



Association of College and Research Libraries
Budget and Finance Committee
Orientation – Virtual Meeting

October 26, 2020
1:00–1:00 p.m. Central

Zoom URL: <https://ala-events.zoom.us/j/98608494604>

Agenda

- 1:00 p.m. **1.0 Welcome/introductions/outcomes** (Allen)
- Deeper understanding of Budget & Finance’s role within ACRL
 - Deeper understanding of the ALA’s budget process and timelines in relation to ACRL’s budget, including implications of the Operating Agreement.
 - Familiarity with ACRL budget timeline.
 - Deeper understanding of ACRL’s budget basics and practices.
 - Familiarity with ACRL budget documents including: the budget executive summary, individual project budgets, and quarterly reports.
 - Understanding of 2020–2021 work plan and how each member will contribute.
- 1:05 p.m. **2.0 Overview of Budget & Finance Roles and Responsibilities** (Allen) #1.0, FYI-1
- 1:10 p.m. **3.0 Overview of B&F timeline** #1.0, FYI-2, FYI-6 (Allen)
- 1:15 p.m. **4.0 Overview of ALA’s Financials** (Malenfant) #1.0
- 1:20 p.m. **5.0 Overview of Divisions’ Financials** (Malenfant) #1.0
- 1:25 p.m. **6.0 ACRL Finances & Long-term Investments** (Malenfant) FYI-6
- 1:35 p.m. **7.0 ALA Operating Agreement** (Malenfant) #4.0
- 1:45 p.m. **8.0 ACRL Financial Reporting** (Payne) #1.0
- Dashboard Metrics FYI-8
 - Infographic FYI-7
 - Quarterly reports FYI-5
 - Project budgets FYI-4
 - ACRL Executive Summary FYI-3
- 1:50 p.m. **9.0 Annual Work Plan 2020–2021** (Allen) #2.0
The B&F Committee will discuss the 2020–2021 committee work plan in order to identify a contribution area and role for each committee member.

- 1:55 p.m. **10.0 Questions/Meeting Reflection** (Allen)
The B&F Committee will have an opportunity for questions and briefly discuss what went well and what can be improved in the future.
- 2:00 p.m. **11.0 Adjourn** (Allen)

Upcoming Meetings

ACRL Budget & Finance FY22 Assumptions Meeting

Date: November 5, 2020

Time: 1:00PM-2:00PM Central Time

Join Zoom Meeting: <https://ala-events.zoom.us/j/92530799635>

ACRL Fall Board Virtual Meeting (optional)

Date: November 16, 2020

Time: 1:00PM-4:00PM Central Time

Join Zoom Meeting: <https://ala-events.zoom.us/j/92028693398>

Meeting agenda & docs: [ALA Connect](#) “Board Documents” folder

Carolyn will attend the ACRL Board meeting as B&F chair. B&F members are not required to attend, but are welcome to observe this open meeting if interested.

Resources on ALA Connect

- Future meeting documents will be posted publicly in the [ACRL Public Community – Budget & Finance Committee](#).
- Background documents are posted in the [ACRL Private Community - Budget & Finance Committee](#) (ALA login required).



Budget & Finance Virtual Orientation

October 26, 2020

1:00 - 2:00 p.m. Central

Meeting Document Inventory

- 1.0 Board and Finance Orientation PowerPoint
- 2.0 Budget & Finance Committee Work Plan

- FYI-1 Definition of Member Services
- FYI-2 ACRL Budget Timeline Overview for FY22 Cycle
- FYI-3 ACRL FY21 Executive Summary
- FYI-4 Example of FY21 Project Budgets
- FYI-5 Example of FY19 Fourth Quarter Budget Cover Memo & Report
- FYI-6 ALA Endowment Policy
- FYI-7 FY18 Financial Report with Infographic
- FYI-8 Dashboard Metrics
- FYI-9 ALA Operating Agreement Working Group

Basic Documents Inventory

Note these documents are posted as a compilation on the [ACRL B&F Committee ALA Connect Page](#)

- 1.0 Introduction to the ACRL Budget and the Work of the Budget & Finance Committee (updated 2018)
- 2.0 Budget & Planning Process (ALA and ACRL Financial Policies, updated 2013)
- 3.0 *ACRL Guide to Policies and Procedures*, Chapter 6 (pulled from web September 2016)
- 4.0 ALA Operating Agreement
- 4.0a Operational Practice: Non-ALA Royalties (October 1999)
- Endowment/Long-term Investment Documents:
 - 5a. Operational Practice: Division Endowments (June 1998)
 - 5b. ACRL Endowment Policy (no date)
 - 5c ACRL Board Actions Regarding the LTI (last action October 2005)
 - 5d. Revised ALA Policy 8.5.1, Long-Term Investment Funds: Unit's Use/Withdrawal and Repayment (revised 2013)
 - 5e. Minimum LTI (2012)
 - 5f. LTI Performance Reports (February 2020)
- 6.0 Report of the ACRL Joint Subcommittee on the Definition of Membership Services (January 1992)
- 7.0 Chart of Accounts Summary
- 8.0 Tip sheet about the ACRL Budget and Practices (revised June 2008)
- 9.0 Plan for Excellence, ACRL Strategic Plan (Effective July 1, 2011, revised November 2019)

(Continued on next page)

ALA Financial Webinars

Committee members may find it helpful to view these Webcasts about ALA financial policies. They may be found at: <http://www.ala.org/aboutala/governance/financialdata/treasurerspage>

- [ALA Organizational Structure & Decision Making Process](#)
- [ALA Operating Agreement](#)
- [Budget Cycle and Process](#)
- [The Long Term Investment Fund - the Endowment](#)



ACRL Budget & Finance Committee 2020–2021



*Advancing learning
Transforming scholarship*

Association of College & Research Libraries

A division of the American Library Association

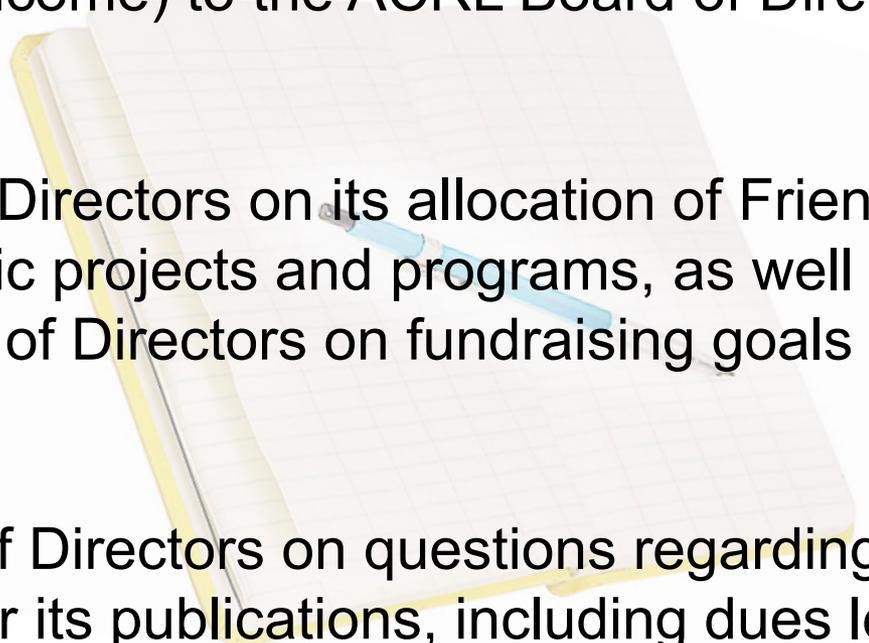
Meeting Outcomes

- Deeper understanding of Budget & Finance's role within ACRL.
- Deeper understanding of the ALA's budget process and timelines in relation to ACRL's budget
- Familiarity with ACRL budget timeline.
- Deeper understanding of ACRL's budget basics and practices.
- Familiarity with ACRL budget documents including: the budget executive summary, individual project budgets, and quarterly reports.
- Understanding of committee work plan and how each member will contribute.
- Deepen understanding of ALA's finances and context for ACRL's finances.
- Introduction to the ALA Operating Agreement & business rules under which ACRL operates.

ACRL Budget & Finance Committee

Ms. Carolyn Henderson Allen(Chair, July 1, 2018, to June 30, 2022)
Dr. Tara Baillargeon(Member, July 1, 2017, to June 30, 2021)
Ms. Erika Dowell(Member, July 1, 2018, to June 30, 2022)
Nathan Frank Hall(Member, July 1, 2020, to June 30, 2022)
Mrs. Madhu B. Kadiyala(Member, July 1, 2020, to June 30, 2022)
Dr. Binh P. Le(Member, July 1, 2019, to June 30, 2023)
Scott B. Mandernack(Member, July 1, 2019, to June 30, 2023)
Dr. Joe Mocnik(Member, July 1, 2017, to June 30, 2021)
Marla E. Peppers(Member, July 1, 2017, to June 30, 2021)
Kris L. Reed(Member, July 1, 2020, to June 30, 2022)
Brian Rennick(Member, July 1, 2017, to June 30, 2021)
Ms. Kristen Grace Totleben(Member, July 1, 2018, to June 30, 2022)
Julie Ann Garrison(Ex-Officio Member, July 1, 2020, to June 30, 2021)
Ms. Kara Malenfant(Ex-Officio Member, July 1, 2020, to June 30, 2021)
Ms. Carolyn Henderson Allen(Board Liaison, July 1, 2020, to June 30, 2022)
Ms. Allison Payne(Staff Liaison, July 1, 2020, to June 30, 2021)
Elois Sharpe(Staff Liaison, July 1, 2020, to June 30, 2021)

B&F Responsibilities

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

Face-to-face at ALA Annual

- ALA Annual Conference (full committee meets)
- BARC liaison attends January and June meetings with updates on ALA financial issues

Virtual Work During the Year

- January B&F meetings (full committee meets)
- Working groups advance projects
- Use ALA Connect, virtual meetings, conference calls as appropriate.



Board's role in ACRL Budget

- The Board's role is to approve the budget taking into consideration the B&F committee's recommendation and to monitor ACRL's financial solvency.
- B&F is an advisory committee to the Board.
- Joint meeting of Board and B&F each January
- 2021 virtual meetings TBD



ACRL Budget Timeline

Fall and Winter

September & October:

Staff review FY20 performance reports to prepare FY22 budget assumptions.

Midwinter:

B&F reviews preliminary FY22 budget with Board and staff
B&F also reviews HEPI and prepares FY22 dues recommendations for Board

October/November:

B&F provides comments on FY22 Budget Assumptions to advise Board/Executive Committee

November- December:

ACRL staff prepare preliminary FY22 budget.

November:

Executive Committee/Board Approves FY22 Budget Assumptions at the Fall Meeting



Timeline Continued

Fall and Winter

February - March:
Staff revise FY22 budget

July:
ACRL staff submit final
FY22 ACRL budget to
ALA

April – May:

- Exec. Dir. meets with BARC as it reviews and analyzes Division budgets
- Exec. Comm./Board may discuss status at Spring meeting
- Staff prepare Annual Conference FY22 budget

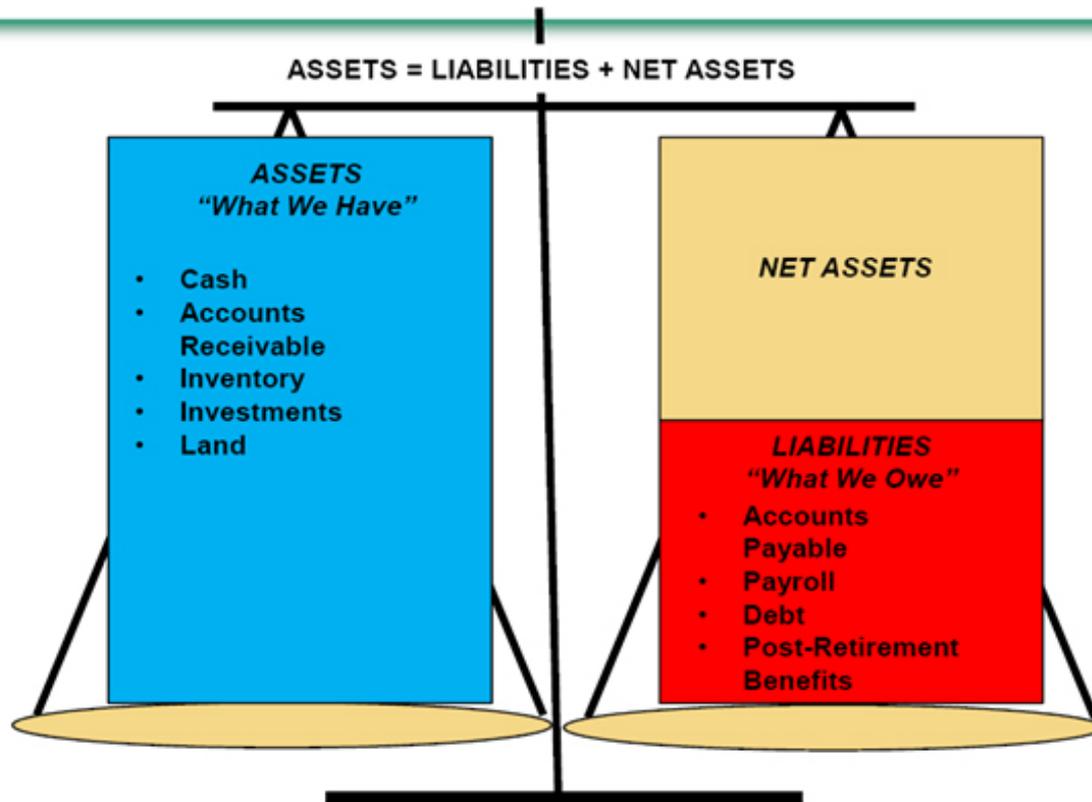
Annual Conference:

- B&F reviews revised budget, makes any final changes, and prepares recommendation for Board
- Board approves FY22 budget and dues rates



Financials-- ALA

ALA Balance Sheet



Net Assets is the difference between what we have and what we owe

Total ALA & Divisions Assets

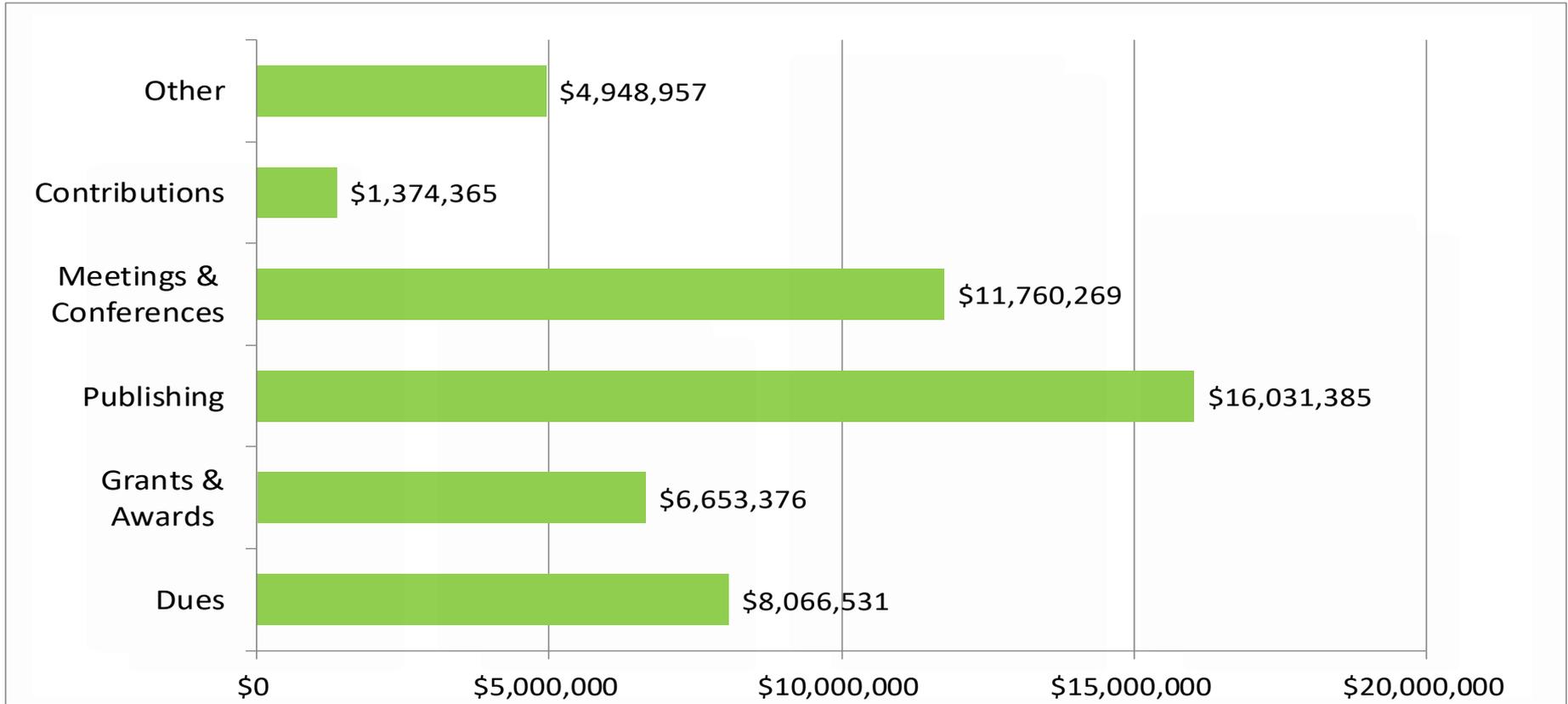
	FY21	FY20	FY19
Divisions Beginning Assets	\$13.8M	\$15.9M	\$13.2M
Total ALA Beginning Assets	\$27.2M	\$36.2M	\$37.6M

- ALA assets include divisions, roundtables, grants & awards, DC & Choice offices, IT/furniture/equipment, endowments.
- Total ALA FY21 Revenue Budget: \$39.8M vs. \$49.4M in FY20.
- Total ALA FY21 Annual Estimate of Income: \$67.1 vs. \$85.7M in FY20.

