of the Association, cutting across the four established goal areas, as well as all ACRL committees and communities of practice.

Building on work over the course of the past year, the signature initiative on EDI provides an opportunity to convene a division-wide focus on one of the Association's core values. Establishing this initiative will enable the Association to further examine and develop support in these critical areas at a time when many in our profession regularly express concern and feel a threat to our core values.

The Board has recently undertaken a variety of steps to reinforce and reinvigorate the core values of the Association, and has released

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Applying Library Values to Emerging Technology: Decision-Making in the Age of Open Access, Maker Spaces, and the Ever-Changing Library

ACRL LLX22 Doc 21.0

numerous statements on issues ranging from the **condemnation of white supremacy and racism** to **support for Deferred Action on Childhood Arrivals (DACA) students**. The Board also endorsed the **Diversity Standards: Cultural Competency for Academic Libraries** in 2012 and has actively supported and promoted the **ACRL Diversity Alliance**, which was formed in 2016 and currently has 38 members.

During the Midwinter Meeting, the ACRL Board reviewed the updated language around EDI in the **Plan for Excellence** and charged a Board working group to explore ways to address these issues effectively and strategically across the Association. Additionally, ACRL leadership began an important conversation on EDI during the Leadership Council meeting with Communities of Practice and general membership, offering suggestions on what directions the Association might take that would be of most benefit to the membership. The Board will review these ideas and looks forward to continuing the conversation at the 2018 ALA Annual Conference. The Board is committed to devoting resources to carry out new, high-impact EDI initiatives.

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# 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 line 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:** Adrian Ho & Erik Mitchell by ARL. See https://www.ala.org/acrl/aboutacrl/directoryofleadership/taskforces/tfs/acr-tfipeds<br><br>**Board Liaison:** n/a<br><br>**Staff Liaison:** Mary Jane Petrowski | **AC 2022:** Final report due.<br><br>**AC 2021:** Interim report due. [Report not submitted and TF needs to be extended by the board for another 2 years at AC222.<br><br>**October 2019:** Board approved Task Force extension and new charge/timeline.<br><br>**Fall 2017** Initial Task Force established | **October 2021:** Robert Dugan stepped down as the ACRL co-chair and Adrian Ho accepted an appointment to serve as co-chair through June 2022.<br><br>**September 2021:** Martha Kyrillidou shared her final (confidential) draft of the report for IMLS outlining three scenarios for the future of the IPEDS AL Component.<br><br>The Task Force will review the IPEDS help desk logs prior to the next meeting to see what, if any, changes are needed to the IPEDS instructions.<br><br>Waiting to hear from the AL Component Director as to when the new question on shared collections will be included in survey.<br><br>**June 2021:** Martha Kyrilliodu briefed the Task Force on her draft report to IMLS which is planning to issue a request for comment in the Federal Register for the issues explored in the sustainability study underway exploring the transfer of the AL Component from NCES to IMLS. QualityMetrics will update the |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | Advisory group on the latest drafts of the sustainability study and ensure the TF is aware of the request for comment when it is issued in the Federal Register. The TF was asked to mobilize their personal networks to provide comments (comment period will be open for 30 days). IMLS and QualityMetrics expressed appreciation for the group's efforts and advice on the important issue as to whether IMLS can sustain the ALS data collection in future years.<br><br>**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.<br><br>**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.<br><br>**June 2, 2020:** Task Force finalized revisions to staffing counts to include |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | vacant short-term and vacant temporary positions.<br><br>**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 shared collections to be completed by November 30, 2020.<br><br>**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.<br><br>**November 2019:** Appointments completed.<br><br>**Fall 2019:** Appointments underway.<br><br>**Annual 2019:** final report submitted to Board.<br><br>**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 |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | comments on IPEDS changes by May 20, 2019.<br><br>**December 2018:** Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.<br><br>**Fall Board Meeting 2018:** interim report submitted.<br><br>**Fall 2018:** One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.<br><br>**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.<br><br>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019. |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | 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.<br><br>**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 survey and IPEDS surveys have been compiled to identify issues.<br><br>**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. |

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| **ACRL/ARL/ODLOS/ PLA Building Cultural Proficiencies for Racial Equity Framework Task Force** | • 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;<br>• Drafting the framework;<br>• Seeking comment from stakeholders and the library community on the draft, and revising as needed. | **Co-conveners:** Jennifer Garrett (through May 2021), Marcela Y. Isuster (current)<br><br>**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).<br><br>Katherine Skinner, Executive Director, Educopia Institute (February 2020 to January 2021)<br><br>**Current staff liaisons***:* Allison Payne, ACRL; Kristin Lahurd, ODLOS; Nellie Barrett, PLA; DeLa Dos, ARL. | **June 2022 ~~Late Summer 2021~~:** Final draft of document and final status report to ACRL Board.<br><br>**January 2022 ~~Spring 2021~~:** Draft shared and request for comments | **February 2022:** Two public forums (Feb 16 for all libraries and Feb 23 for public libraries) will be held during the request for comment period.<br><br>**January 19, 2022:** A coordinated marketing push will launch to publicize the start of the six-week comment period. In addition to the four organizations' typical audiences, effort will be made to solicit feedback from stakeholders, such as rural libraries.<br><br>**December 2021:** draft Framework finalized. All four orgs will work together for a coordinated announcement for a public comment period in January 2022. The task force plans to host two synchronous virtual forums.<br><br>**Fall 2021:** The task force is finalizing a first Framework draft. The task force is working with the staff liaisons to launch a three-week request for comments, which will include asynchronous feedback through CommentPress and two live open forums. The request for comments will be shared widely with the four organizations' networks. The expected launch date is by December 2021 (delayed to January 2022). |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | **Former staff liaisons:** Scott Allen, PLA; Gwendolyn Prellwitz, ODLOS; Mark A. Puente, ARL; Gary Roebuck, ARL. | | **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.<br><br>**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.<br><br>**Nov 2020-Jan 2021:** Three work sessions facilitated by Katherine Skinner were held to identify the goals of the Framework.<br><br>**Fall 2020:** Survey Working Group may distribute a survey widely to stakeholders of four organizations.<br><br>**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. |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | **October 2020:** ACRL Standards Committee rep reached out to co-chairs to check-in regarding ACRL Standards process.<br><br>**Summer 2020:** Full task force meetings. Working groups formed: Data and Competencies; Glossary; and Survey.<br><br>**May 2020:** Task Force roster announced (press release). |

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| **Awards Task Force** | Review ACRL's awards program. Gather input from each award committee to understand the history and the achievements each award is working to recognize. Seek input from a broad cross-section of ACRL members (including those not currently serving on award juries or involved with the nomination process) and non-member academic library workers to understand how meaningful the ACRL awards program is to our communities. Conduct an environmental scan of other associations to discover alternate models and benchmark effective practices for recognizing achievement.<br><br>Address the following questions:<br><br>● What value do members derive from the current awards program?<br>● Are current funding mechanisms sustainable to support awards into the future?<br>● Where is there overlap in awards? | **Co-Chairs:** Merinda Kaye Hensley, Erin T. Smith<br><br>**Board Liaison:** Kim Copenhaver<br><br>**Staff Liaison:** Chase Ollis (through Nov), Kara Malenfant | **June 2021:** Interim reports submitted<br><br>**November 2021:** Final report due (delayed to January 2022) | **January 4, 2022:** Final meeting for last review of report to the Board<br><br>**December 10, 2021:** Penultimate meeting to review survey results and discuss final report to the Board.<br><br>**November 2021:** transitioned staff liaison, reviewed survey results<br><br>**October 2021:** surveys distributed to membership; update published in *C&RL News*<br><br>**Annual 2021:** Interim report submitted<br><br>**April 2021:** appointments completed, working groups formed<br><br>**January 2021:** task force established |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | ● Are there professional gaps that the current awards program does not address?<br>● Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)?<br>● Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve? | | | |