Presented to ALA BARC on 10/19/2020.

FY19 Total ALA Revenues

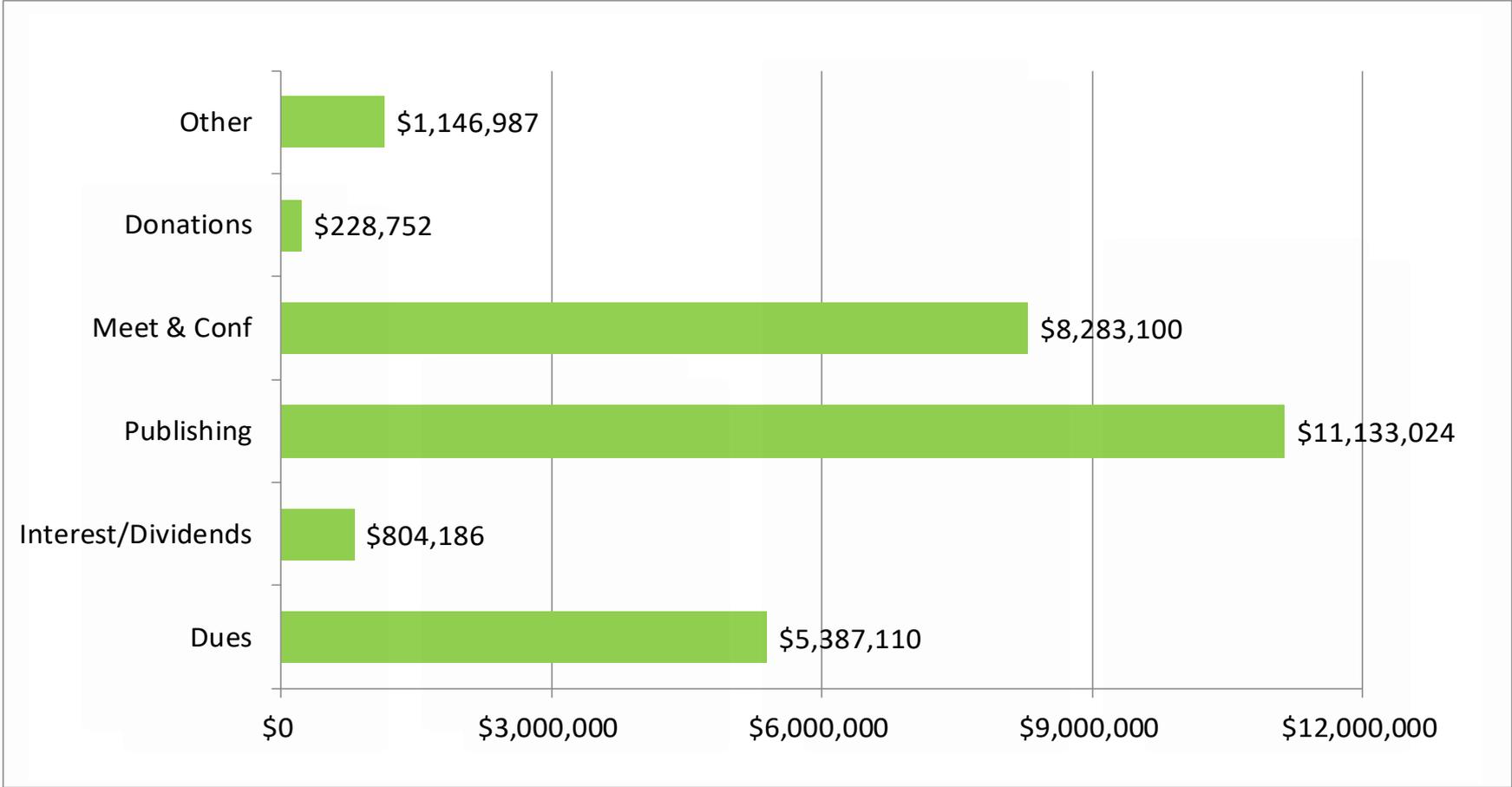
\$ 48,834,883



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance and binder reports.

FY19 General Fund Revenues

\$ 26,983,159



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance report and report binder.

FY19 Total ALA Expenses

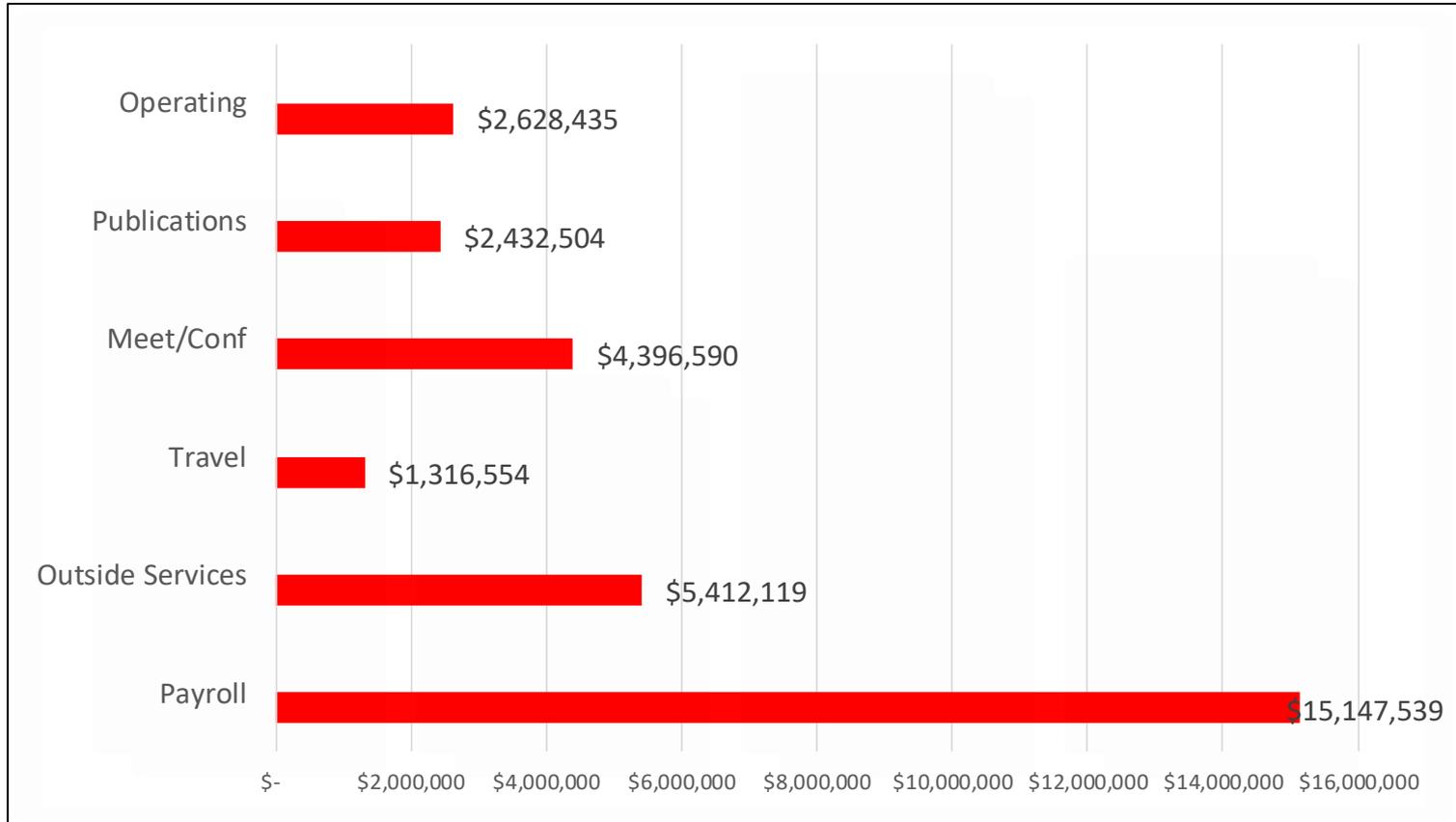
\$54,003,588



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance and binder reports.

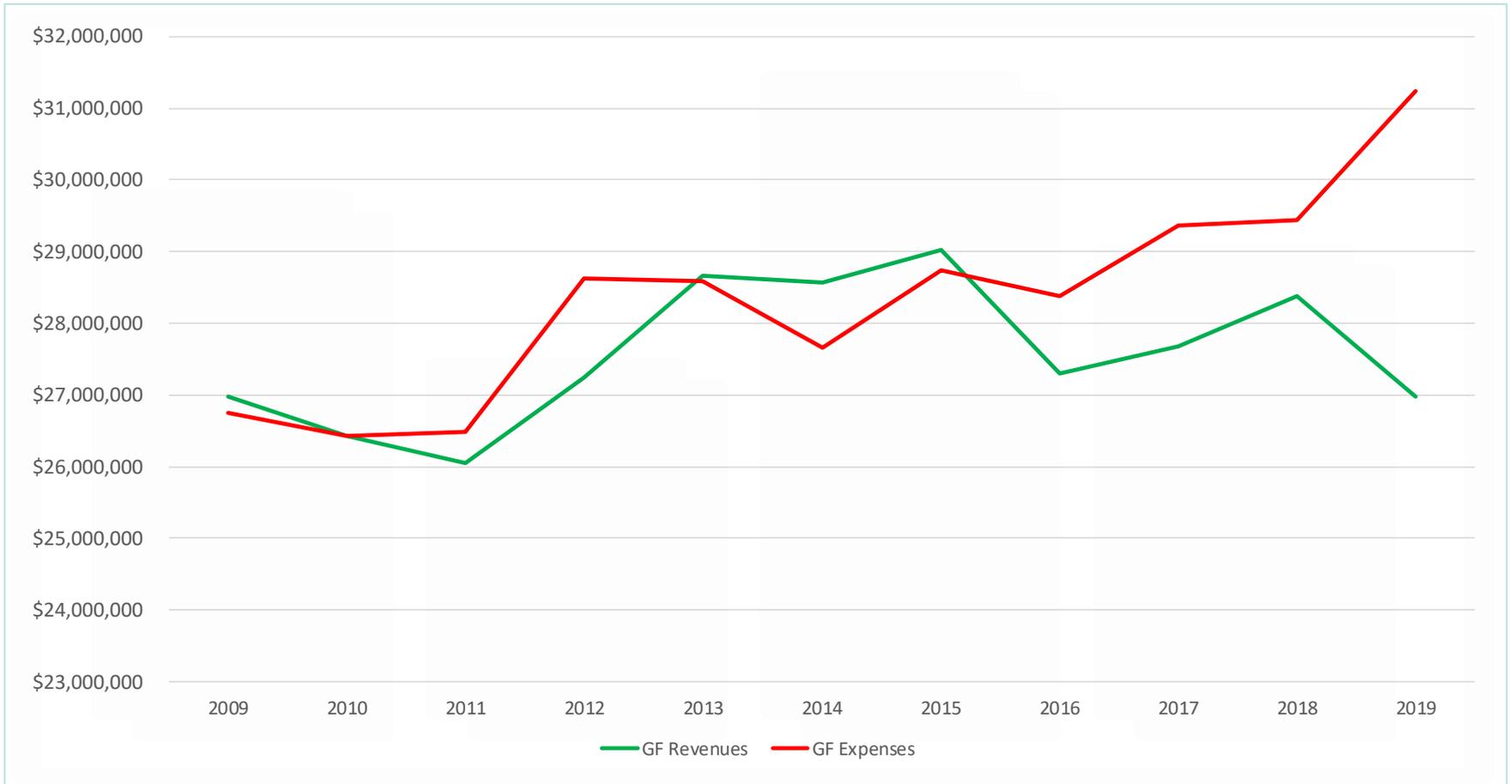
FY19 General Fund Expenses

\$31,331,741



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance report and binder report.

General Fund Revenues and Expenses



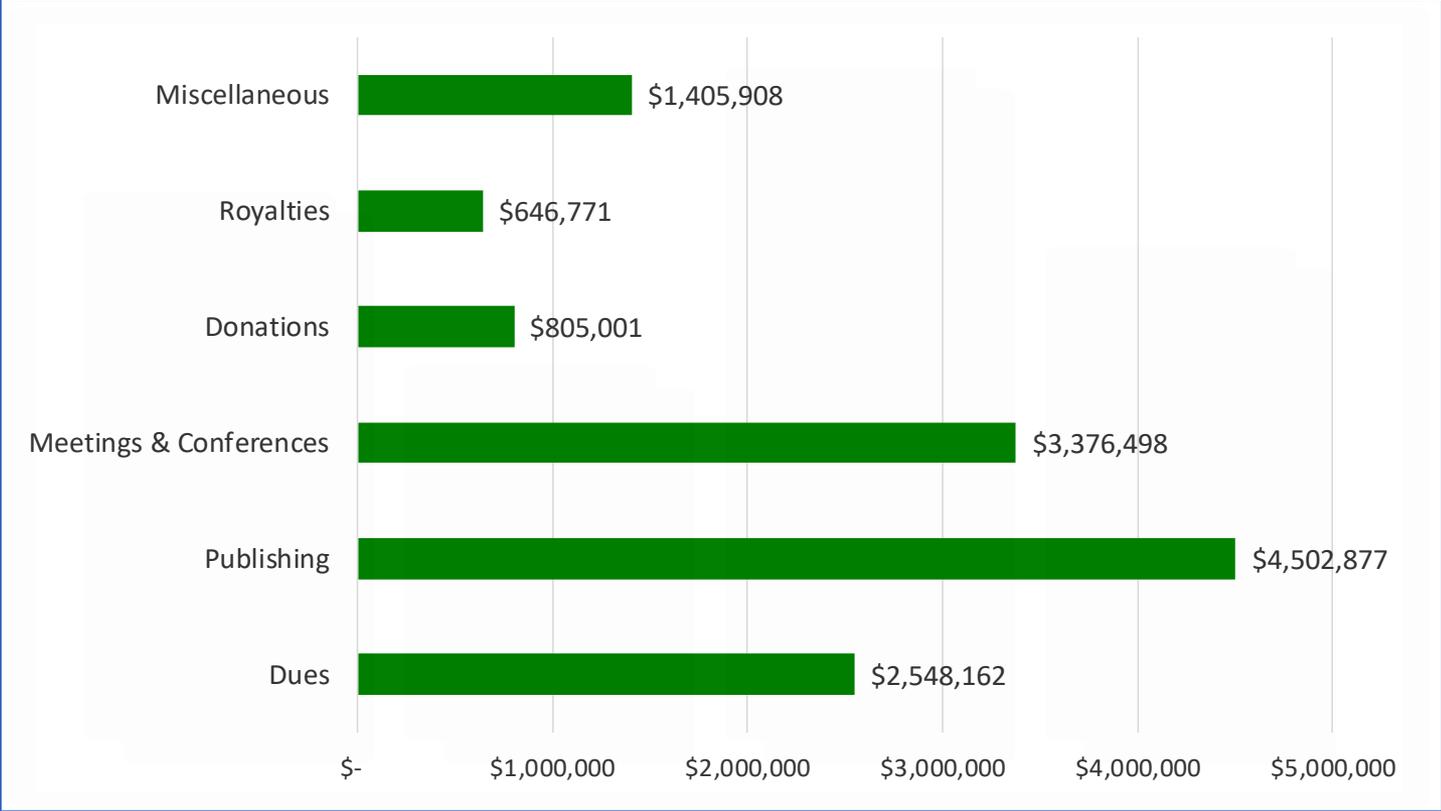
Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance and binder reports.



Financials-- Divisions

FY19 Division Revenues

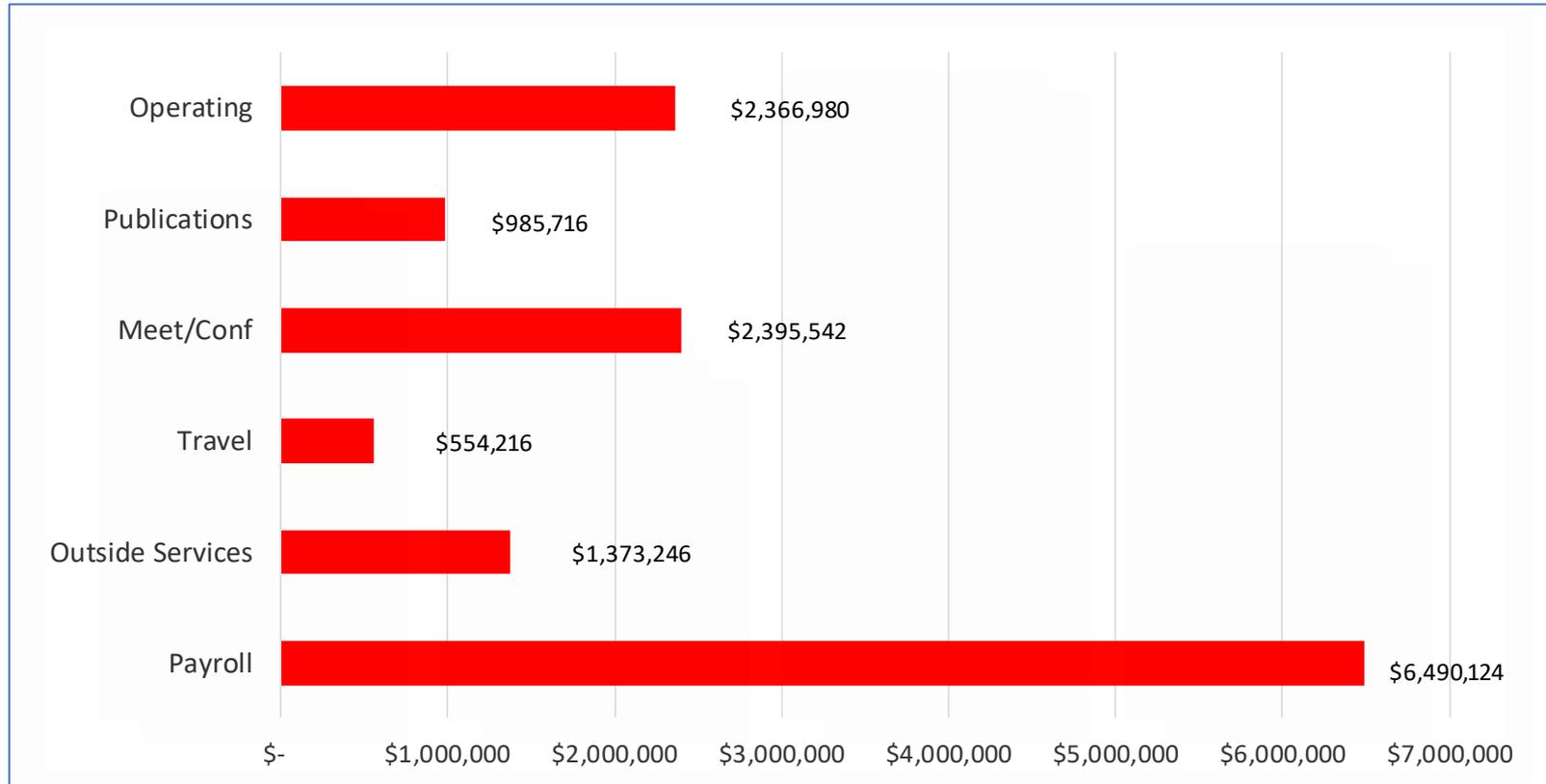
\$13,285,217



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance report and report binder

FY19 Division Expenses

\$14,165,823



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance reports and binder reports.