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| **Diversity Alliance Task Force** | 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. | **Chair:** José A. Aguiñaga, Annie Belanger<br><br>**Board liaison:**<br><br>April Cunningham<br><br>**Staff liaison:** Robert Jay Malone, Allison Payne | **June 2022:** final report due<br><br>**January 2022:** second interim report due<br><br>**January 2021:** interim report submitted<br><br>**Summer 2020:** Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.<br><br>**Spring 2020:** Board action for recommendations on next steps.<br><br>**Annual 2016:** Task Force established. Extended through AC 2020 | **February & March 2022:** The task force is planning a few webinars for those interested in residencies to take place February – March.<br><br>**December 2021:** The task force is working to develop tired membership categories to include institutions that are not ready to commit to a full residency program.<br><br>**Fall 2021:** The Task Force has been meeting monthly and working groups have also been meeting regularly to develop materials and make program recommendations. The task force is on-track to submit its final report on time in June 2022.<br><br>**February-June 2021:** work is underway and the task force is meeting regularly.<br><br>**Midwinter 2021:** Co-chairs met with the Board for clarification on charge and prioritization of projects.<br><br>**Dec 2020/Jan 2021:** Task Force has met regularly.<br><br>**October/November 2020:** Task Force virtual meeting.<br><br>**September 2020:** Roster completed |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | **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.<br><br>**Spring Board 2020:** The Board charged a new task force to carry out the current task force's recommendations.<br><br>**Midwinter 2020:** Board received an update from the task force chair.<br><br>**Annual 2019:** meetup held AC19.<br><br>**ACRL 2019 Conference:** Diversity Alliance resident meetup with Spectrum Scholars. Hosted "Taking Charge of Your Narrative" preconference.<br><br>**Midwinter 2019**<br>Board action request for a one-year extension through June 30, 2020.<br><br>Task Force meetup scheduled for MW19.<br><br>**Fall 2018** |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | 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.<br><br>**June 2018**<br>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.<br><br>**May 2018**<br>ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.<br><br>**January-February 2018**<br>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 |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | 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.<br><br>**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. Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.<br><br>**May–June 2017:** Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members. |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | **February–April 2017:** Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.<br><br>**December 2016/January 2017:** Advised on questions received. Developed talking points on Diversity Alliance.<br><br>Held monthly task force calls.<br><br>**Fall 2016:** appointments completed by Irene Herold.<br><br>**Annual Conference 2016:** task force approved by Board. |

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| **National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force** | 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. | **Chair:** Merinda Hensley<br><br>**Board liaison:** Kim Copenhaver<br><br>**Staff liaison:** Mary Jane Petrowski | **Date final report is due:** 2022 Summer Board Meeting [We need to ask the board to extend the TF through FY23]<br><br>**Date interim report is due:** 2020 Fall Board Meeting | **October 2021:** The work of the Task Force will be completed in FY23, so the terms of the current members need to be extended through June 30, 2022. The revised IL module will be part of the 2023 survey. The TF has a deadline of June 2022 to finalize the first draft of new questions. NSSE will workshop the questions over the summer and have it back to Task Force by fall 2022. Workshopping is a staff review of questions -- edits, revisions, etc. This is an iterative process involving three or four drafts. This is internally focused -- reviewing language, double barreled questions, questions too specific to type of school; too jargony, etc… The new IL module is an optional add-on to the survey. Ideally it would be used as part of the larger NSSE survey instrument. We also want to make this available for schools if they want to use it for their schools as part of their own local measure.<br><br>The TF audit of the entire survey to pull out IL concepts was very helpful to NSSE.<br>**September 2021:** The Task Force is mapping where IL questions appear in the entire NSSE survey to show where |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | there may be overlap and nuance with the NSSE IL module.<br><br>The goal is to see if there are other places in the survey where IL exists, as well as a way to complement the survey questions with IL-specific questions.<br><br>The comparison with the other modules will help TF to see overlap and ways in which we can make our module more distinct.<br><br>Also identifying how IL module questions could add depth and more detail into the findings from a standard NSSE question could also be helpful.<br><br>**July 2021:** The Task Force discussed various approaches to re-thinking the Information literacy module. The group is also looking at the IL module data set to see how data might best be analyzed.<br><br>**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 |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | 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 VAL rubrics, including information literacy.<br><br>**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.<br><br>**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.<br><br>**Fall 2020:** The Task Force met on Oct. 9 with Kevin Fosnacht, NSSE research analyst, to discuss options for moving forward with revisions to the current IL module. |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|---|---|---|---|---|
| | | | | **Spring 2020:** The Task Force has been appointed with four members and a chair.<br><br>**Spring Board 2020:** The Board approved the task force. |

# Board Working Group Status Chart

| Title | Task(s) | Members | Timeline & Status |
|---|---|---|---|
| **Re-examination of ACRL Core commitment Joint Board/B&F Working Group** | 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.<br>Tasks<br>This working group will:<br>1. Identify, understand and articulate all the EDI work being done throughout the Association;<br>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;<br>3. Ensure ACRL is integrating the Core commitment into the financial strategy of the Association and all commitments are resourced appropriately.<br>4. Develop a timeline for regular updates from the ACRL Budget | Carolyn Allen (convener), Cinthya Ippoliti, Derrick Jefferson, Faye Chadwell, Joe Mocnik, Marla Peppers, Allison Payne (staff liaison) | **LLX 2022:** WG submitted final report for discussion during the Joint Board/B&F meeting.<br><br>**Annual 2021:** WG will submit interim report to the Board.<br><br>**May 2021:** Carolyn Allen gave an update at the ACRL Leadership Council and Membership Meeting.<br><br>**November 2020:** WG meeting.<br><br>**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.<br><br>**September 2020:** Appointments completed |

| Title | Task(s) | Members | Timeline & Status |
|---|---|---|---|
| | & 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.<br>5. Make a recommendation on whether ACRL should update the Budget and Finance infographic to include EDI. | | |
| **EDI Priority Setting Working Group** | Determine next steps, including assessment, for EDI short-term priority setting. | Jon Cawthorne, Jacquelyn A. Bryant, Cinthya Ippoliti, Robert Jay Malone, Allison Payne | **LLX22:** Working Group update scheduled.<br><br>**December 9, 2021:** working group meeting to share priority setting themes found in committee work plans.<br><br>**November to December 2021:** working group will review short-term priorities included in committee work plans.<br><br>**November 8, 2021**: first working group meeting |
| **Faculty Status Working Group** | Consider if ACRL should issue a statement on librarian faculty status. | Erin Ellis, Cinthya Ippoliti, Mary Mallery, April Cunningham | **December 2021:** working group formed<br><br>**January 2022:** working group meeting |
| **WOC + Lib Working Group** | Review questions from EDI Committee on the WOC + Lib statement and repot out to the full Board. | Julie Garrison, Cinthya Ippoliti, Faye A. Chadwell, Yasmeen Shorish, Maisha Duncan Carey, Jay Malone | **LLX22:** The Board will discuss working group's recommendations.<br><br>**January 5, 2022:** working group meeting<br><br>**Fall Executive 2021:** working Group formed |

# ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison



| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|---|---|---|---|
| Budget & Finance Committee - B&F Chair | Carolyn Henderson | Allen | Allison<br>Elois | Payne<br>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 | Robert (Jay)<br>Allison | Malone<br>Payne |
| Immersion Program Committee | Jessica | Brangiel | Margot | Conahan |
| Instruction Section (IS) | Jessica | Brangiel | Lauren | Carlton |
| Value of Academic Libraries Committee | Jessica | Brangiel | Kara | Malenfant |
| 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<br>Mary Jane | Parsons-Diamond<br>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 | Lauren | Carlton |
| 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<br>Mark | Dougherty<br>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 LLX22 FYI-3**

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|---|---|---|---|
| Politics, Policy and International Relations Section (PPIRS) | Kim | Copenhaver | Lauren | Carlton |
| Science and Technology Section (STS) | Kim | Copenhaver | Lauren | Carlton |
| ACRL Awards Task Force | Kim | Copenhaver | Kara | Malenfant |
| 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 | Robert (Jay) Allison | Maone 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 | Lauren | Carlton |
| 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 | Kara | Malenfant |
| 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 | Robert (Jay) Allison | Malone 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



| 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<br>Mary Jane | Parsons-Diamond<br>Petrowski |
| Academic/Research Librarian of the Year Award-Committee President | Julie | Garrison | Lauren | Carlton |
| ACRL Awards Task Force | Kim | Copenhaver | Kara | Malenfant |
| ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board | Mary | Mallery | Mary Jane | Petrowski |
| Anthropology and Sociology Section (ANSS) | Cinthya | Ippoliti | Lauren | Carlton |
| Appointments Committee - President Elect | Erin | Ellis | Allison<br>Elois | Payne<br>Sharpe |
| Arts Section | Faye | Chadwell | Lauren | Carlton |
| Budget & Finance Committee - B&F Chair | Carolyn Henderson | Allen | Allison<br>Elois | Payne<br>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) | Cinthya | Ippoliti | Lauren | Carlton |
| Community and Junior College Libraries Section (CJCLS) | Mary | Mallery | Lauren | Carlton |
| Digital Scholarship Section (DSS) | Faye | Chadwell | Lauren | Carlton |
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| Diversity Alliance Task Force | April | Cunningham | Robert (Jay)<br>Allison | Malone<br>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 | Lauren | Carlton |
| External Liaisons Committee | Jessica | Brangiel | Robert (Jay)<br>Allison | Malone<br>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 LLX22 FYI-3**

| 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 | Robert (Jay)<br>Allison | Malone<br>Payne |
| Literatures in English Section (LES) | Kim | Copenhaver | Lauren | Carlton |
| Membership Committee | Yasmeen | Shorish | Gena<br>Mary Jane | Parsons-Diamond<br>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 | Cinthya | Ippoliti | Kara | Malenfant |
| Research Planning and Review Committee | Toni | Anaya | Mary Jane | Petrowski |
| Resources for College Libraries - Past President | Jon | Cawthorne | Anne<br>Mark | Dougherty<br>Cummings |
| Science and Technology Section (STS) | Kim | Copenhaver | Lauren | Carlton |
| Section Membership Subcommittee | Yasmeen | Shorish | Gena<br>Mary Jane | Parsons-Diamond<br>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 | Kara | Malenfant |
| Women and Gender Studies Section (WGSS) | Yasmeen | Shorish | Lauren | Carlton |

# Transforming ALA Governance Task Force Report - January 2022

## The Task Force

The Transforming ALA Governance Task Force (TAG) was appointed by the Executive Board in July 2021 with the charge  a) indicate and operationalize the culture changing principles of the Avenue M report, SCOE recommendations, the Forward Together work, and a new governance landscape, b) establish a regular governance review process, and c) assess the large projects that need to be addressed and create a plan to address them.

Task Force Members

- Amy Lappin, Chair
- Meg Delaney
- Liana Juliano
- Eldon (Ray) James
- Oscar Lanza-Galindo
- LeRoy LaFleur
- Kathy Carroll
- Patty Wong, Board Liaison
- Lessa Kanani'opua Pelayo-Lozada, Board Liaison

## Staff Liaisons

- Tracie Hall, Executive Director
- Sheryl Reyes, Director of Governance
- Raymond Garcia, Special Assistant to the ED
- Marsha Burgess, Council Secretariat

## Process

There was great hope that Council would be able to vote on new governance structures at ALA Annual in June 2021. The Forward Together Resolutions Working Group did an excellent job of preparing resolutions for Council's consideration, it became apparent that  more time was needed to clarify and develop the final concept. FTRWG's Co-Chairs, Christina Rodriques and Jack Martin wrote in their final report, "We understand that many of the resolutions proposed by the FTRWG present additional questions and need for clarity and discussion." There has been a general consensus throughout the association that we get this right and not vote until there is a clear understanding of the road ahead.

On June 27, 2021, President Patty Wong announced a pause in the resolutions process to provide more time to create a plan to operationalize the data, information, and opinions that had been gathered, researched and expressed to that point. The Transforming ALA Governance Task Force was created in July 2021 to complete this work.

The task force held a kick-off meeting August 24, 2021 and initially scheduled bi-weekly meetings. As the work required more frequent discussion, the task force began meeting weekly in mid October.

Conversations in the beginning were centered on the details of structure and the number of representatives in various models, but once we pivoted to discussions about function and culture our work became focused and meaningful. Task Force discussions returned again and again to the ability to take advantage of the "brain power" in Council sessions. How do we make the work engaging for all Council members?

To arrive at TAG's recommendations, the task force meticulously focused on what had been communicated by Membership, Council, Staff and Leadership from across the Association. Namely, members are looking for change and the data provided in the work that has come throughout the past 5 year defined our task ahead. TAG's role was not to start over, but to synthesize the information and create a plan to implement all of the rich ideas that have been presented by those who came before TAG. We relied heavily on a variety of documents including:

**EBD#12.12, 2018-2019 ALA Survey Results: Avenue M Presentation**
**EBD#10.1, 2019-2022 Steering Committee on Organizational Effectiveness (SCOE) Recommendations**
**ALA CD#37.1, 2020-2021 Forward Together Fiscal Analysis Working Group Report**
**ALA CD#46.1, 2020-2021 Forward Together Resolutions Working Group Resolutions Overview & Final Report**
**ALA CD#35 Forward Together Working Group Report**
**Forward Together Analysis, Committee on Organization/Constitution & Bylaws Committee, Joint Report to the ALA Executive Board, May 2020.**

The TAG task force also spent time reviewing a comparative association governance structure analysis prepared for TAG by ALA staff as well as a Professional Practice Statement on Governance Structure from the Association Forum which provides association management research and best practices.