Divisions: Statement of Rev & Expenses, 8/31/19

TOTAL DIVISIONS	Year-To-Date	Year-To-Date	Year-To-Date	Prior Year	Change	FY17	Change	Fund Balance
	Actual	Budget	Variance	Full Year Actual	FY19-FY18	Full Year Actual	FY19 v. FY17	Year-To-Date
Total Revenue	13,285,217	13,375,007	(89,790)	16,196,739	(2,911,522)	13,805,979	(520,762)	
Total Expenses	14,165,824	15,184,881	1,019,057	15,659,380	1,493,556	14,216,325	(50,501)	
Net Rev(Exp)	(880,607)	(1,809,874)	929,267	537,359	(1,417,966)	(410,346)	(470,261)	13,781,041

Divisions: Statement of Rev & Expenses, 8/31/19

TOTAL DIVISIONS	Year-To-Date Actual	Year-To-Date Budget	Year-To-Date Variance	Prior Year Full Year Actual	Change FY19-FY18	FY17 Full Year Actual	Change FY19 v. FY17	Fund Balance Year-To-Date
NET REVENUES								Year-To-Date
PLA	(314,243)	(749,541)	435,298	796,945	(482,702)	(410,726)	96,483	3,595,024
ACRL	(23,910)	(557,452)	533,542	(731,567)	707,657	548,562	(572,472)	3,480,877
CHOICE	(179,746)	82,522	(262,268)	(125,275)	(54,471)	(114,764)	(64,982)	2,470,573
AASL	(379,075)	(413,398)	34,323	134,948	(514,023)	(594,595)	215,520	(12,878)
ASGCLA	(22,820)	2,849	(25,669)	28,947	(51,767)	(5,953)	(16,867)	156,785
ALCTS	76,548	(43,815)	120,363	76,280	268	82,935	(6,387)	444,096
LLAMA	(12,794)	(29,625)	16,831	11,961	(24,755)	8,953	(21,747)	201,474
RUSA	(50,334)	(42,567)	(7,767)	(100,993)	50,659	(92,920)	42,586	143,116
UFL	(182,478)	32,847	(215,325)	(55,288)	(127,190)	2,189	(184,667)	(362,738)
LITA	(58,077)	(31,396)	(26,681)	(28,418)	(29,659)	(8,491)	(49,586)	320,292
ALSC	319,303	(63,385)	382,688	629,504	(310,201)	292,150	27,153	3,269,481
YALSA	(52,981)	3,087	(56,068)	(99,685)	46,704	(117,687)	64,706	74,939
TOTAL	(880,607)	(1,809,874)	929,267	537,359	(1,417,966)	(410,347)	(470,260)	13,781,041



Financials-- ACRL

Major Revenues and Expenses

Major Revenues

- Membership Dues
- Publications
- Education (Professional Development)

Major Expenses

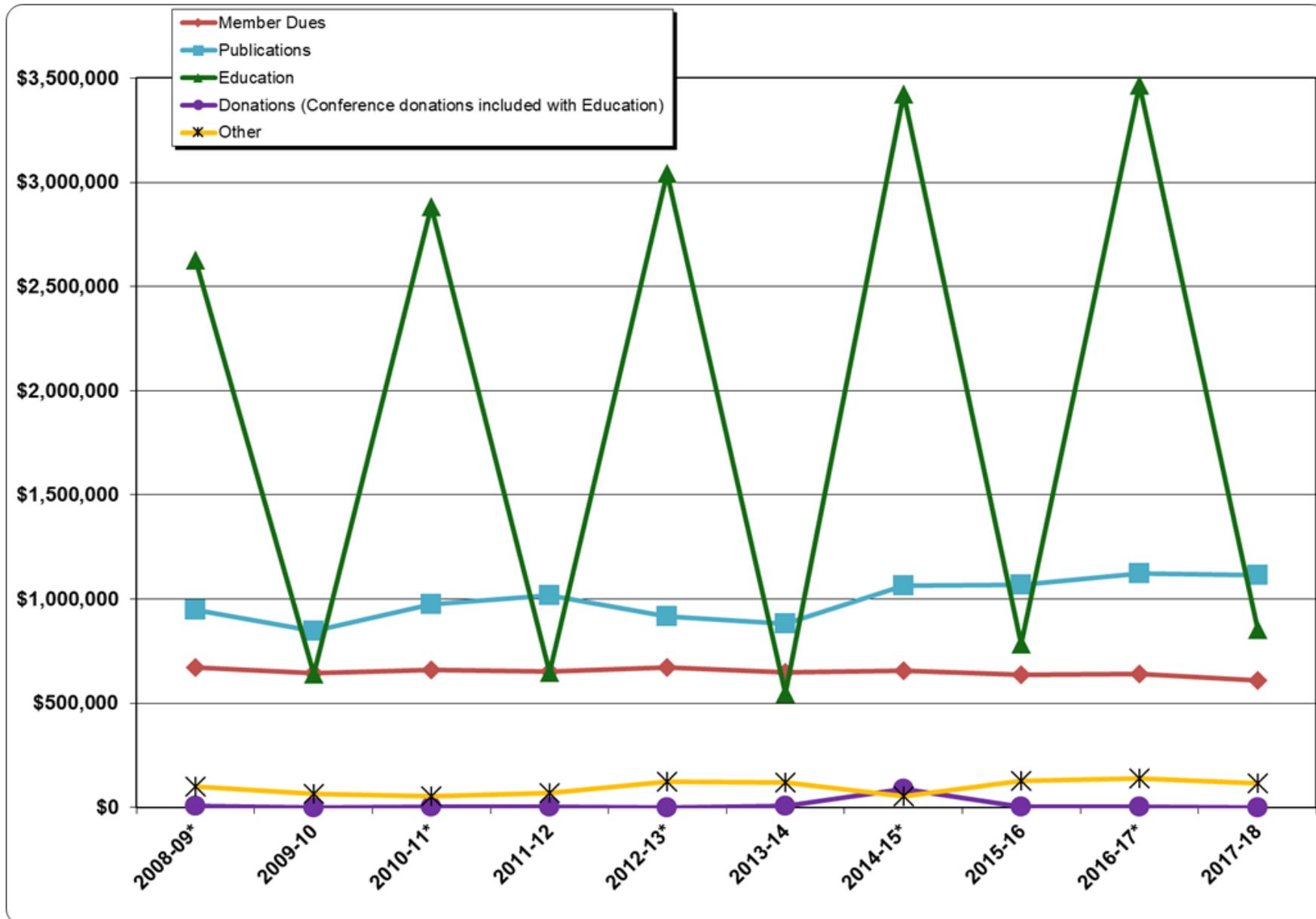
- Members Services
- Publications
- Education (Professional Development)
- Special Projects
- ALA Overhead FY21: 26.5%; FY22: TBA



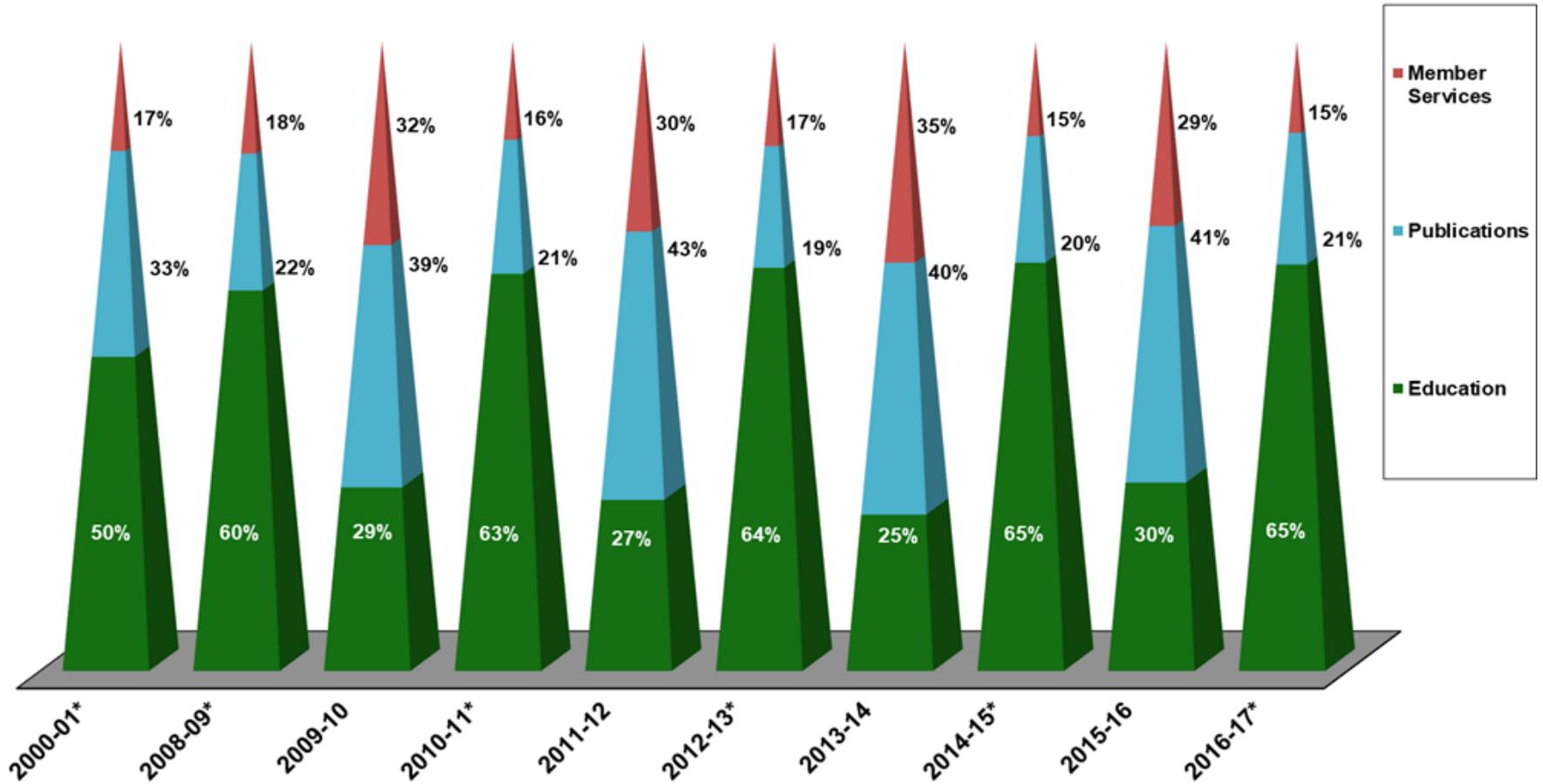
Revenue by Sources

Ten-Year Comparison

(excluding CHOICE)



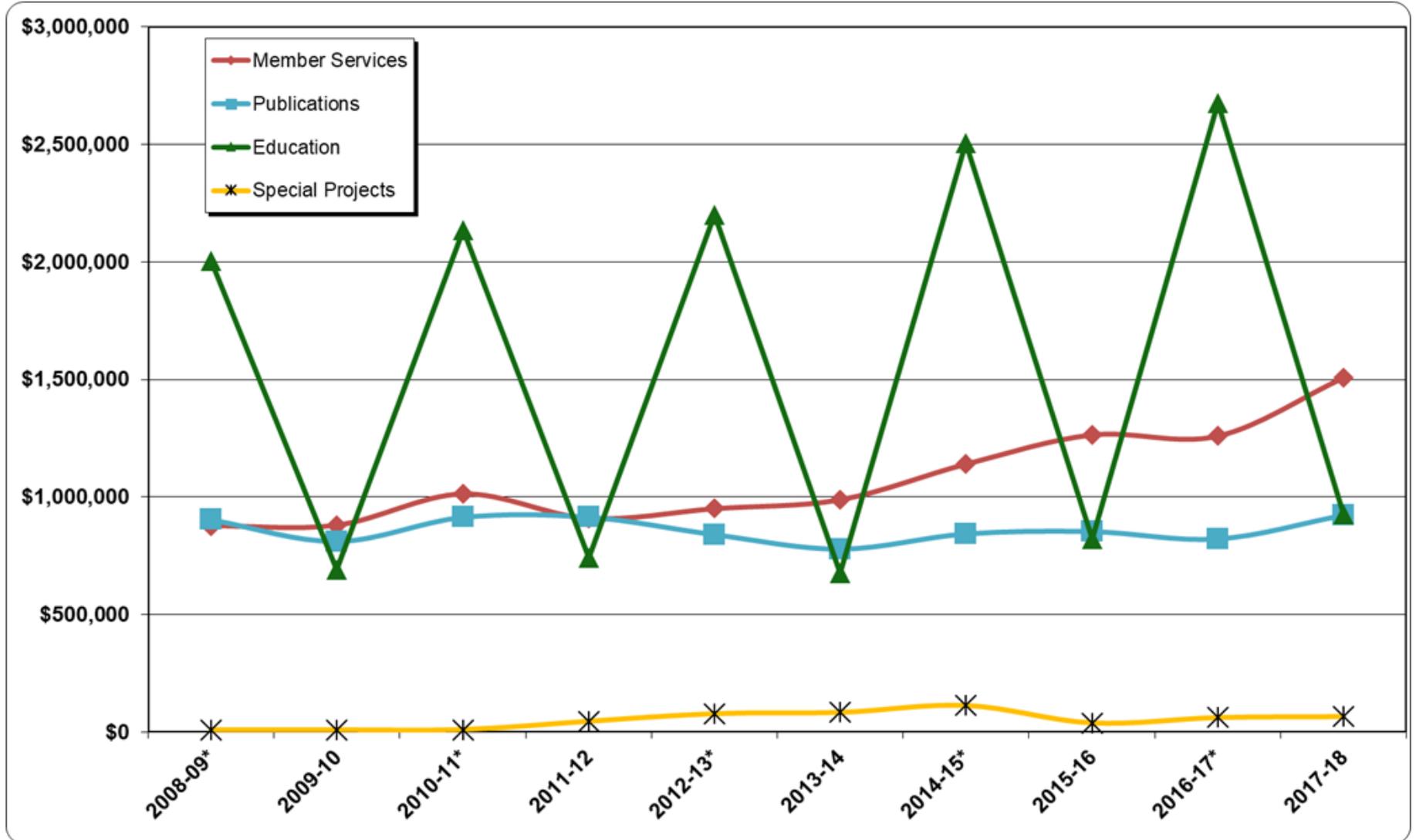
Revenues as Percentage of Total Budget by Sources (excluding CHOICE)