TAG was aided throughout the process with advice on procedure and suggestions for potential plans by ALA Parliamentarian Eli Mina who has worked with Council for almost two decades and has many years of experience with a range of associations and organizations. The chair also consulted with members in current committee leadership and past governance roles who have been instrumental in the governance transformation work over the past 5 years.

Preliminary conversations regarding the work of implementing recommended governance concepts were held in November with the chairs of the Committee on Organization (Jim Neal), Constitution and Bylaws Committee (Mike Marlin), and the ALA Council Resolutions Committee (Aaron Dobbs). While they do not have a role in TAG's work, it was important to make them aware of the potential recommendations and work that would be assigned to their committees if TAG recommendations are adopted at LibLearnX in January 2022. Depending on the outcome of potential votes taken by Council in January, COO, Constitution and Bylaws, and Resolutions are prepared for work that may be designated to their respective committees.

A narrative and two potential models were sent to Council in December 2021. Those are included at the end of this report. The TAG Task Force endorses the Advisory Council (one body), but has provided a second option, the Assemblies model, which provides for four representative assemblies (Chapters, Roundtables, Divisions, and Affiliates) as an alternative model for Council's consideration.

**Points of Note Regarding the Recommendations:**

TAG recommends that whichever body (Advisory Council or Assemblies) is adopted, that this body of knowledge act in an advisory role. The current governance structure allows for two policy making bodies (Council and the Executive Board). This adds a layer of complexity that most modern organizations avoid by having only one body in a policy making capacity. The Advisory bodies will deliberate on timely issues connected directly to issues that matter to membership providing expertise and understanding to the policy making body.

TAG recommends that the policy making and fiduciary body be a Board of Directors comprised of the current ALA President, the President-elect, the immediate Past President, the Treasurer, the ALA Executive Director, one Division member, one Round Table member, one member of the National Associations of Librarians of

Color (NALCo), one member from Chapters, and three members elected directly by membership with those candidates being identified from the Nominating Committee or petition candidates. The BoD members representing a particular group will be elected by that group.

As task force members read through past reports and information that had been presented, a prominent and often repeated concern was representation. Who gets a voice? Who gets a vote? Who is at the table? Who is being heard? Who is being left out? TAG is recommending models for both an Advisory Council/Assemblies and a Board of Directors which rely on providing direct representation from across the association.

The ability to meet virtually means that both the Advisory bodies and Board of Directors have the ability to meet more frequently and at less expense to individuals willing to serve and the Association as a whole. TAG recommends that the advisory bodies meet four times annually. Three of those virtually and a hybrid meeting at ALA's Annual Conference.

To complete a transition to a new governance structure, there will also need to be a reexamination of the ALA Constitution and Bylaws. Work must be done to make the bylaws of the association less prescriptive and more adaptable.

A transition to any new structure will happen over a few years, but the Council can take steps to become a more effective and responsive body. Members would like to see cultural changes to the way Council business is conducted. TAG recommends an examination of steps that can be taken now to start the process.

The work ahead will continue to be detailed and at some points laborious, but must continue to move forward. Council is being given an opportunity to elevate the association's governance to be more responsive, inclusive, and engaged. It is a truly exciting time to be a part of the American Library Association. Thank you for the opportunity to contribute to this chapter in ALA history. If Council agrees to take the recommendations of TAG into the next phase towards completion of the work, members of the task force remain willing to serve.

Respectfully submitted,
Amy Lappin, Chair
On behalf of the Transforming ALA Governance Task Force

**Initial Narrative with FAQs and Preliminary Model (Sent to Councilors through ALA Connect on December 29, 2021)**

As stewards of the American Library Association, Councilors have long had an interest in making the governance of the Association strong, vibrant, and responsive. ALA has grown and governance has become more complex. We have added to our work, but we have rarely eliminated modes that are no longer working effectively for our members.

There have been efforts throughout the years to improve structures, but never in a completely holistic manner. In 2018, President Jim Neal took on the challenge of truly transforming ALA's governance. President Neal, with support from the ALA Executive Board, appointed the Steering Committee on Organizational Effectiveness (SCOE). SCOE's recommendations were presented to the Executive Board in October 2019 and the work transitioned to the Forward Together Working Group followed by the Forward Together Resolutions Working Group and the Forward Together Fiscal Analysis Working Group. Each group advanced the work.

After the June 2021 report of the Forward Together Resolutions Working Group at the ALA Virtual Annual Conference, it became clear that while we were getting closer to transformation, there were still areas that needed to be solidified. What would all of these changes look like and what would need to happen to put them in place? The ALA Executive Board appointed the Transforming ALA Governance Task Force (TAG) in August 2021 to begin the process of finalizing the work.

TAG was charged to "indicate and operationalize the culture changing principles of the Avenue M recommendations, the Forward Together resolutions, establish a regular review process, and assess the large projects that need to be addressed and create a plan to address them." We have been guided by the recognition that ALA needs a nimble and accountable governance structure able to respond to the needs of our members. We have prioritized being an inclusive, effective, and responsive organization.

Beginning with our first meeting in late August, the Transforming ALA Governance Task Force has been reading through documents and reports including those from the Avenue M Group, contracted by ALA to conduct a membership survey for ALA, the Steering Committee on Organizational Effectiveness (SCOE), and the Forward Together Working Group (FTRWG). We looked at not only what we think would be in the best interest of ALA, but more importantly, what members voiced as being key to raising member engagement, supporting an inclusive governance path, and creating a more nimble, effective, and efficient association. We have also looked at comparable association governance structures.

To that end, we will be offering a plan to transform governance using cultural, functional, and structural perspectives with two potential models for Council's consideration that we believe would be successful for ALA's future. One model is an Advisory Council and the other creates four assemblies as recommended by SCOE (chapters, divisions, roundtables, and affiliates). Both proposals create a new, highly engaged, and visible role for members within ALA. As we continue to finalize the recommended models, we would like to offer answers to some of the questions we anticipate you may have at this point.

Have you ever heard a colleague say, "I'm at the end of my 3rd year on Council. I finally understand how this works." Or "I'm at the end of my 3rd year on Council and *I finally understand what I am doing here*."
The association's governance should not be so complex that it takes even Council members months or even years to understand the system. All members attending a Council meeting should be able to follow the proceedings.

All members should be able to attend a meeting and understand *why* discussions are taking place. All members should be able to attend a meeting and understand *what* is being discussed. All members should be able to *quickly identify* how to communicate with the governing body to make their voices, including dissenting voices, heard.

The current Council model is large and complex. In a quick poll of Council members after a discussion about the future of Council in November 2020, 94% of Council members recognized that changes needed to be made. Council's work can be slow and focused on process and procedure rather than substantive discussion. Important conversations often take place outside of Council meetings where it is easier and more conducive to informally explore ideas and people feel less guarded about speaking up. The culture of ALA's governance must evolve.

Both models being analyzed by TAG offer direct representation from not only Divisions, Roundtables, and Chapters, but also seats for National Associations of Librarians of Color both at the advisory and policy making levels with the intention of guaranteeing representation by people who may be underrepresented in current structures. There will also be seats for at-large members elected directly from the membership.