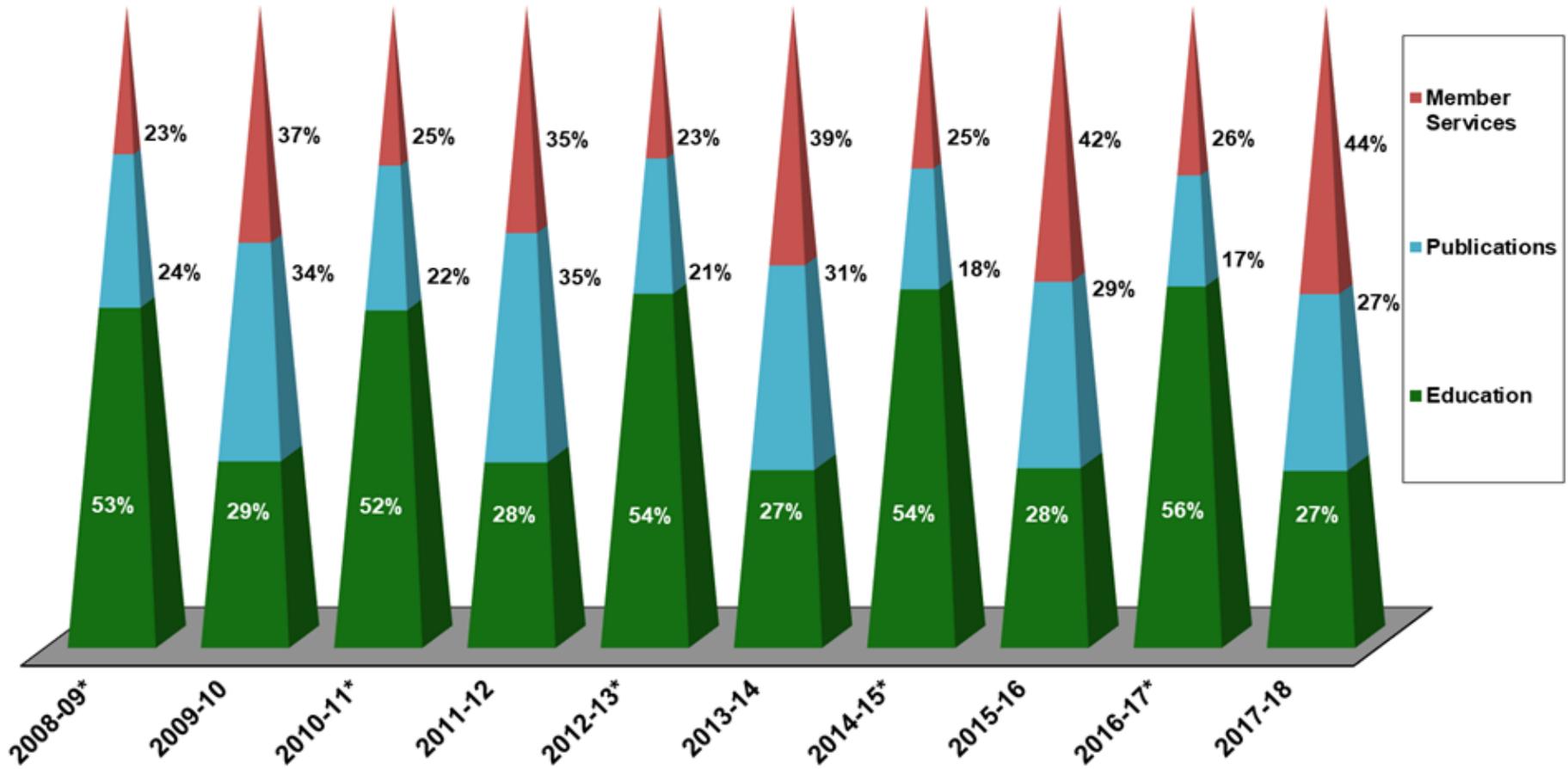
Expenditures by Sources

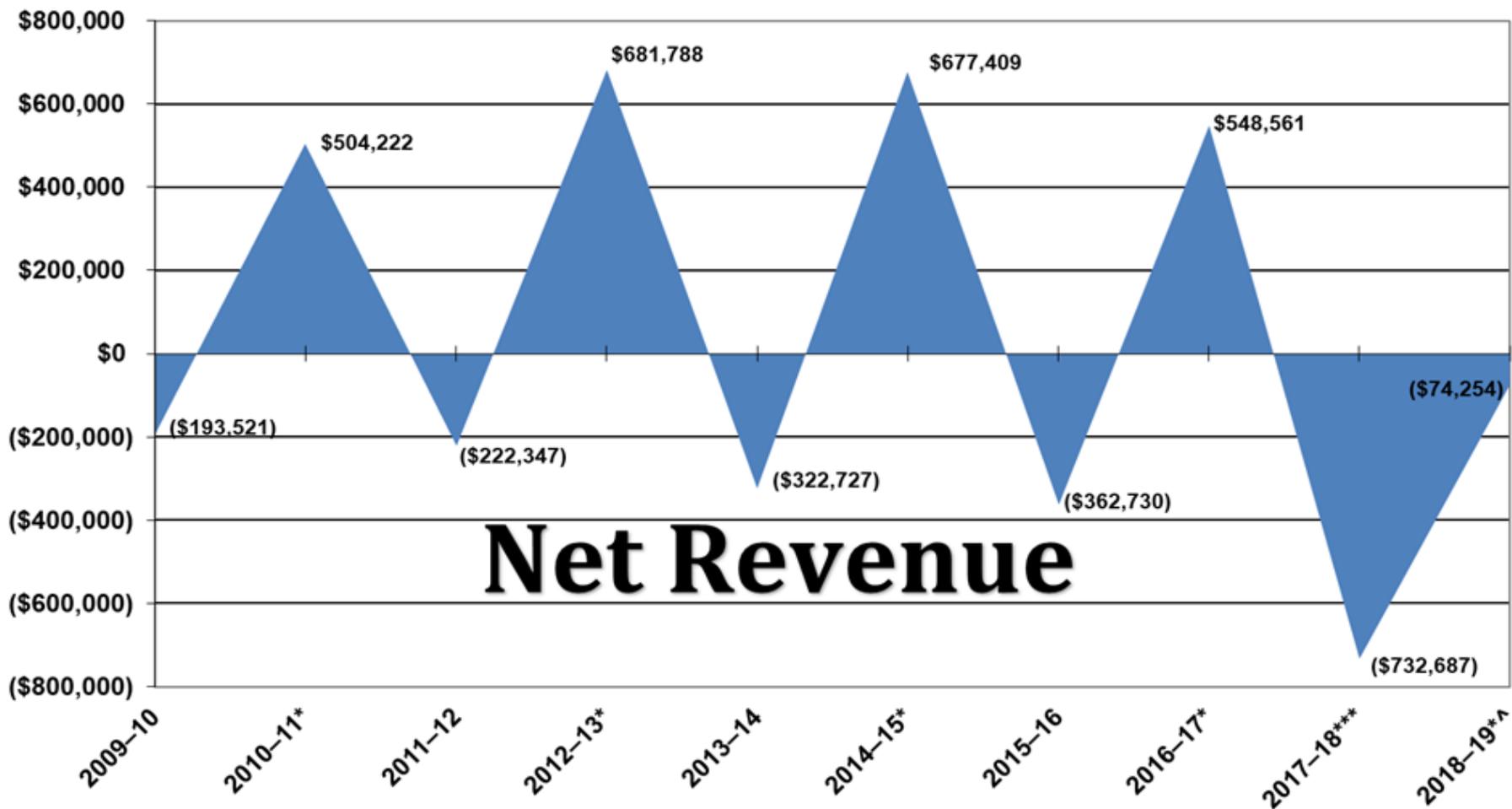
Ten-Year Comparison

(excluding CHOICE)



Expenditures as Percentage of Total Budget by Sources (excluding CHOICE)

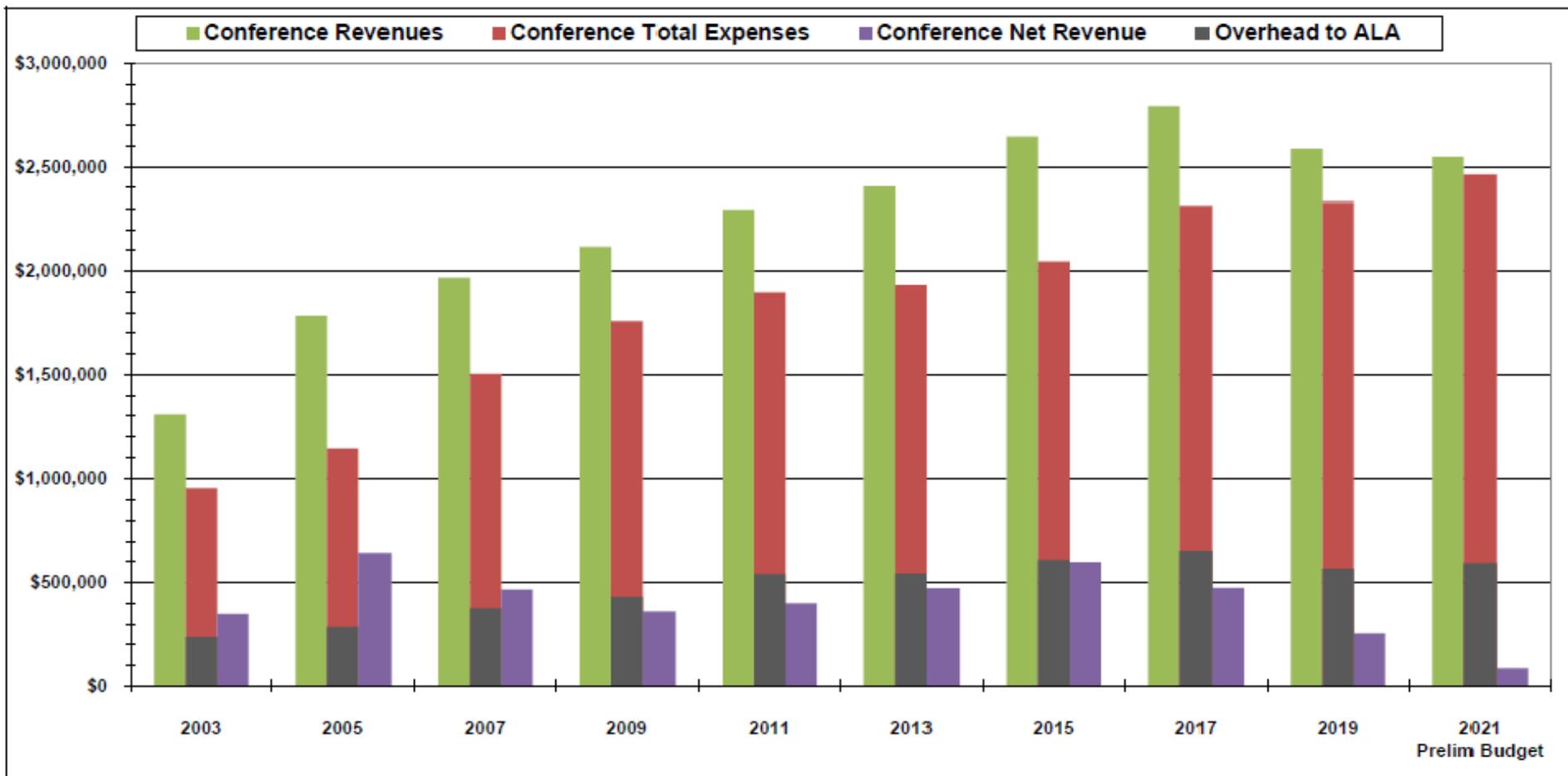




***2017-18 special ACRL/CHOICE fund swap
 ^2018-19 Based on 3rd close figures 10/14/19

The Big Picture

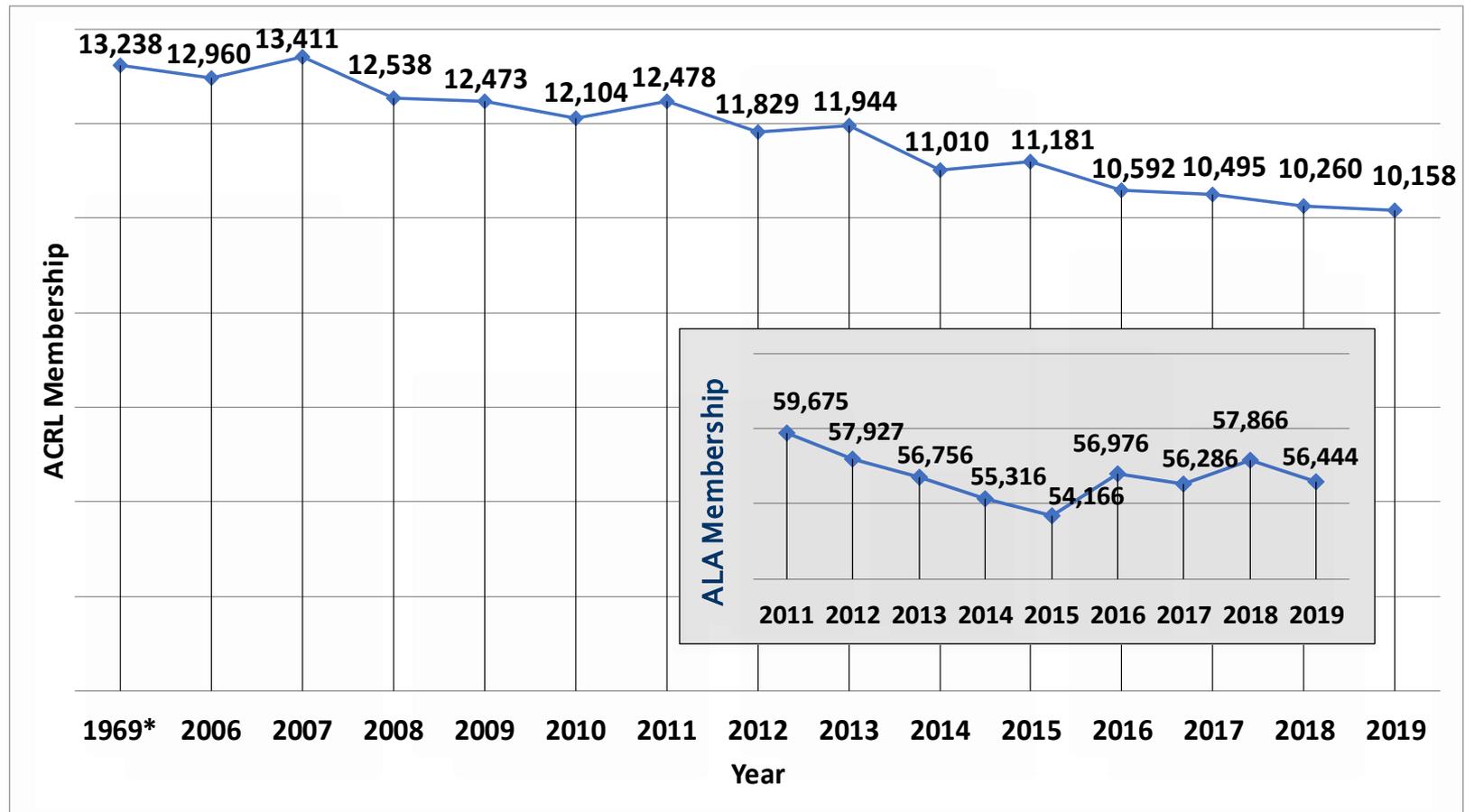
ACRL Conference Revenues and Expenditures



- The ACRL Conference causes bulges in revenue and expense every odd year.
- Attendance is up every year since 1992 (slight dip in 2009, 2013). 2017 new record.

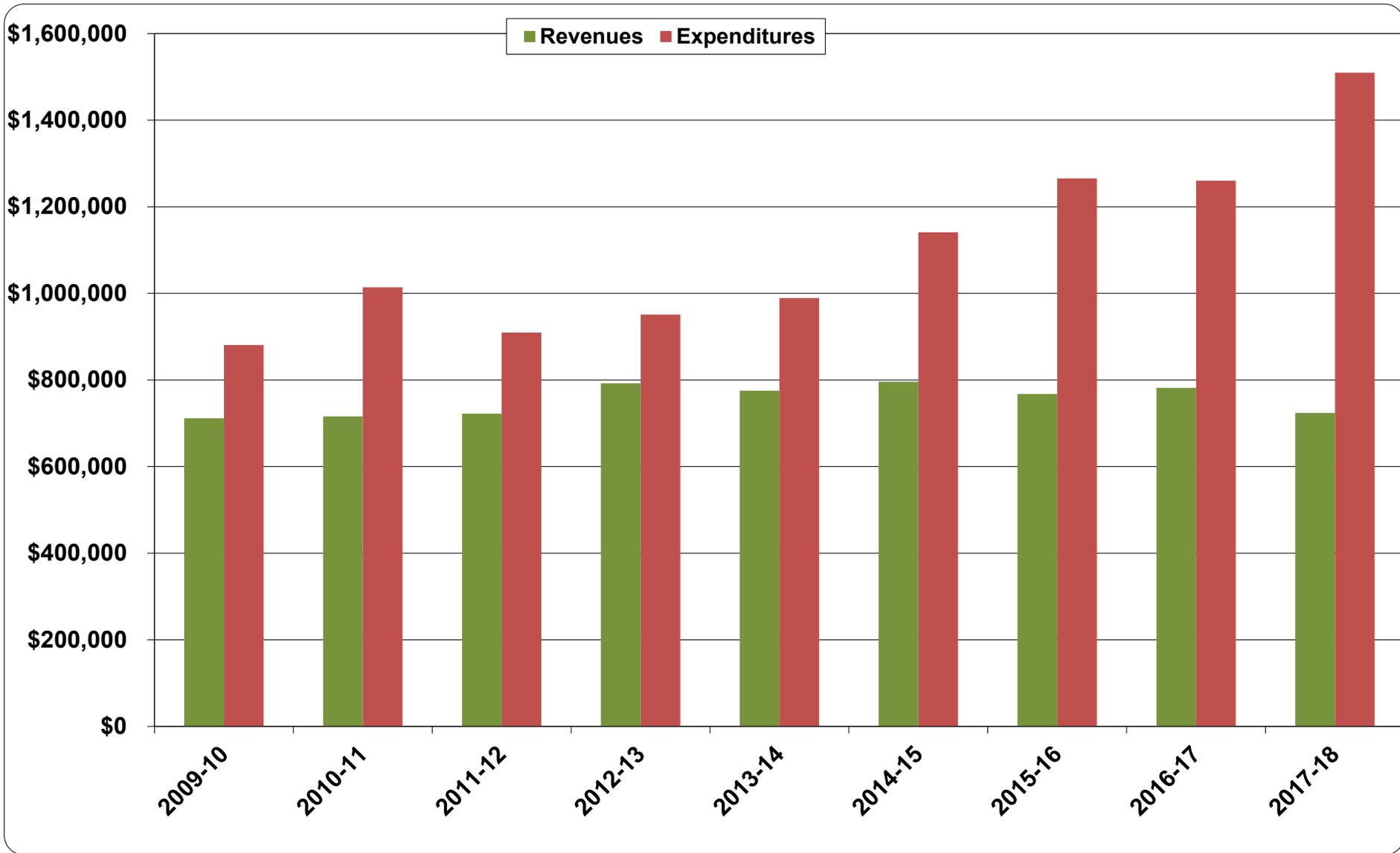
Membership

5,798 unique members in ACRL; 60.15% of ACRL members are ACRL only (Sept 2019)



*before divisions charged dues structure.

Cost of Member Services

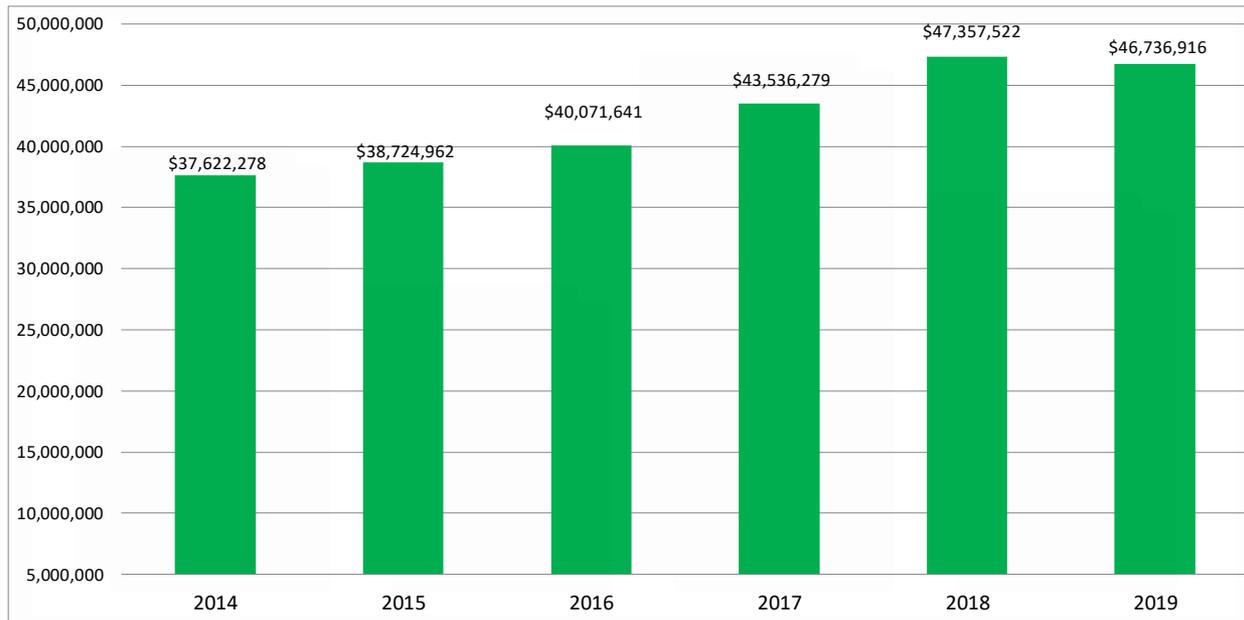




Long-term Investments

ALA Endowment Fund Market Value

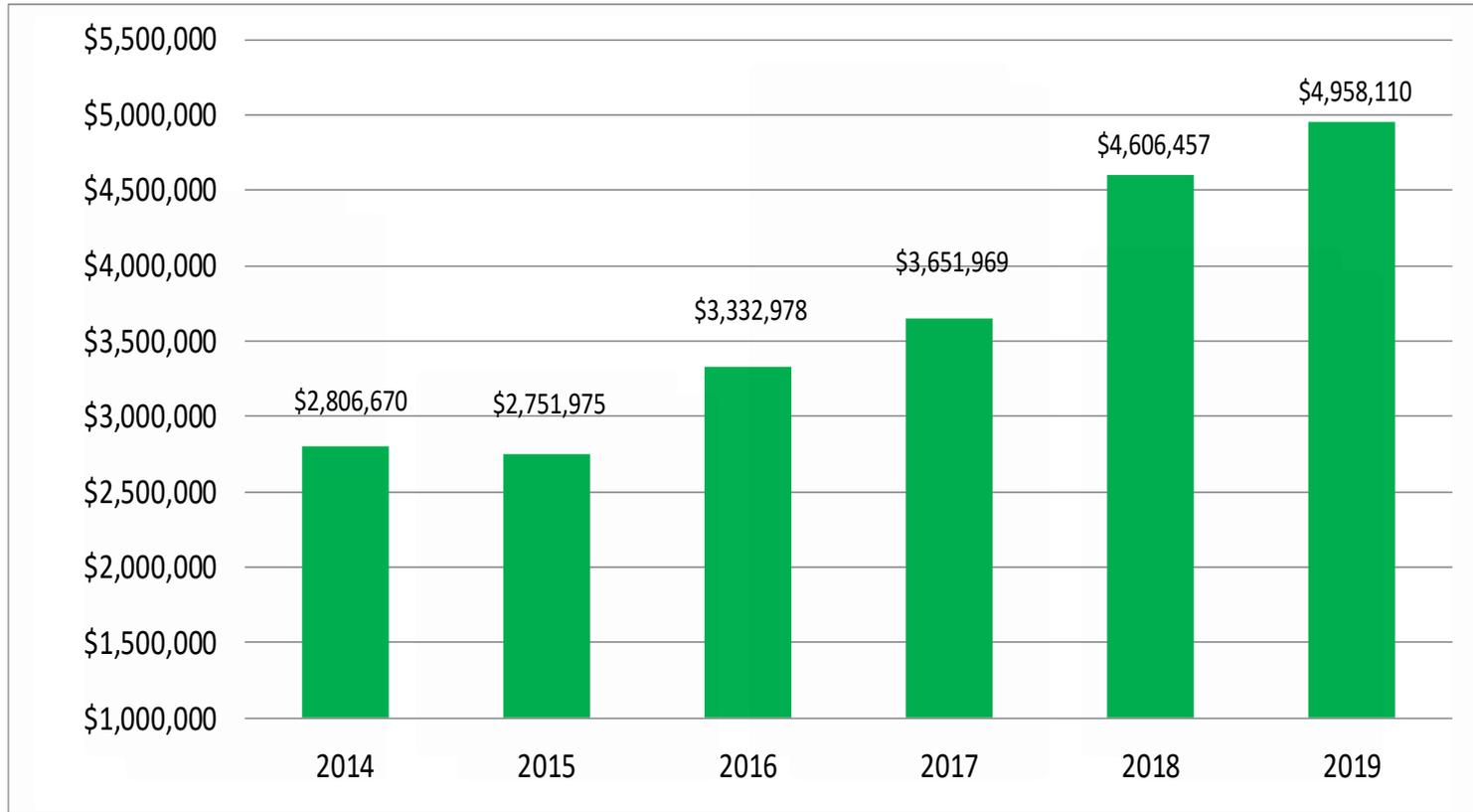
\$46,736,816



Preliminary results Merrill Lynch YTD 8-31-19 statements

ACRL Endowment Fund Market Value

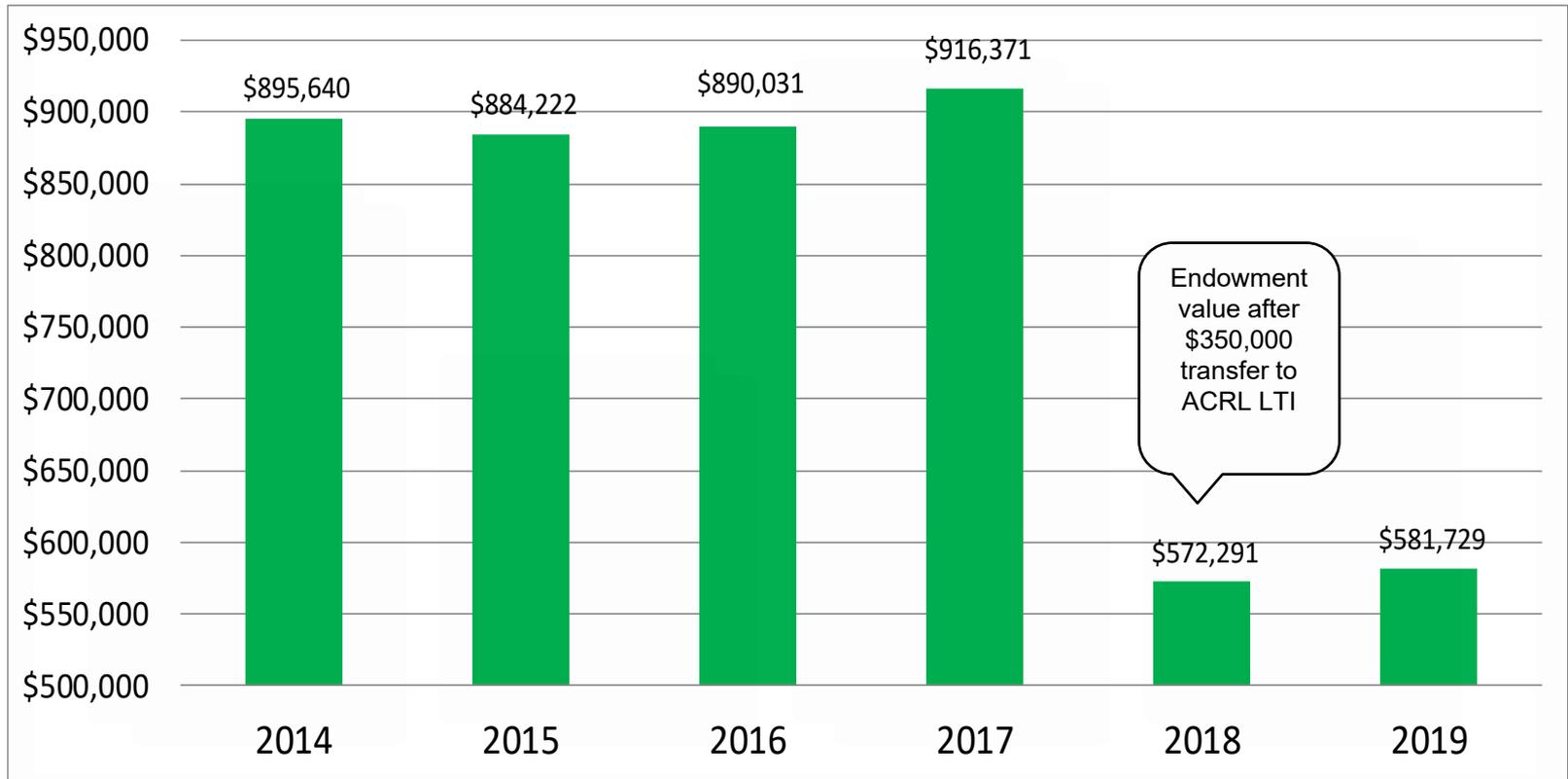
\$4,958,110



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance and binder reports.

CHOICE Endowment Fund Market Value

\$581,729



Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance and binder reports.



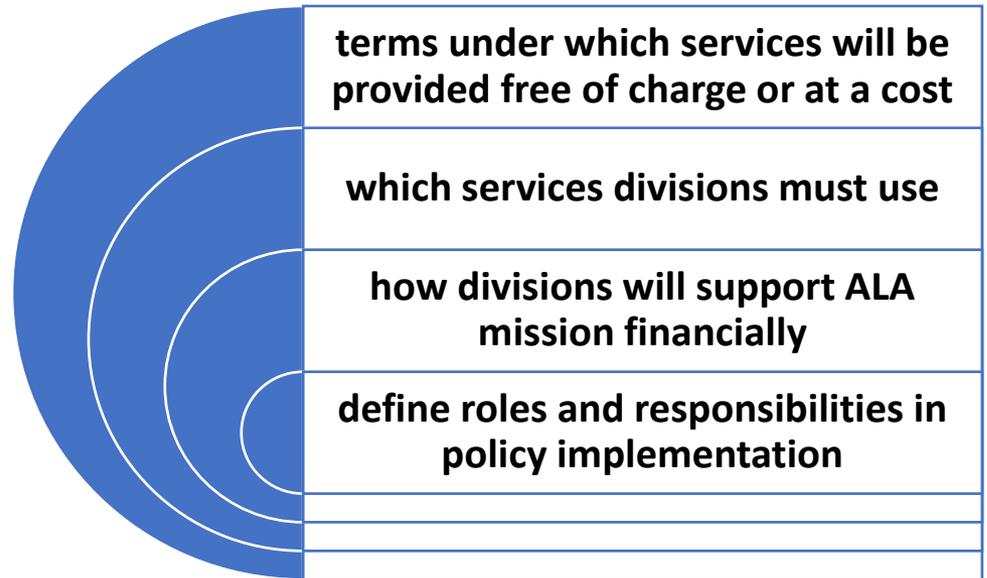
OPERATING AGREEMENT: THE BASICS

Association of College & Research Libraries
www.acrl.org

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

Operating Agreement

- **Lays out relationship between ALA & its divisions**



<http://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section1/operatingagreement>

Revenue incurring overhead

Divisions pay 100% of the overhead rate on revenue from conferences, e.g., registrations, exhibits

Divisions pay 50% of the overhead on revenue from publications (webinars deemed publications)

Divisions pay UBIT—unrelated business income (advertising revenue)

FY04	20.3%
FY05	18.8%
FY06	21.9%
FY07	21.5%
FY08	22.6%
FY09	23.9%
FY10	23.9%
FY11	26.1%
FY12	25.5%
FY13	25.5%
FY14	24.2%
FY15	25.4%
FY16	25.9%
FY17	26.4%
FY18	26.4%
FY19	26.5%
FY20	26.5%
FY21	26.5%

Overhead Comparison

Overhead Paid

	2019	2018*	2017	2016*
Publishing	\$ 2,860,093	\$ 3,208,395	\$ 2,909,300	\$3,031,812
Conferences	\$ 2,500,246	\$ 2,344,365	\$ 2,482,732	\$2,162,644
Divisions	\$ 1,502,534	\$ 2,153,166	\$ 1,601,847	\$2,034,562
Round Tables	\$ 19,371	\$ 18,853	\$ 16,832	\$ 16,348
Grants & Awards	\$ 497,4212	\$ 576,558	\$ 462,290	\$ 601,115
Total	\$7,379,456	\$8,301,337	\$7,473,001	\$7,846,481

*Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close performance report *Two Division conferences

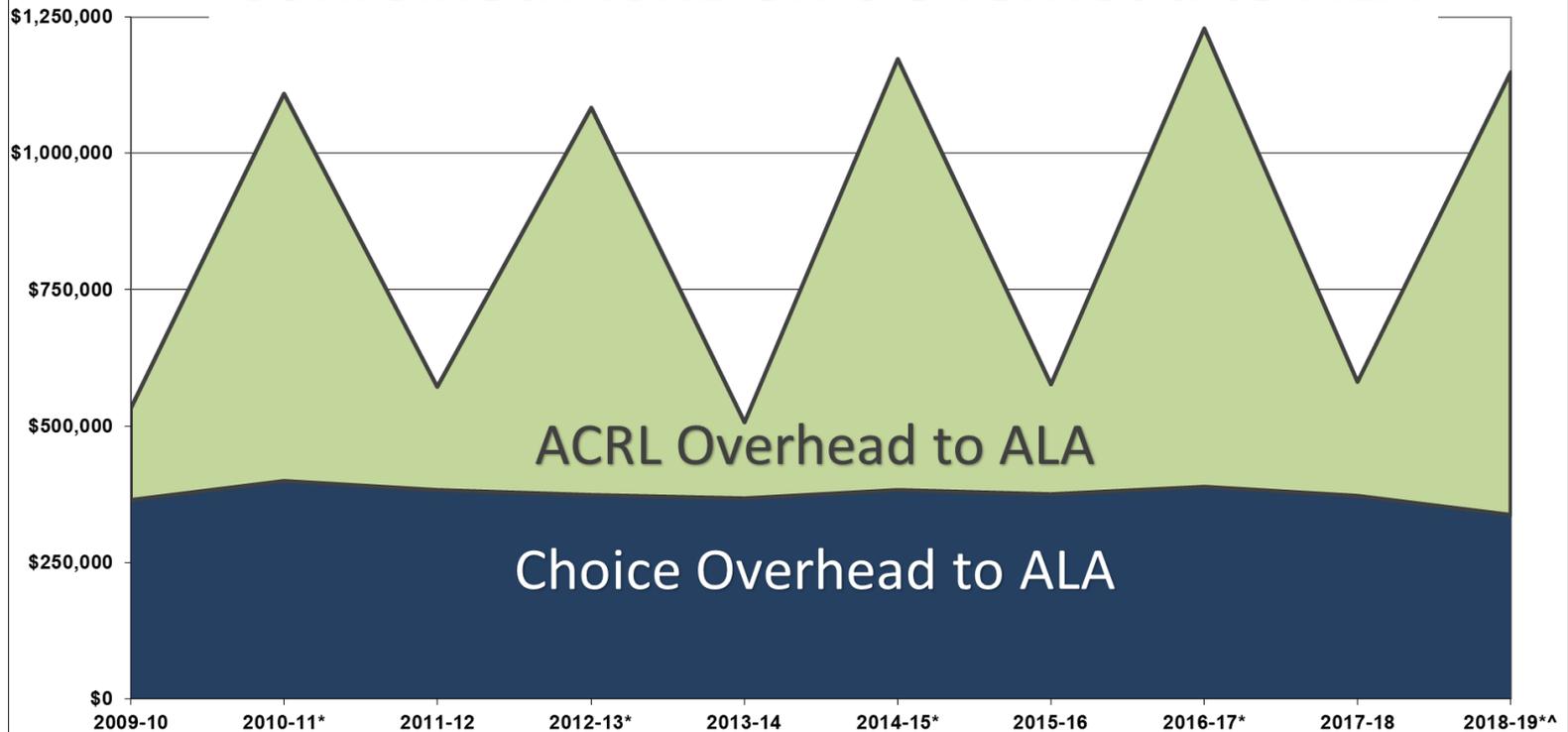
Division Overhead Comparison

Overhead Paid*

	Revenues	Expenses	Net(Expense)	Endow (+)/NAB Transfer**	Overhead Paid 2019	Overhead Paid 2018
PLA	\$ 869,732	\$ 1,183,975	\$ (314,243)	\$ -	\$ 21,052	\$ 859,257
ACRL	\$ 5,124,641	\$ 5,148,550	\$ (23,909)	\$ (125,500)	\$ 746,334	\$ 209,386
Choice	\$ 2,555,404	\$ 2,735,151	\$ (356,071)	\$ 176,324	\$ 338,591	\$ 371,353
AASL	\$ 412,241	\$ 791,315	\$ (379,074)	\$ (17,098)	\$ (15,618)	\$ 303,308
ASCLA	\$ 90,018	\$ 112,838	\$ (22,820)	\$ -	\$ 6,063	\$ 3,795
ALCTS	\$ 553,890	\$ 477,342	\$ 76,548	\$ -	\$ 38,966	\$ 40,376
LLAMA	\$ 230,347	\$ 243,141	\$ (12,794)	\$ (10,826)	\$ 10,622	\$ 15,564
RUSA	\$ 292,806	\$ 343,140	\$ (50,334)	\$ (29,669)	\$ 10,010	\$ 11,157
UFL	\$ 205,851	\$ 388,329	\$ (182,478)	\$ (8,476)	\$ 12,889	\$ 7,925
LITA	\$ 281,436	\$ 339,513	\$ (58,077)	\$ -	\$ 27,459	\$ 35,885
ALSC	\$ 2,032,095	\$ 1,712,792	\$ 319,303	\$ (100,000)	\$ 244,063	\$ 233,914
YALSA	\$ 636,756	\$ 689,737	\$ (52,981)	\$ (43,850)	\$ 60,084	\$ 61,246
Total	\$ 13,285,217	\$ 14,165,823	\$ (1,056,930)	\$ (159,095)	\$ 1,502,534	\$ 2,155,184

*Preliminary Results for 8-31-19 @ 10/3/19 – 2nd close **Represents transfers () from endowments to operating accounts which further reduces expenses.