We have heard concerns about how ALA members in general engage with governance. We believe that the new proposals both offer better representation on both the Advisory Council or Assembly levels and on the Executive Board level. It should be clear to members who represents them and who to contact with ideas, issues, and concerns. Direct paths to policy making and resolution creation exist in the proposals.

Importantly, TAG envisions either the Advisory Council or the Assemblies will act as a think tank. These members would serve as a consultative body and provide a high level of analysis and advice to the Board. Advisory Council or Assembly discussions would capitalize on having engaged and informed people available to discuss and debate issues relevant to library workers, libraries, and the profession acting as a think tank to the Association. These smaller groups will foster healthy debate and discussion. As meetings can now be hybrid or virtual, discussions can take place more often than twice a year. More frequent meetings would allow for timely responses as needs arise throughout the year rather than waiting for six months for resolution.

The current model of governance has two policy making bodies (Council and the Executive Board) which can lead to confusion. TAG is recommending that the Executive Board become a Board of Directors responsible for making policy. The Board of Directors would have direct representation from all areas of ALA. Board seats will be reserved for Divisions, Roundtables, National Associations of Librarians of Color, and Chapters with additional seats for at-large members. Divisions, Roundtables, National Associations of Librarians of Color and Chapters would elect their own Board members. The at-large members of the Board would be directly elected by the membership.

TAG would like to see the creation of a five-member Oversight and Review Board (ORB) to be appointed by the Board of Directors with recommendations provided by the Nominating Committee. The ORB would work independently and make regular reports to the Board on the effectiveness and efficiency of the Board of Directors and ALA governance as a whole. Any of the five members of the board or all five could attend any meeting of any entity in the Association. ORB members should have extensive executive experience in the Association but could not hold any office in the Association during their tenure on the ORB. Term of office will be five years and board members will not be eligible to serve additional terms. Good candidates may be past presidents, but general members may also be good candidates for the ORB.

Committee needs within the new governance model will be identified, designed, and reviewed at a later date by the Committee on Organization. Committees are not presented in our models as they fall outside of the scope of the work of the TAG Task Force.

TAG's structural models are also being shared with Council, but before delving into the particulars of structure, we hope you will take time to consider the functional and cultural considerations suggested here that are informing our conversations regarding structure. We are planning a forum in early January to engage Council members in a discussion heading into LibLearnX's virtual Council sessions. Council I will have space for informal discussion, conversation, and questions. We hope the first vote on structure can take place at Council II. If successful, the second vote on structure will take place at the Annual Conference in June 2022.

FAQs

***I am a current Councilor. How does the change affect me****?*

It does not. All current and Councilors elected in the 2022 ALA elections will complete their full term as a Councilor.

***Why are we making this change to Council?***

The present governance structure is complex and can be slow to respond to the needs of our members. Through the work of the Avenue M Group, the ALA Steering Committee on Organizational Effectiveness (SCOE), the Forward Together Working Group (FTWG), and the Forward Together Resolutions Working Group (FTRWG), membership has let us know that the time has come for ALA to be a more inclusive, nimble, effective, and efficient association. We imagine meetings with rich discussion and debates responsive to the needs of the profession.

***How would the new model align with our values of equity, diversity and inclusion?***

TAG will be presenting two models for Council's consideration. Both models offer direct representation from not only Divisions, Roundtables, and Chapters, but also seats for National Associations of Librarians of Color, both at the advisory and policy making levels with the intention of guaranteeing representation by people who may be underrepresented in current structures.

***Are there any changes being proposed to the Executive Board?***

Yes. TAG is recommending that the Executive Board become a Board of Directors with direct representation from all areas of ALA. Board seats will be reserved for Divisions, Roundtables, National Associations of Librarians of Color, and Chapters with additional seats for at large members.

***What happens to committees?***

The Committee on Organization (COO) will be responsible for identifying the committees necessary for the new structure. COO is prepared to create and implement a plan for committees as it is within their charge.

***When will this change take place?***

In order to transform our current structure, Council will need to vote twice, once at LibLearnX and once at ALA Annual. Additionally, a special membership ballot will need to go out to the general membership to vote.

***Who will be the policy making body in the new structure?***

The Board of Directors will have sole policy making capacity. However, in both of the proposed models Council or the Assemblies will act as a think tank. These members would serve as a body of knowledge and provide a high level of analysis and advice to the Board. Council or Assembly discussions would capitalize on having engaged and informed people available to discuss and debate issues relevant to library workers, libraries, and the profession acting as a think tank to the Association.

The Transforming ALA Governance Task Force appreciates Council's patience as we worked through finalizing our recommendations. We look forward to the meaningful and engaging discussions ahead.

| | MODEL I (Advisory Council) | MODEL II (Assemblies) | Notes |
|---|---|---|---|
| **Governance Structure** | Advisory Council is an advisory body to the Board of Directors | Four Assemblies are advisory bodies to the Board of Directors | In both models the advisory bodies bring issues/topics relevant to libraries, library workers, and librarianship to the floor. Discussions can also come from the Board of Directors to the advisory bodies. Discussions and recommendations can flow both ways, but the BoD is the policy making body. |
| **Representation** | 57 Chapter Councilors, 8 Division Councilors, 12 Round Table Councilors, 6 NALCO Councilors, 6 At Large Councilors **TOTAL of 89 Councilors** | Four assemblies: Chapter, RT, Division, Affiliates: 57 members of the Chapter Assembly; 8 members of the Division Assembly; 12 members of the Round Table Assembly; 26 members of the Affiliates Assembly **103 Total** | In both models, the members of the represented group elects the members. All people in governance are accountable to a group. Each Assembly determines their own chairs and liaisions. |
| **Terms** | 3 year staggered terms. Councilors may serve up to 2 consecutive terms | 3 year staggered terms. Assembly members may serve up to 2 consecutive terms | |
| **Meetings** | 4 times a year. 3 virtual and 1 hybrid at ALA Annual | 4 times a year. 3 virtual and 1 hybrid at ALA Annual | Assemblies can meet as frequently as each assembly desires. They do not need to all meet together as they are 4 individual bodies, but they have liasions between them to assure communication. |
| **Board of Directors** | Policy making and fiduciary responsibilities | Policy making and fiduciary responsibilities | |

| | | | |
|---|---|---|---|
| **BoD Composition** | President | President | TAG recommends that the bylaws be amended that Assembly members or BOD members cannot be a current serving officer from a Division, Round Table, Affiliate, or Chapter. This will ensure that people have time to fulfil their duties as officers and present more opportunities for member participation. |
| | President-Elect | President-Elect | The President, President Elect and Treasurer candidates will be nominated by the Nominating Committee or by petition and elected by Membership. |
| | Past President | Past President | |
| | Treasurer | Treasurer | |
| | Executive Director | Executive Director | |
| | 1 Division Member (elected by Divisions) | 1 Division Member (elected by Divisions) | |
| | 1- Round Table Member (elected by RTs) | 1- Round Table Member (elected by RTs) | |
| | 1- NALCo Member (Elected by NALCos) | 1- NALCo Member (Elected by NALCos) | |
| | 1- Chapter Member (Elected by Chapters) | 1- Chapter Member (Elected by Chapters) | |
| | 3- Elected directly from Membership (6-9 candidates identified by the nominating committee & acceptance of petition candidates. Councilors or assembly members could be petition candidates). | 3- Elected directly from Membership (6-9 candidates identified by the nominating committee & acceptance of petition candidates. Councilors or assembly members could be petition candidates). | |
| **Terms** | 3 year staggered | 3 year staggered | |
| **Meetings** | Monthly; In person at Annual, hybrid at LLX, one additional in person meeting and all others virtually | Monthly; In person at Annual, hybrid at LLX, one additional in person meeting and all others virtually | TAG recommends that the Board of Directors consider virtual meetings when possible to allow for greater participation and lower travel costs. |