Combined ACRL Unit Overhead to ALA



^2018-19 Based on 3rd close figures 10/14/19

Practical Implications

ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.

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

Divisions may establish an endowment once the division has met its minimum fund balance (sum of 25% of average operating expense, based on four most recently completed years). Divisions receive interest on endowment funds.

ALA Operating Agreement Working Group

Charge:

The ALA Executive Board is appointing a workgroup to evaluate, assess, and make recommendations to the ALA Operating Agreement that defines the relationship between ALA and Divisions. Specifically, the WG will examine how the existing Operating Agreement is fulfilling the mission and values of the association as well as the financial structure that supports the joint and individual goals of the Association and Divisions. In addition, the WG will examine the relationship between ALA and the Roundtables and will provide recommendations that guide that relationship as well. The Operating Agreement values unity, diversity, authority, autonomy, and collaboration. These values will guide the WG in its assessment and communication.



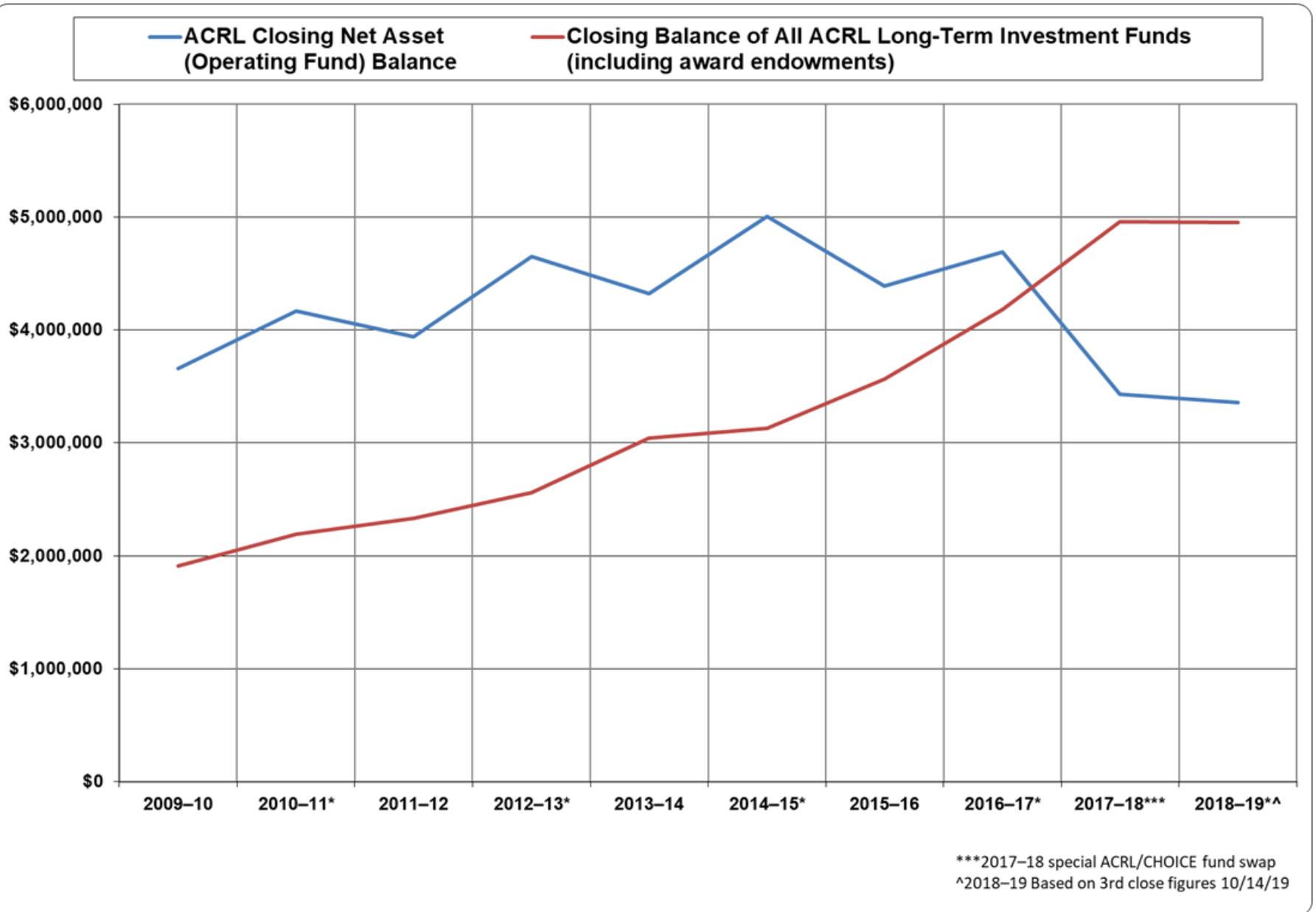
The bottom
line: ACRL &
Choice

ACRL & CHOICE Net Asset Balance & LTIs

	Net Asset Balance	LTI
ACRL	\$3,356,005	\$4,954,015
CHOICE	\$2,585,369	\$538,536

*based on FY19 August 3rd Close

ACRL Net Asset and Long-Term Investment Fund Balances





Reporting

ACRL Financial Reporting

Quarterly Reports

- Detailed spreadsheet listing revenue, expenses and net revenue as well, as operating and LTI fund balances
- Narrative cover memo provided by Executive Director highlights trends and provides explanation and context for the financial report spreadsheet

Quarterly Reports: The Numbers

10/15/2019 9:52	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
Sources of Revenue	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	% Difference
		Budget	Actual	Budget	Budget	Actual	Actual	From 2017
								Actual
BEGINNING RESERVE LEVELS:								
*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,430,260	\$3,430,260	\$3,430,260	\$0	0.00%	\$3,430,385	(\$959,125)	-21.85%
Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,956,786	\$4,956,786	\$4,956,786	\$0	0.00%	\$4,956,882	\$1,388,904	38.93%
Reserve Sept. 1: CHOICE Fund	\$2,926,294	\$2,926,294	\$2,926,294	\$0	0.00%	\$2,926,295	\$392,999	15.51%
Reserve Sept. 1: CHOICE LTI Fund	\$572,349	\$572,349	\$572,349	\$0	0.00%	\$538,536	\$33,813	6.28%
Subtotal	\$11,885,689	\$11,885,689	\$11,885,689	\$0	0.00%	\$11,029,098	\$856,591	7.77%
ACRL LTI Net Interest (not inc. awards)	\$84,462	\$84,462	(\$137)	(\$84,599)	-100.16%	\$87,598	(\$87,735)	-100.16%
MEMBERSHIP DUES AND OTHER								
Dues	\$603,016	\$603,016	\$598,848	(\$4,168)	-0.69%	\$638,573	(\$39,725)	-6.22%
Standards, Consulting & Licensing Fees	\$131,300	\$131,300	\$119,311	(\$11,989)	-9.13%	\$84,152	\$35,159	41.78%
Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$3,500	(\$3,500)	-100.00%
Awards	\$16,400	\$16,400	\$23,250	\$6,850	41.77%	\$16,300	\$6,950	42.64%
Special Events	\$12,500	\$12,500	\$34,887	\$22,387	179.10%	\$21,729	\$13,158	60.55%
Diversity Alliance	\$26,490	\$26,490	\$29,930	\$3,440	12.99%	\$17,450	\$12,481	71.52%
Subtotal	\$789,706	\$789,706	\$806,226	\$16,520	2.09%	\$781,704	\$24,522	3.14%
PUBLICATIONS								
CHOICE	\$2,797,719	\$2,797,719	\$2,535,573	(\$262,146)	-9.37%	\$2,813,283	(\$277,709)	-9.87%
C&RL	\$16,592	\$16,592	\$17,554	\$962	5.80%	\$21,142	(\$3,588)	-16.97%
C&RL News	\$614,167	\$614,167	\$622,064	\$7,897	1.29%	\$648,554	(\$26,490)	-4.08%
RBM	\$30,912	\$30,912	\$29,870	(\$1,042)	-3.37%	\$34,661	(\$4,791)	-1.66%
Nonperiodical Publications	\$344,320	\$344,320	\$338,897	(\$5,423)	-1.57%	\$288,126	\$50,771	39.19%
Library Statistics	\$117,740	\$117,740	\$123,554	\$5,814	4.94%	\$129,540	(\$5,986)	-4.62%
Subtotal	\$3,921,450	\$3,921,450	\$3,667,513	(\$253,937)	-6.48%	\$3,935,306	(\$267,793)	-6.80%
EDUCATION								
*Institutes	\$207,499	\$207,499	\$222,065	\$14,566	7.02%	\$277,048	(\$54,983)	-19.85%
ACRL Conference	\$2,500,922	\$2,500,922	\$2,549,663	\$48,741	1.95%	\$2,815,296	(\$265,632)	-9.44%
Pre-Conferences & Workshops	\$344,713	\$344,713	\$300,245	(\$44,468)	-12.90%	\$238,601	\$61,644	25.84%
Annual Conference Programs	\$16,000	\$16,000	\$14,000	(\$2,000)	-12.50%	\$16,300	(\$2,300)	-14.11%
Web-CE	\$81,020	\$81,020	\$103,698	\$22,678	27.99%	\$118,027	(\$14,329)	-12.14%
Subtotal	\$3,150,154	\$3,150,154	\$3,189,671	\$39,517	1.25%	\$3,465,272	(\$275,600)	-7.95%

	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
OBJECT OF EXPENSE	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017
MEMBERSHIP ACTIVITIES	Budget	Budget	Actual	Budget	Budget	Actual	Actual	Actual
Membership Services*	\$18,805	\$18,805	\$48,575	\$29,770	158.31%	\$157,152	(\$108,578)	-69.09%
Exec. Cttee. & Board	\$256,972	\$256,972	\$214,791	(\$42,182)	-16.41%	\$190,578	\$24,213	12.71%
Advisory	\$67,149	\$67,149	\$60,706	(\$6,443)	-9.60%	\$111,170	(\$50,464)	-45.39%
Standards	\$12,856	\$12,856	\$8,592	(\$4,264)	-33.17%	\$10,190	(\$1,598)	-15.68%
Awards	\$43,559	\$43,559	\$48,676	\$5,117	11.75%	\$38,163	\$10,513	27.55%
Chapters	\$19,262	\$19,262	\$18,636	(\$626)	-3.25%	\$10,417	\$8,220	78.91%
Committees	\$129,337	\$129,337	\$134,130	\$4,794	3.71%	\$109,318	\$24,812	22.70%
Sections	\$119,962	\$119,962	\$117,292	(\$2,670)	-2.23%	\$94,308	\$22,983	24.37%
C&RL Over Revenue	\$0	\$0	\$30,709	\$30,709	N/A	\$44,455	(\$13,747)	-30.92%
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$74,586	\$74,586	\$41,205	(\$33,381)	-44.75%	\$51,730	(\$10,525)	-20.35%
Special Events	\$28,457	\$28,457	\$37,502	\$9,044	31.78%	\$32,306	\$5,196	16.08%
Information Literacy	\$32,600	\$32,600	\$44,503	\$11,903	36.51%	\$51,071	(\$6,568)	-12.86%
Scholarly Communications	\$143,353	\$143,353	\$155,076	\$11,723	8.18%	\$71,476	\$83,600	116.96%
Value of Academic Libraries	\$113,675	\$113,675	\$57,851	(\$55,824)	-49.11%	\$109,776	(\$67,147)	-61.17%
PUBLICATIONS								
CHOICE	\$2,715,197	\$2,715,197	\$2,700,175	(\$15,022)	-0.55%	\$2,945,284	(\$245,109)	-8.32%
C&RL	\$74,048	\$74,048	\$17,555	(\$56,493)	-76.29%	\$21,142	(\$3,588)	-16.97%
C&RL News	\$576,586	\$576,586	\$551,169	(\$25,417)	-4.41%	\$429,039	\$122,130	28.47%
RBM	\$25,492	\$25,492	\$19,622	(\$5,870)	-23.03%	\$32,744	(\$13,122)	-40.08%
Nonperiodical Publications	\$322,221	\$322,221	\$221,631	(\$100,591)	-31.22%	\$256,695	(\$35,065)	-13.66%
Library Statistics	\$89,389	\$89,389	\$147,932	\$58,544	65.49%	\$82,569	\$65,363	79.16%
Subtotal	\$3,802,933	\$3,802,933	\$3,658,083	(\$144,850)	-3.81%	\$3,767,474	(\$109,391)	-2.90%
EDUCATION								
Institutes	\$203,731	\$203,731	\$216,074	\$12,342	6.06%	\$279,929	(\$63,855)	-22.81%
ACRL Conference	\$2,282,532	\$2,282,532	\$2,094,548	(\$187,984)	-8.24%	\$2,166,094	(\$71,546)	-3.30%
Pre-Conf & Workshops	\$364,100	\$364,100	\$280,793	(\$83,306)	-22.88%	\$179,508	\$101,286	56.42%
Web-CE	\$57,029	\$57,029	\$48,958	(\$8,071)	-14.15%	\$51,415	(\$2,457)	-4.78%
Subtotal	\$2,907,392	\$2,907,392	\$2,640,373	(\$267,019)	-9.18%	\$2,676,945	(\$36,572)	-1.37%
FUNDED PROJECTS								
IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$0	\$0	N/A	\$870	(\$870)	N/A
IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
UNALLOCATED ADMIN. EXPENSES	\$3,974	\$3,974	\$70	(\$3,904)	-98.23%	\$0	\$70	N/A
TOTAL EXPENSES	\$8,336,241	\$8,336,241	\$7,902,267	(\$433,973)	-5.21%	\$7,765,722	\$136,545	1.76%
CHOICE EXPENSES	\$2,715,197	\$2,715,197	\$2,700,175	(\$15,022)	-0.55%	\$2,945,284	(\$245,109)	-8.32%
TOTAL EXP. W/O CHOICE	\$5,621,043	\$5,621,043	\$5,202,092	(\$418,951)	-7.45%	\$4,820,438	\$381,654	7.92%
TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,338,512	\$3,338,512	\$3,107,544	(\$230,968)	-6.92%	\$2,654,344	\$453,200	17.07%