# ALA LibLearnX Virtual 2022
# ACRL Division-level Committees and Chapters Council Agendas

| Committees |
|---|
| ACRL 2022 President's Program Planning Committee |
| Government Relations Committee |
| Leadership Recruitment and Nomination Committee |
| Professional Values Committee |
| Publications Coordinating Committee |
| ACRL/Core Interdivisional Academic Library Facilities Survey Editorial Board |
| *Academic Library Trends and Statistics Survey* Editorial Board |
| *C&RL* Editorial Board |
| CHOICE Editorial Board |
| CLS CLIPP Committee |
| Publications in Librarianship Editorial Board |
| *RBM* Editorial Board |
| *Resources for College Libraries* Editorial Board |
| Research and Scholarly Environment Committee |
| Value of Academic Libraries Committee |

| Chapters Council |
|---|
| ACRL Chapters Council |

## ACRL 2022 President's Program Planning Committee

Wed., Jan. 5, Meeting Reminder

Agenda

MEETING ROOM

Our program title is: *Connect. Collaborate. Cooperate. Commit.* I have attached a document with the program title, the full program description for the online scheduler, and the 100-word program description for the program book.

**Suggestions to date for panelists** (will be dependent upon the main speaker):

1. Speakers from both academic, public, and school libraries to speak to their experiencing supporting historically marginalized communities. (Juliana Espinosa)
2. Representative of a government or non-profit literacy program (Juliana Espinosa)
3. If we are intentionally going to invite librarians who are from HBCUs, TCUs, and other MSIs, Regina Hidalgo Gong will put out a call to her network of BIPOC only librarians.
4. UNL has the Nebraska College Prep Academy (NCPA) supports first gen low income students in college; there is another partnership in Brooklyn that has a similar program. Exploring the community college/tribal side would be interesting as well. (Toni Anaya)
5. It might be interesting to have someone from outside of libraries, i.e. a funder, community organizer, or others who have been doing this sort of work "on the ground." (Mark A. Puente)

**Dates to Remember:**

1. Requested ACRL 2022 President's Program at the ALA Annual Conference on **Sat., June 25, 10:309-12 EDT**
2. Requested ACRL 2022 President's Program Planning Committee Meeting at the ALA Annual Conference on **Sat., June 25, 2:30-3:30 EDT**

## Government Relations Committee

Thursday, January 27, 2022, 10:00am Central

Meeting Agenda

1) Minutes from November 19, 2021.

2) In search of a committee chair for 2022-23.

3) Review of workplan and timeline. - Updates from committee members on assigned areas. - Discussion of addition areas for possible inclusion. - Next steps.

4) Other

Erik Nordberg, Chair ACRL Government Relations Committee

# Leadership Recruitment and Nomination Committee

Meeting

**Tuesday, January 25, 2022**
**1pm Eastern/ Noon Central/ 11am Mountain/ 10am Pacific.**
Zoom details:
Join Zoom Meeting:
https://msu.zoom.us/j/96540166041

Meeting ID: 965 4016 6041
Find your local number: https://msu.zoom.us/u/aoGmVCdZ

Join by Skype for Business:
https://msu.zoom.us/skype/96540166041

## Agenda

- Team member introductions
- Introduction to LRNC Spring work
    - Review charge and outline our work for the season, including workload expectations/ timeframes
    - Participation expectations
    - Review of documents within ALA Connect in preparation for our upcoming work
    - STRONG ENCOURAGMENT to reach out to our networks and actively solicit nominations
- Future meeting plans

Rachel Minkin, Chair, ACRL Leadership Recruitment and Nomination Committee
Marilyn Ochoa, Vice-Chair, ACRL Leadership Recruitment and Nomination Committee

## Professional Values Committee

**Meeting Agenda**

**January 19, 2022: 11:00-noon (Eastern)**

**Committee Meeting Link:** zoom.us/j/...

1. **ALA Intellectual Freedom Committee Liaison update:** Lisa Broughman
1. **ALA Professional Ethics Committee Liaison:** Megan Oakleaf
2. **Committee Succession Planning**
3. **CPV 21/22 Work Plan activity updates:**
    1. Data Privacy Panel: (Dot & Megan)
4. **News from the ACRL Board:** Jacquelyn Bryant
5. **News from ACRL:** David Free
6. **New business**

**Next meeting:** February 16, 2022 11:00-noon (Eastern)

# Publications Coordinating Committee

**Agenda for ACRL**
**Midwinter/LLX Meeting (online)**
**Friday, January 7, 2022 at 9am PST, 10am MST, 11am CST, 12 noon EST**

**Zoom Link:** https://illinois.zoom.us/j/83144912325?pwd=SUl5Q210M3ptTkIvcTB3ZGNvbHNYdz09

**Meeting ID: 831 4491 2325**
**Password: 199963**

Attendance

Review of Agenda

Review of and Call for Acceptance of the Minutes of the PCC Meeting, June 15, 2021

1. Introductions

2. Overview of committee make-up

3. Overview of editorial board appointment process

4. Editors' Updates: please share a highlight, accomplishment, or project for your board this year.
   a. Academic Trends & Statistics (Devin Savage)
   b. ACRL/Core Interdivisional Academic Library Facilities Survey Editorial Board (Anne Marie Casey & Eric Kidwell)
   c. C&RL (Wendi Arant Kaspar)
   d. C&RL News (Leo Lo)
   e. CHOICE (Diane Klare)
   f. CLIPP Notes (Jessica Brangiel & Lynne Kvinnesland)
   g. Project Outcome for Academic Libraries Editorial Board (Jennifer Arnold)
   h. Publications in Librarianship (Mark Shelton)
   i. New Publications Advisory Board (Courtney Greene McDonald)
   j. RBM (Richard Saunders)
   k. Resources for College Libraries (Tammera Race)

5. Discussion: Expanding the diversity and inclusiveness in publishing is essential, but how do we reach new and diverse volunteers? How do we update marketing or add/change language in our proposal requests to attract a more diverse pool, for example? What have members seen or what are boards doing to expand inclusiveness and diversity of volunteers/editors/reviewers/authors? This is an opportunity for us to learn from each other what has been tried, whether it has been successful or not, and discuss how we can build on and expand successes seen so far.