The Numbers Continued

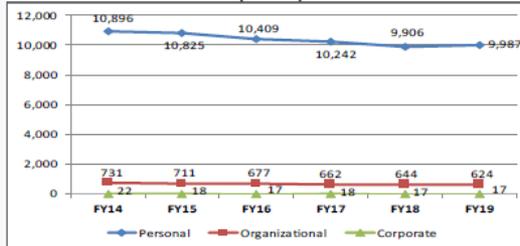
	FY 2019 BUDGET	FY 2019 4th Quarter Budget	FY 2019 4th Quarter Actual	\$ Variance From Budget	% Variance From Budget	FY 2017 4th Quarter Actual	\$ Difference From 2017 Actual	% Difference From 2017 Actual
NET REVENUE & FUND BALANCES								
Net W/O CHOICE	(\$557,452)	(\$557,452)	(\$74,255)	\$483,198	-86.68%	\$548,561	(\$622,816)	-113.54%
CHOICE Net	\$82,522	\$82,522	(\$164,601)	(\$247,123)	-299.46%	(\$132,001)	(\$32,600)	-24.70%
Open Choice	\$0	\$0	(\$176,324)	(\$176,324)	N/A	\$525,000	(\$701,324)	-133.59%
CHOICE Ending Operating Balance	\$3,008,816	\$3,008,816	\$2,585,369	\$423,447	-14.07%	\$2,926,294	(\$340,925)	-11.65%
Added to ACRL LTI Fund	\$450,000	\$450,000	\$0	(\$450,000)	N/A	\$250,000	(\$250,000)	N/A
Ending net asset balance: ACRL	\$2,422,808	\$2,422,808	\$3,356,005	\$933,197	38.52%	\$4,687,946	(\$1,331,941)	-28.41%
Mandated Operating Reserve: ACRL	\$989,273	\$989,273	\$989,273	\$0	0.00%	\$886,316	\$102,957	11.62%
<p>*Note: Beginning in FY10, the Edu. category "Prof. Development" renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment projects. The RBMS regional workshops project is now reflected in the Pre-Conferences & Workshops category in line 106.</p> <p>** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.</p> <p>***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.</p>								
ENDING RESERVE LEVELS								
ACRL Operating Reserve Fund	\$2,422,808	\$2,422,808	\$3,356,005	\$933,197	38.52%	\$4,687,946	(\$1,331,941)	-28.41%
ACRL LTI Funds (inc. award endowments)	\$4,922,549	\$4,922,549	\$4,954,015	\$31,467	0.64%	\$4,180,024	\$773,991	18.52%
CHOICE Operating Reserve Fund	\$3,008,816	\$3,008,816	\$2,585,369	(\$423,447)	-14.07%	\$2,794,293	(\$208,924)	-7.48%
CHOICE LTI Fund	\$546,654	\$546,654	\$538,536	(\$8,118)	-1.49%	\$923,359	(\$384,823)	-41.68%
MEMBERSHIP ACTIVITIES NET	(\$832,236)	(\$832,236)	(\$797,514)	\$34,722	4.17%	(\$538,728)	(\$189,032)	-35.09%
PUBLICATIONS NET	\$35,995	\$35,995	\$174,032	\$138,036	383.48%	\$299,833	(\$125,802)	-41.96%
EDUCATION NET	\$242,762	\$242,762	\$549,298	\$306,536	126.27%	\$788,326	(\$239,028)	-30.32%

 = ACRL

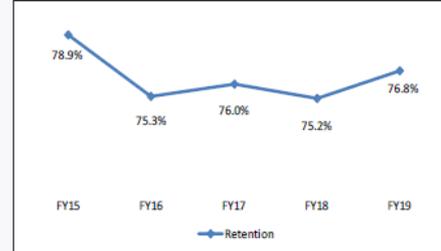
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Membership

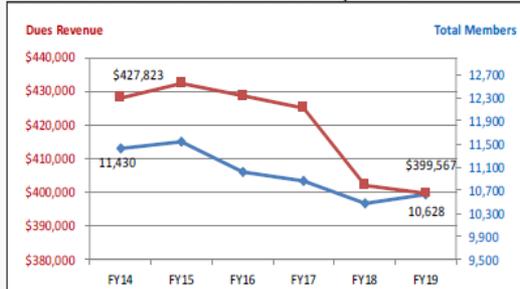
1. ACRL Membership Composition FY14-FY19



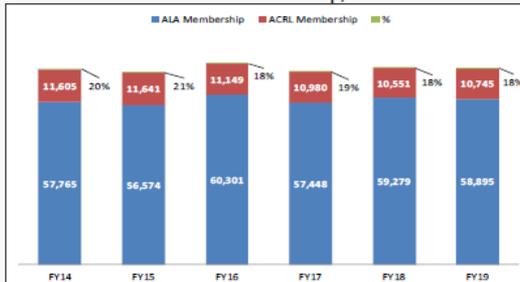
2. YTD Membership Retention Rates FY15-FY19



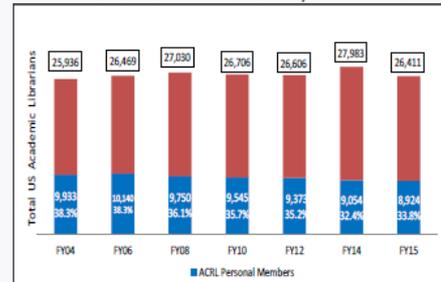
3. ACRL Dues Revenue & Membership FY13-FY19



4. ALA vs ACRL Membership, FY13-FY18

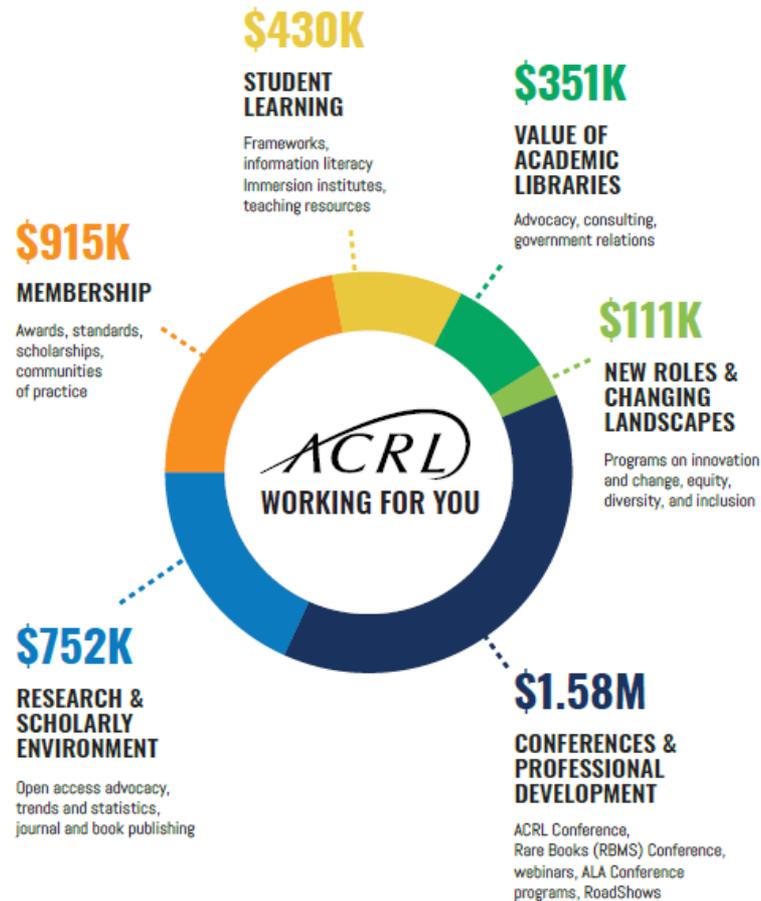


5. ACRL Market Penetration, FY04-FY15



Charts 1-3: FY19 based YTD April 2019. Chart 5: based on 2015 IPEDS data.

Financial Report



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

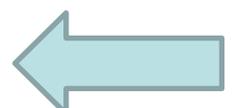
* Average of the past 4 years of expenses.
All other figures also averages of the past 4 years of expenses.

Individual Project Budgets

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2019 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4000	Dues/Personal	<p>Personal memberships in August 2017 totalled 9,837. FY18 personal membership is projected to decrease 1% from FY17 to 9739 (of which 9525 are paying members). Students represent 8.7% (847) of personal (paying) members and retired members represent 3.5% (341). Total cash receipts: $(8337 \times \\$64 = \\$533,568) + (341 \times \\$41 = \\$13,981) + (847 \times \\$5 = \\$4,235) = \\$551,784$. This is the number used to calculate FY18 deferred revenue which appears in the first quarter of FY19. Four of the 12 months of 2018 are part of FY2019 (Sept.-Dec.). Therefore, 4/12 of the 2018 dues are deferred in FY2019 $(.333 \times \\$551,784) = \\$182,089$.</p>		\$525,699.00
9			<p>Personal memberships in FY2019 are expected to increase over the FY18 level by 0.0094% to 9,831 (of which 9617 are paying members). Total cash receipts: $(8429 \times \\$64 = \\$539,456) + (341 \times \\$41 = \\$13,981) + (847 \times \\$5 = \\$4,235) = \\$557,672$. Eight of the 12 months of 2019 are part of FY2019 (Jan.-Aug.). Therefore, 8/12 (or, 667) of the 2019 dues are recognized in FY2019 (the rest, or 4/12 (or, 333), is deferred: 8/12 of \$557,672 = \$371,967.</p>		
10			<p>Reduce projected revenues by 5% = \$27,159 to account for variance of when member dues are received</p>		

19	5000	Salaries & Wages	Salaries calculated % of ACRL total salaries detailed in the salary matrix		\$65,071.00
20	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$19,432.00
21	5110	Professional Services	Consultant costs: \$5,500 (focus groups at ACRL 2019) \$20,000 to operationalize value proposition research in ALA Connect/Informz messaging \$25,000 (for member research)		\$50,500.00
22	5122	Bank Service Fees	Bank service fees (2.0% of dues)		\$12,060.00
23	5302	Meal Functions	1/4 of MW and AC Leadership Council catering: \$3,319 = 1/4 x \$13,279 x 2 conferences; ACRL 101: \$1,200; First-Time Attendee Orientation at ACRL 2019: \$6,000		\$10,019.00
24	5350	Program Allocation	Discretionary funds used to advance ACRL's Plan for Excellence strategic goals for projects not currently planned \$50,000 Five FY19 Emerging Leader sponsorship (\$1,000 x 5 = \$5,000); Exhibits at MW and Annual Conference \$7000; Support of ALA Spectrum Scholar: \$6,500 3rd National Joint Conference of Librarians of Color booth: \$5,000		\$73,500.00
43			Total Expenses		\$18,178.00
44			Net		\$584,838.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3250		
4		Project Name:	Committees and Interest Groups		
5					
6					
7	Line#	Line Item Description	Explanation	Memo Only	FY 2019 Budget \$ Amount
8					
9					
10			Total Revenues		-
11	5000	Salaries & Wages	Salaries % of ACRL total salaries listed in salary matrix		88,447
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		26,412
13	5150	Messenger Service	Messenger Service - share of Briefing Book shipping		55
14	5302	Meal Functions	Member Leader Meal Functions—1/4 of MW and AC Leadership Council catering (1/4 of \$6639 @ each conference) = \$3319		3,319
15	5304	Speaker/Guest Expenses			-
	5350	Program Allocation	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.		2,300
16					
17	5402	Printing-O/S	Outside printing - (share of \$700 ACRL Briefing Book)		233
18	5430	Web Operating Expenses	Zoom license fees moved to 0000.		-
19	5500	Supplies/Operating	Leadership Council tent cards (split between 3200, 3201, 3250, 3275)		100
20	5523	Postage & E-Mail/O/S	Postage/Outside		-
21	5530	Depr/Furn & Equipment			-
	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		7,934
22					
23	5902	IUT-ITTS	IUT-Data Processing		-
24	5905	IUT-Telephone	IUT-Phone		-
25	5909	IUT-Dist. Center	IUT- Distribution		10
26	5910	IUT-Repro.	IUT-Reprographics		10
27			Total Expenses		128,820
28			Net		(128,820)



	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3300		
4		Project Name:	College & Research Libraries		
5					
6					FY 2019 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4601	Returns/Credits	Returns: (based on 2012 actual)		0.00
9	4103	Sales/On-line	Sales of article reprints on the Web		0.00
10	4109	Sales/Miscellaneous	Revenues from reprints, back issues sales (based on FY17 actual and historical)		0.00
11	4110	Subscriptions	Ceased print publication in FY14, so no subscription revenue in FY19		0.00
12	4140	Advertising/Gross	Print ceased in FY14, so no print ad revenue in FY19		0.00
13	4143	Advertising/Online	Advertising sales estimated from online sales per Choice estimate		
14	4610	Comm/Online Advertising	Advertising representatives' commissions, 3% of online sales. FY18 online sales \$13,594		(408.00)
15	4611	Comm/Sales Rep	Advertising representatives' commissions, not applicable		0.00
16	4612	Comm/Adv. Agency	Eliminated agency discounts as revenues are reflected inclusive of any discount		0.00
17	4421	Royalties-Exempt	Royalties from aggregators, average of actuals paid in last three years		7,000.00
18	4429	Overhd-exempt Rev./Division	Ad revenue formally in line 4140 and 4143 now reported in overhead-exempt line as the ads are placed in a journal that is a perquisite of membership.		10,000.00
19			Total Revenues		16,592.00

Historical Executive Summary

	A	V	W	X	Y	Z	AA	AB
1	10/17/2018 14:33	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
51								
52	TOTAL REVENUE	\$7,678,033	\$5,235,491	\$8,299,675	\$5,509,437	\$8,309,493	\$5,480,909	\$7,962,313
53	CHOICE Revenue	\$2,926,519	\$3,030,955	\$3,017,391	\$2,892,974	\$2,940,494	\$2,970,366	\$2,898,722
54								
55	TOTAL REV. W/O CHOICE	\$4,751,514	\$2,204,536	\$5,282,284	\$2,616,463	\$5,368,999	\$2,510,543	\$5,063,591
56								
57								
58	ACRL Conference Revenue	\$2,435,866	(\$26,026)	\$2,670,947	(\$23,000)	\$2,815,296	(\$30,000)	\$2,500,922
59	Total Rev. w/o ACRL Conference	\$2,315,648	\$2,230,562	\$2,611,337	\$2,639,463	\$2,553,704	\$2,540,543	\$2,562,669

	A	V	W	X	Y	Z	AA	AB
1	10/17/2018 14:33	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
120								
121	TOTAL EXPENSES	\$7,241,124	\$5,590,384	\$7,755,311	\$6,108,559	\$7,875,696	\$6,626,498	\$8,336,607
122	CHOICE EXPENSES	\$3,171,398	\$3,063,120	\$3,150,447	\$3,129,366	\$3,055,258	\$3,051,000	\$2,741,268
123								
124	TOTAL EXP. w/o CHOICE	\$4,069,726	\$2,527,263	\$4,604,875	\$2,979,193	\$4,820,438	\$3,575,498	\$5,595,339
125			(\$2)					
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,366,645	\$2,371,842	\$2,727,689	\$2,764,521	\$2,654,344	\$3,343,061	\$3,315,582
127		FY2013	FY 2014	FY 2015	FY2016	FY2017	2018	FY2019
128		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
129								
130	Net w/o CHOICE	\$681,787	(\$322,728)	\$677,409	(\$362,730)	\$548,561	(\$1,064,955)	(\$531,748)
131	CHOICE Net	(\$244,878)	(\$32,163)	(\$133,056)	(\$236,392)	(\$114,764)	(\$80,634)	\$157,454

FY21 Budget & Finance Projects:

1. Develop budget assumptions for ACRL FY22 budget preparation
2. Monitor CHOICE Financial Outlook
3. Continued evaluation of Dashboard Metrics
4. Dues rate review & recommendation FY22
5. Friends' disbursement & fundraising activities
6. Advise Board on LTI transfers
7. Conduct orientation for new Board members and new B&F members
8. Monitor effects of discounted \$5 student dues on membership
9. Continued evaluation of infographic showing members how ACRL revenues are used to support programs/services
10. Monitor the level of the net asset balance to make recommendations to the Board of Directors.
11. Stay abreast of ALA Finances and Organizational Effectiveness
12. Consider how ACRL can financially support its Core Commitment to EDI.





**And now for your
questions . . .**



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

Each year, ACRL [division-level committees](#) should complete a year-end report and work plan. The **report** section should be completed by the outgoing chair. By **July 31, 2020**, the outgoing chair should post the combined template with only the 2019–2020 report section completed to ALA Connect.

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. By **August 15, 2020**, the incoming chair should post the combined template with the 2019–2020 report and 2020–2021 work plan sections completed to ALA Connect. Projects included in a committee’s work plan will be implemented September 2020 through June 2021.

Committee Name & Charge	
Committee Name:	Budget and Finance Committee
Charge/Tasks:	<p>Committee name and charge can be found on the Directory of Leadership: http://www.ala.org/acrl/aboutacrl/directoryofleadership/committees</p> <p>Charge/Tasks:</p> <ul style="list-style-type: none"> • To submit annually a recommended budget for the ACRL division (including division publications, the CHOICE budget, the allocation of Long-Term Investment fund income) to the ACRL Board of Directors for action. • To advise the ACRL Board of Directors on its allocation of Friends of ACRL contributions to strategic projects and programs, as well as to consult with the ACRL Board of Directors on fundraising goals and objectives. • To counsel the ACRL Board of Directors on questions regarding all fiscal matters of the division or its publications, including dues levels and fundraising, especially as they relate to alignment with the strategic plan and the Core Commitment to equity, diversity and inclusion.

2019–2020 Leadership (terms: July 1, 2019–June 30, 2021)	
Chair:	Carolyn Henderson Allen
Vice-Chair:	
Board liaison:	Karen Munro/Jon Cawthorne
Staff liaison:	Allison Payne
Other leaders:	

2020–2021 Leadership (terms: July 1, 2020–June 30, 2021)	
Chair:	Carolyn Henderson Allen
Vice-Chair:	
Board liaison:	Jon Cawthorne
Staff liaison:	Allison Payne
Other leaders:	

Report & Work Plan Submission			
Year-end report written by:	Carolyn Henderson Allen	Date:	August 2020
Work plan submitted by:	Carolyn Henderson Allen	Date:	July 2020

2019–2020 Year-end Report

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

1. What were the major projects/activities accomplished by your committee in the 2019–2020 membership year (July 1, 2019 to June 30, 2020)?