6. Call for Adjournment

# ACRL/Core Interdivisional Academic Library Facilities Survey Editorial Board

**Meeting**

**January 11, 2022**

**Zoom**

**Agenda**

1. Welcome and introductions

2. Survey Discussions
    a. Survey 1 changes
    b. Survey 2 questions
    c. Survey 2 instructions
    d. Survey 3 questions
    e. Survey 3 instructions

3. Committee meeting scheduled for ALA Annual
    a. Who plans to attend
    b. Do we need to request a virtual component

4. Research Guide – updates

5. Other

## *Academic Library Trends and Statistics Survey* Editorial Board

January 2022 meeting date and time - TBD
Winter Meeting
Virtual - via Zoom

Draft Agenda

1. Current status of Responses
2. Outreach to New IPEDS institutions, non-respondents
3. Other presentations:
a. News You Can Use,
b. IPEDS/AIR,
c. International Love Data week,
d. Library Assessment Conference
4. LibGuides Working Group
a. 2021
5. Trends working group
6. C&RL News: Fast Facts and article
7. Updates from other groups:
a. ARL/ACRL/IPEDS
b. Project Outcome
c. Publications Committee
8. Annual meeting
9. Other business?

Devin
--
Devin Savage

# *C&RL* Editorial Board

Meeting Agenda

December 6, 2021

Zoom

1) General updates
    a. Editor-designate introduction
    b. Book review update – Emily
    c. Social Media update - Ellen
    d. Policy updates
        i. Name Change Policy
        ii. Data policy
2) New business (any topics from the Board)

CHOICE
Start with better options

**CHOICE Editorial Board**

# AGENDA

## 2022 LLX MEETING

Friday, 28 January 2022, 1:00–2:30 EST

https://us06web.zoom.us/j/82555652208?pwd=d25VVkxxcDZLWHd0eXNEQVNqZERYZz09

**13:00 Preliminaries**

Introduction . . . . . Diane Klare, Chair
Appointment of Secretary. . . . . Diane Klare
Minutes of 24 May 2021 Meeting . . . . . Betsy Fronk

**13:15 Publisher's Reports**

- 2021-22 Year to Date Review:
  - Mark Cummings, Editor and Publisher
  - Bill Mickey, Editorial Director
- Financial Overview: Mark Cummings

**13:45 Discussion:** . . . . . Editorial Board

- Choice review selection policy
- New content collection: Technology and the Library

**14:30 Adjournment**

### Reports and Attachments

1. Agenda
2. Minutes of the ALA Annual 2021 Editorial Board Meeting
3. Choice Editorial Report

### NEXT MEETING

ALA Annual Conference: time, date, and location TBD

cc.: Diane Klare, Dalia Corkrum, Tracy Coyne, Stacy Reardon, Elizabeth Fronk, Marianne E. Myers, Mary Muehlberg, Monica Maher

# ACRL CLS CLIPP Committee

## Meeting (online)

**Friday, January 14, 2022 at 1pm Central**

## Agenda

1. Finalizing the Call for Proposals Topics List
2. Call for Proposals distribution plan
3. Other topics

Draft call for proposals list:

- Equity, diversity, inclusion, access, and social justice policies and statements
- Emergency planning and management
- Data research management/services
- Collection development policies for college libraries
- Mission statements for college libraries
- Managing student workers
- Faculty collaborations (relationships/collection building/etc.)
- Circulation policies (fines, renewals, limits, etc.)
- ILL
- Library instruction/info lit assessment plans
- Support for first-generation students
- High school to college transition programs

# Publications in Librarianship (PIL) Editorial Board

## Meeting (online)

**Thursday, January 13, 2022 at 11am Central**

## Agenda

1. Finalizing the Call for Proposals Topics List
2. Discuss affixing quarterly dates as a series of proposal submission deadlines
3. Meeting to discuss set of proposals pros/cons as a group
    a. how long people need to review proposal
4. Discuss the rubric and review form. How is it working for folks?
5. Should proposals include a draft introduction chapter? Pros/Cons
6. Other topics

## *RBM* Editorial Board

conference (video)
Wednesday, 19 Jan 2022, 12pm CST

Meeting opened 12pm CDT:
Present on the conference:
Board members:
Ex officio members: Richard Saunders (editor), Jennifer Sheehan (reviews editor)
Not present on conference:
Board members:
Ex officio members:

Agenda

*Welcome and introduction: Saunders*

*Review and approval of 27 January 2021 minutes*

*Action reports:*

- Saunders: contact RBMS social media team to advertise reviews portal; report to board via email when complete.
- Saunders, Sheehan, Gamm to act as search committee for reviews editor. Report to board members when a job description is settled and public search is ready to begin.
- Saunders: explore consequences of online-only publication with staff liaison Dawn Mueller; report at Jan 2022 meeting.
- Saunders: enquire about possible existing funding for a writing prize.

*Review 2021 plan report*

RBM *reviews editor vacancy*

RBM *format and future planning*
(please note report of discussion from last meeting)

*Editor report: fall 2021 issue projections: Saunders*

*Board members concerns and discussion*

*Schedule next meeting (Jul 2022):*

*Action items:*

Resources for College Libraries

## *Resources for College Libraries* Editorial Board

Meeting Agenda
ALA Midwinter/LLX 2022

**Wednesday December 15, 2021**

7:30 - 9:00 AM PT | 8:30 - 10:00 AM MT | 9:30 - 11:00 AM CT | 10:30 AM - 12:00 PM ET

Join the meeting at: https://us06web.zoom.us/j/5580796560

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PRELIMINARIES

Opening ..... Tammera Race, Chair
Appointment of Secretary .....Tammera Race

REPORTS

Project Report.....Anne Doherty
Financial Report.....Mark Cummings
Peer Reviewer Survey Report.....Anne Doherty

DISCUSSION

Trends and Challenges Presentations.....Board
Workplan activities.....Board

- 2021-2022 workplan activity update
- Editorial recruiting + retention
- Trends + challenges follow-up

Meeting Adjourns

ATTACHMENTS

A. Meeting slide deck with project, financial, and peer review survey reports
B. Minutes from June 10, 2021 board meeting (Shaundra Walker)
C. RCL editorial board 2021-2022 work plan

## Research and Scholarly Environment Committee

ACRL ReSec Meeting
January 31, 2022
1pm ET
Link: https://yalelibrary.zoom.us/j/92419794802?from=addon

1. Welcome.
2. Appoint recorder for minutes.
3. Review & adopt agenda.
4. Introductions.
5. Subcommittee updates: progress, barriers, call for volunteers.
    a. *C&RL News* Scholarly Communications column (Emily Ford, Allison Langham-Putrow, and Taylor Dwyer)
    b. RFI Policy Response – Call for Members
    c. Scholarly Communication Toolkit – Call for members
    d. Scholarly Communications Discussion Group, ALA Connect community, ACRL-SPARC Forum (Ashley Sergiadis and Jennifer Chan, D.G. co-convenors)
    e. RoadShows (Kara Malenfant and Will Cross, presenter coordinator and ex-officio on ReSEC)
6. Potential future project.
    a. Special *C&RL* issue about 2019 research agenda *Open and Equitable Scholarly Communications: Creating a More Inclusive Future* (guest editors: Kara Malenfant and 1-2 volunteers.)
7. Open discussion.
8. Reminder: Term expiring? Volunteer by Feb 15 for reappointment.
9. Adjourn.

Thanks,
Sandra

**Sandra Aya Enimil, JD, MSLIS** (she/her)
Chair, ACRL Research and Scholarly Environment Committee

## Value of Academic Libraries Committee

Virtual Meeting
Friday, January 21, 2022, 1:00 - 2:00 PM CST

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Join Zoom Meeting
ID: 96736787429
Passcode: fvp30qpO
(US) +1 301-715-8592
Passcode: 38913467

# Agenda

1. **Assign notetaker**
2. **Roll call (5 min)**

- Dr. Rebecca Croxton
- Dr. Jung Mi Scoulas
- Polly Boruff-Jones
- Spencer Brayton
- Jeffrey Bullington
- Monika Chavez
- Joanie Douglas Chavis
- Michael Flierl
- Beate Gersch
- Lauren Holmes
- Lizah Ismail
- JoAnn Murphy
- Dr. Megan Oakleaf
- Joseph Pirillo
- Eric Resnis
- Lamonica Sanford
- Matthew Shaw
- Dr. Jennifer Steele
- Patrick Tomlin
- Jennifer Stayton Washburn
- Andrea Wright
- Dr. Holt Zaugg
- Andrea Falcone, Ex Officio, ACRL Standards for Libraries in Higher Ed Roadshows
- Brandy Whitlock, Ex Officio, ACRL Assessment in Action Roadshows
- Jessica Brangiel, ACRL Board Liaison

- Kara Malenfant, ACRL Staff Liaison

**3. Announcements / Updates (10 min)**

a. VAL Committee Updates (Becky)

i. VAL Meetings at ALA Annual

- VAL Committee Meeting (hybrid): Friday, June 24, 2022, 2:30 - 3:30 PM
  a. This is a change from our previously scheduled meeting time that was scheduled for Friday, June 17 from 1:00 - 2:00 PM.
  b. Becky will send out a new meeting invitation with a Zoom link.
- Session: Update on ACRL Value of Academic Libraries Initiatives: Anticipated Time: Saturday, 6/25, 2:30 - 3:30 PM (Requested time slot)
- Focus Group/Interviews re: Proficiencies for Assessment Librarians & Coordinators: Sunday, 6/26, 8:30 - 10:00 AM (Requested time slot)
- ALA Joint Proposal: ACRL VAL & Professional Values Committees (not accepted)
  a. Proposal: Ethical Engagement in Learning Analytics: Lessons Learned by Campus Colleagues
  b. Propose webinar in Spring 2022

ii. ACRL Proficiencies for Assessment Librarians & Coordinators

- Update from meeting on 11/18 with Ben Hunter (Standards Committee), Je Salvador (ACRL EDI Committee), and Becky, Jung Mi, Megan, and Kara (VAL Committee) (Meeting Notes)
- Interest from VAL members in participating on a task force
- External Experts
  a. Brainstorm possible experts
  b. Ideas for engaging experts
    i. Full participating member of task force (with possible VAL appointment)
    ii. Focus groups or interviews
    iii. Review & comment on revised draft

**4. Mini Presentation - TBD - Pending Confirmation (20 min)**

a. Presentation schedule for next few months
  i. February 18, 2022
  ii. March 18, 2022: Communications Strategy Subcommittee (Michael F.)
  iii. April 15, 2022
  iv. May 20, 2022

**5. Subcommittee updates (20 min)**

a. VAL Resource Oversight (Joe Pirilllo)
  i. https://www.ala.org/acrl/val-homepage-draft

b. Learning Analytics/Privacy (Joe Pirillo)

c. Value of Libraries during COVID-19 Disruption (Lauren Holmes)

d. Communications Strategy (Michael Flierl)

e. Equity, Diversity, Inclusion, & Social Justice (Monika Chavez)

6. **New Business (TBD)**
7. **Review of Decisions & Action Items (3 min)**
8. **Adjourn**

**Future VAL Committee Meetings:**

- February 18, 2022, 1:00 - 2:00 PM CST
- March 18, 2022, 1:00 - 2:00 PM CST
- April 15, 2022, 1:00 - 2:00 PM CST
- May 20, 2022, 1:00 - 2:00 PM CST
- June 17, 2022, 1:00 PM - 2:00 PM CST

**Other Documents:**

- VAL Projects & Subcommittee sign-up worksheet
- 2020-2021 Year End Report & 2021-2022 Work Plan

## ACRL Chapters Council

Meeting Agenda
January 12, 2022
2:00-3:30 EST
Held remotely via Zoom

1. 2:00-2:05: Welcome by Chair Dawn Behrend

2. 2:05-2:50: Program with Q&A

   Dr. Emily Knox, Associate Professor in the School of Information Sciences at the University of Illinois at Urbana-Champaign presents:

   *Intellectual Freedom and Social Justice: Core Values of Librarianship*

   Program Description:
   Throughout my work, I argue that intellectual freedom leads to social justice. A quick review of the 2020 American Library Association's Office for Intellectual Freedom's (2020) Most Challenged Books list demonstrates that the majority of the books on the list are focused on diverse topics including race and gender expression. Without support for intellectual freedom, the voices of people who are marginalized would not be heard. However, the discourse continues to focus on how support for intellectual freedom leads to the proliferation of hate speech and other harmful expression and is against the core value of social justice/social responsibility. I believe this is because the field of library and information science has not sufficiently integrated Kimberle Crenshaw's (1989) concept of intersectionality into our core philosophical foundations. Crenshaw's theory of intersectionality argues that individual progress and development, social space, and group identity are all equally important for human flourishing.

   Bio:
   Emily is an associate professor in the School of Information Sciences at the University of Illinois at Urbana-Champaign. Her book, Book Banning in 21st Century America (Rowman & Littlefield) is the first monograph in the Beta Phi Mu Scholars' Series. She also recently edited Trigger Warnings: History, Theory Context (Rowman & Littlefield) and co-edited Foundations of Information Ethics (ALA). Her articles have been published in the Library Quarterly, Library and Information Science Research, and the Journal of Intellectual Freedom and Privacy. Emily serves on the boards of the Beta Phi Mu. and the National Coalition Against Censorship. Her research interests include information access, intellectual freedom and censorship, information ethics, information policy, and the intersection of print culture and reading practices. She is also a member of the Mapping Information Access research team. Emily received her Ph.D. from the doctoral program at the Rutgers University School of Communication & Information. Her master's in library and information science is from the iSchool at Illinois. She also holds a B.A. in Religious Studies from Smith College and an A.M. in the same field from The University of Chicago Divinity School.

3. 2:50-3:30: Business meeting
    a. Introductions (in chat box please)
    b. Updates from Chair
        i. Upcoming elections reminder--Vice Chair and Secretary positions; more information here.
    c. Message from ACRL Vice-President/President-Elect candidate Beth McNeil
    d. Report from Leadership
        i. Dr. Jay Malone, ACRL Executive Director
        ii. Ms. Julie Garrison, ACRL President
        iii. Ms. Lauren Carlton, ACRL Program Coordinator, Program Services
        iv. Ms. Carrie Dunham-LaGree, Legislative Representative
    e. Announcements from Chapters-What is your chapter planning? How is your chapter doing? If you'd like, give us a brief update verbally or in the chat.
    f. Old Business
        i. Chapters Directory project. Congrats to all on an 86% response rate! Please add and/or update your chapter's information here.
    g. New Business
        i. Chapters Council Position Description project-Updates from Past Chair Ali Larsen
    h. Next meeting--ALA Annual to be held in-person with our meeting having a hybrid option. Interest in having a speaker?
    i. Adjournment