VA brief list is suggested here; reference 2019–2020 work plan projects:
 ACRL Strategic Planning and Orientation Session, October 2020
 Discussed budget assumptions and recommended to hold steady the budget for FY 2019-20 based on ALA Finances
 FY2021 Budget to ACRL Board of Directors, ALA Annual 2020 which included an additional \$30,000 for work related to EDI initiatives
 Recommended to Board of Directors to hold steady personal dues based on the effects of COVID19; no increase to student dues

Monitored and discussed the financial outlook for CHOICE
 Discussed SCOE recommendations and opportunities/challenges for change
 Budget and Finance Committee recommended to the Board that a committee be established to highlight the associations work related to social justice and DEI efforts

2. What were the relevant results for your projects?

A brief list is suggested that includes assessment as appropriate (correspond to list above). Be as specific as possible. For example: 300 proposals/applications reviewed, 32 selected; Developed and conducted three podcasts (list podcast titles, speakers, etc.) Reviewed ten standards and guidelines (list titles)

Board of Directors budget approval
 On the fund development side of the budget, added language to include EDI
 Dashboard Metrics approved and will be continued and updated by staff
 VAL reviewed and approved 19 research recipients for funding
 Over 3015 users for Project Outcome/43,305 responses to survey
 7 recipients for ScholComm research grants@ \$5,000 each
 Many of the face to face opportunities were cancelled due to COVID19/staff were agile and created programs online as needed

3. Which if any 2019–2020 projects will continue next year?

The majority of the projects are on-going and will be continued
Work with the Executive Director to ensure a healthy budget
Keep the Board of Directors informed of all major changes if any to approved budget
Hold regular meetings with the committee to ensure continued understanding of budget activity and program changes
Monitor the LTI for sustainability and work with ALA to endure a balanced budget without substantially harming the ACRL programs
Continue to monitor outcomes of CHOICE programs and budget impact

4. What worked well?

The ED and staff are efficient, supportive, and excellent managers
Meetings with Board is helpful and the committee members are supportive
Web based programming, on-line meetings and in-person meetings are handled well with proper access to technology as appropriate
Useful updates related to activities and budget changes

5. What could have worked better?

Not having a pandemic and ALA budget constraints

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

The budget supports all the associations' work related to EDI. It is imperative that we manage our resources well to enable success of EDI programs and initiatives today and into the future.

The addition of Social Justice support is vital to the EDI efforts

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

None

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

Excellent staff support as stated above. Kudos to all who work at ACRL for their leadership and thoughtful collaboration with the membership, and especially the budget committee.

The support of the Board of Directors has been vital and is appreciated.

9. Any other comments, recommendations, or suggestions?

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #1

Activity Name:	Budget Review
Brief Description:	Review ACRL and Choice budget annually.

Activity #1 Timeline

How long will it take to do this project?	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>	

[ACRL Plan for Excellence](#)

Check the best goal and objective.	
<input checked="" type="checkbox"/>	Value of Academic Libraries
<input checked="" type="checkbox"/>	Student Learning
<input checked="" type="checkbox"/>	Research and Scholarly Environment
<input checked="" type="checkbox"/>	New Roles and Changing Landscapes
<input checked="" type="checkbox"/>	Core Commitment to Equity, Diversity & Inclusion
<input checked="" type="checkbox"/>	Enabling Programs and Services (education, advocacy, publications, or member engagement)

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

The budget has impact on all the programs and services of the association. Without sound fiscal management, the Plan for Excellence would be marginalized or non-existent. All of the component programs are vital to the membership and funding aids in the work they do benefitting all academic libraries across the U. S. and Canada.

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Activity #1 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Budget assumptions reviewed and discussed by Budget and Finance Committee	Mid to late October 2020	B & F Committee, Executive Director, Staff Liaison	Staff Support
Draft of FY 2022 budget reviewed at ALA Midwinter Meeting	February 2021	B & F Committee, Executive Director, Staff Liaison	Staff Support
Final review of draft budget and vote by the Committee to recommend a proposed budget to the ACRL Board of Directors	June 2021	B & F Committee, Executive Director, Staff Liaison	Staff Support

Activity #1 Assessment
How will success be measured?
Approval of proposed budget by the Board of Directors

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #2

Activity Name:	Monitor CHOICE's financial outlook and new product development
Brief Description:	Monitor performance through subscriptions to core publications, ProQuest services, CC Advisor and Advertising/Sponsored Content

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	
multi-year project continuing past June 30, 2021. Expected completion date:	<input type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

- Value of Academic Libraries
- 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:

Success will be determined by performance and a balanced budget

--

Activity #2 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review and discuss Choice financial data at ALA Midwinter and Annual	February 2021	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff Support
Discuss new products and potential revenue streams for Choice at ALA Midwinter and Annual	February 2021 and June 2021	B & F Committee, Executive Director, Choice Publisher, Staff Liaison	Staff Support

Activity #2 Assessment
How will success be measured?
<p>Reports, budget reviews, discussions and recommendations will be made to the Board of Directors; new programs/ products are included</p>

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #3	
Activity Name:	Continued evaluation of the dashboard tool relative to program outcomes
Brief Description:	Budget and membership

Activity #3 Timeline	
How long will it take to do this project?	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input type="checkbox"/> multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>	

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

Budget and membership

Activity #3 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Continue to monitor the current dashboard model	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff Support

Activity #3 Assessment

How will success be measured?

On-going assessment of outcomes relative to the programs being measured

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #4

Activity Name:	Review and recommend dues rates for FY 2022to the ACRL Board of Directors
Brief Description:	Ensure the health of the association through continuous and increased membership in all categories

Activity #4 Timeline

How long will it take to do this project?	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

- Value of Academic Libraries
- 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:

Budget

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Activity #4 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Monitor HEPI data (Higher Education Price Index)	Throughout the year	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Discuss HEPI and dues amounts at ALA Midwinter	February 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review HEPI data and possible dues amounts and develop recommendation for personal member dues for FY 2020 to the ACRL Board of Directors.	June 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review organizational dues and develop recommendation to Board of Directors	June 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support
Review organizational dues and develop recommendation to Board of Directors	June 2021	ACRL Staff reports HEPI to the B & F Committee	Staff Support

Activity #4 Assessment
How will success be measured?
Board of Directors approval of the FY2022 dues recommendations

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #5	
Activity Name:	Friends’ disbursements and fundraising activities
Brief Description:	Budget

Activity #5 Timeline	
How long will it take to do this project?	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

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

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Activity #5 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Advise the Board on Friends Funds and fundraising activities	Throughout the year	Executive Director, B & F Committee	Staff Support
Advise the Board on the outcome of the ACRL 2021 Conference Scholarship Campaign	As information becomes available	Executive Director, B & F Committee	Staff Support

Activity #5 Assessment
How will success be measured?
The level of giving and number of scholarships awarded

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #6

Activity Name:	Advise Board of Directors on potential transfers to the Long-Term Investment Fund.
Brief Description:	This represents the effort to ensure long term financial strength so that ACRL can continue to provide a wide range of services to members.

Activity #6 Timeline

How long will it take to do this project?	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

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

Budget

Activity #6 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Advise the Board of Directors concerning potential transfers from the net asset balance to the Long-Term Investment Fund	June 2021	B & F Committee, Executive Director	Staff Support

Activity #6 Assessment
How will success be measured?
Approval of recommendation by the Board of Directors

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #7

Activity Name:	Plan and conduct orientations to Budget and Finance Committee for new committee members and new ACRL Board of Directors members.
Brief Description:	To enable a better understanding of how the budget is designed and managed

Activity #7 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: <input type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

- Value of Academic Libraries
- 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:

Budget

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Activity #7 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Survey Committee members for availability	August/September, 2020	ACRL Staff	Staff Support
Plan activities for committee members' orientation	August/September, 2020	B & F Chair, Staff Liaison, Executive Director	Staff Support
Hold B & F committee members' orientation	Late September	B & F Chair, Staff Liaison, Executive Director	Staff Support
Plan orientation for new Board of Directors members	September 2020	B & F Chair, Staff Liaison, Executive Director	Staff Support
Hold orientation for new Board of Directors members/ SPOS	September 2020	B & F Chair, Staff Liaison, Executive Director	Staff Support

Activity #7 Assessment
How will success be measured?
Feedback from Survey of participants

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #8

Activity Name:	Monitor the student membership relative to dues
Brief Description:	Budget

Activity #8 Timeline

How long will it take to do this project?	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
<input type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

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

Retention and new members

Activity #8 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Monitoring the number of student members and whether membership is changing in response to discounted student fees.	Throughout the year	B & F Committee, Executive Director, Staff Liaison	Staff support

Activity #8 Assessment
How will success be measured?
Sustained membership and member increases

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #9

Activity Name:	Info-graphic showing how ACRL uses it funds.
Brief Description:	Member engagement; programs and services

Activity #9 Timeline

How long will it take to do this project?	
<input type="checkbox"/>	continuous project assigned in charge
<input checked="" type="checkbox"/>	short-term project that will be completed this membership year
	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

- Value of Academic Libraries
- 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:

Review results of membership activity reported by staff

Activity #9 Outline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
monitor info-graphic data	Review at Mid-winter meeting	B&F Committee, ACRL staff	Staff Support

Activity #9 Assessment
How will success be measured?
Review outcomes relative to membership is all categories and programs

2020–2021 Work Plan

Please complete this form for each activity that the committee plans to undertake in the 2020–2021 program year. While the form is pre-populated with five activities, it is not required to generate ideas for all five activities. Please only complete this form for the appropriate number of activities that work for your committee. If you need additional sheets, please contact your staff liaison.

Work Plan Activity #10

Activity Name:	Monitor the level of the net asset balance to make recommendations to the Board of Directors.
Brief Description:	Budget

Activity #10 Timeline

How long will it take to do this project?	
<input type="checkbox"/>	continuous project assigned in charge
<input type="checkbox"/>	short-term project that will be completed this membership year
<input checked="" type="checkbox"/>	multi-year project continuing past June 30, 2021. Expected completion date: <input style="width: 150px;" type="text"/>

[ACRL Plan for Excellence](#)

Check the best goal and objective.

- Value of Academic Libraries
 - 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:**

Ensure continued programming and a healthy association

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

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

2019–20 Work Plan

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

Work Plan Activity #11	
Activity Name:	ALA Finances and Organizational Effectiveness
Brief Description:	Stay abreast of ALA finances, and implications for ACRL. Monitor ALA finances and SCOE recommendations and give input in conjunction with the ACRL Board. If there are recommendations that impact the ACRL budget, work with ACRL staff to update per approved guidelines.

Activity #11 Timeline	
How long will it take to do this project?	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date: <input style="width: 150px;" type="text"/>	

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

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Activity #11 Outline

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

Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review Forward Together interim report	ALA MW22	B&F Committee and Executive Director	Staff Support
Meet with BARC liaison	ALA MW21	B&F Committee and Executive Director	Staff Support
Review Forward Together final report	ALA June 2021	B&F Committee and Executive Director	Staff Support
Meet with BARC liaison	ALA June 2021	B&F Committee and Executive Director	Staff Support

Activity #11 Assessment

How will success be measured?

ALA financial and SCOE reports are distributed to and reviewed by B&F committee. If there are implications for the ACRL and Choice budgets, committee will discuss and make recommendations.

2019–20 Work Plan

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

Work Plan Activity #12	
Activity Name:	Core Commitment to Equity, Diversity and Inclusion
Brief Description:	Consider how ACRL can financially support its Core Commitment to EDI. Strategically review ACRL’s annual budget with consideration to impact of EDI initiatives and programming. Consider adding a Social Justice Component to the EDI Core Commitment strategies

Activity #12 Timeline	
How long will it take to do this project?	
<input type="checkbox"/> continuous project assigned in charge <input type="checkbox"/> short-term project that will be completed this membership year <input checked="" type="checkbox"/> multi-year project continuing past June 30, 2020. Expected completion date: <input style="width: 150px;" type="text"/>	

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

ACRL B&F Orientation 2020 Doc 2.0

Activity #12 Timeline			
Outline the steps and deadlines planned to complete the project. Attach additional sheets if needed.			
Specific Action	Due Date	Party Responsible	Resources Needed (e.g., financial, tech, staff support)
Review ACRL budget with EDI lens	ALA MW22	B&F Committee and Executive Director	Staff Support
Review ACRL budget with EDI lens,	ALA June 2022	B&F Committee and Executive Director	Staff Support

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

REPORT OF THE ACRL JOINT SUBCOMMITTEE ON THE
DEFINITION OF MEMBERSHIP SERVICES

Prepared for the ACRL Board of Directors

January 27, 1992

Submitted by the Joint Subcommittee, which had members from
the ACRL Budget and Finance Committee and the ACRL Membership Committee

Vivian Chou
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Endorsed by the Parent Committees, January 25 and 27, 1992

INTRODUCTION

In October 1990 the ACRL Special Committee on Implementing a Revised Operating Agreement (chaired by Elizabeth Salzer) issued its final report. That report reviewed the revised ALA Operating Agreement (actual title: Policies of the American Library Association in relation to its membership divisions) and its potential financial impact on ACRL, and recommended several actions related to the transition to a new operating environment.

Upon review of the Special Committee's final report, the ACRL Board of Directors asked a joint subcommittee of the ACRL Budget and Finance Committee and the ACRL Membership Committee to do further analysis related to some of the recommendations. The Special Committee, in particular, had expressed concern "...that, approximately two years after the recent dues increase, three-year projections show a widening gap between dues revenue and the cost of membership services." A significant part of that gap arises from the Operating Agreement. As the report says, "...in FY 1991, ACRL (including Choice) will pay ALA about \$200,000 more in direct charges stemming from the Operating Agreement than the Division paid in 1989." And as the Operating Agreement is fully implemented over the next few years, those charges will increase significantly.

To help the Division firm up actions that would reassert financial stability, the Joint Subcommittee was asked to "examine current membership patterns, present and projected activities, and the cost of these activities to ACRL members," and to:

"identify membership activities to be covered by dues and ensure that membership dues cover the cost of these activities;

identify activities for membership that will be provided from non-dues sources and on what basis;

identify activities for membership that will be partially subsidized from dues."

This request is consistent with goals, strategies and planning assumptions of the Association (e.g., Financial Plan, goal 1, page 24; Operating Plan and Budget).

The Joint Subcommittee was appointed at Midwinter 1991. Its members from the ACRL Membership Committee are Vivian Chou, Head of Monographic Cataloging, Paley Library, Temple University, and Andrea C. Hoffman, Library Director, Wheelock College. Members from the Budget and Finance Committee are Neil J. McElroy, Director of Libraries, Lafayette College; Charles Martell, University Librarian, California State University, Sacramento; and Keith W. Russell, Associate Director for Public Services, National Agricultural Library, chair.

At Midwinter, the Joint Subcommittee held two brief meetings. In subsequent months, members gathered and reviewed background reports budgets from ACRL, ALA and other membership associations in library and information science. (The most relevant documents are listed at the end of this report.) Additional meetings and conference calls were held over the past 10 months.

SUMMARY OF FINDINGS AND DISCUSSIONS

The primary purpose of this Joint Subcommittee is to recommend a statement for ACRL concerning membership benefits and the funding of those benefits. This statement will serve as a foundation for efforts to clarify ACRL's obligation to members, financial aspects of that obligation, and sources of funding for membership activities.

Several existing statements relate to the charge to this Joint Subcommittee:

1. Strategic Plan financial recommendations. The ACRL Strategic Plan (1986, page 55) recommended changes to ACRL's financial policies in order to fully adopt the Plan. Four recommendations were made about the use of ACRL funds to support activities; not all of these have been fully implemented by the Division. That page from the Plan is presented as Table 1.

2. ACRL activities. The Joint Subcommittee assembled a list of ACRL activities (Table 2) from the Strategic Plan and other documents. Activities that were not considered tangible were omitted from the list for the purposes of our charge; for example, "networking and contacts" is often listed as a benefit of ACRL membership, but it is difficult to assign budget numbers to this activity.

3. Value of membership activities. Several surveys, including some described in the Strategic Plan, provide information on the most-valued and least-valued of ACRL activities, as well as information on why former members did not renew their memberships.

4. Membership prerequisites. Table 3 lists current tangible benefits of ACRL membership (received for a \$35.00 annual membership fee).

5. Operating Agreement statements. The following statements from the Operating Agreement pertain to the work of the Joint Subcommittee:

A. Definition of ALA Basic Services: "Those services made available to all ALA members at no additional charge beyond their ALA dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as approved by the Executive Board. Basic ALA services include: American Libraries, information/advisory services, support for governance/member groups, public/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services; offices: research, outreach services, government relations, intellectual freedom, accreditation; Headquarters Library." (Page 5)

TABLE 1

Strategic Plan recommendations related to funding of various ACRL activities

(This is page 55 from the ACRL Strategic Plan)

(Note: The use of the term "reserve funds" in item 1 reflects usage in 1986. That term has a different connotation today.)

C. Recommended changes to ACRL's Financial Policies Implicit in the Plan

It is important to note that the Plan implies certain financial policy changes, and that the Plan can only be adopted in full if these changes are made. The Task Force therefore calls these to the attention of the ACRL Board:

1. Reserve funds are used:

- ° to increase support to sections
 - * where targeted
 - * through a special programming fund
 - * through pre-Conferences
- ° to increase support to chapters
 - * through the special programming fund
- ° to make continuing education more accessible
- ° to publish certain items
- ° to distribute standards free of charge
- ° to recruit members of underrepresented groups (scholarships)
- ° to develop incentive programs to encourage librarians to do research

2. Grant funds are used to:

- ° help support desired programs
- ° carry out special projects

3. Dues revenue supports services for all members, including:

- ° recruitment and retention activities
- ° committees
- ° sections
- ° chapters
- ° discussion groups
- ° advisory services
- ° research and statistics projects
- ° Jobline
- ° some programs at Annual Conference

(continued)

TABLE 1

(continued)

4. These are self-supporting:

- serial publications
- non-serial publications, with special exceptions
- continuing education, with special exceptions
- National Conferences
- Pre-Conferences, with special exceptions

TABLE 2

List of ACRL Activities

Publications

College and Research Libraries
College and Research Libraries News
Rare Books and Manuscripts Librarianship
Choice
Chapter Topics
 Newsletters of sections
 Non-serial publications

National conferences (every three years)

Continuing education courses

Pre-conferences, post-conferences

Board and executive committee

Advisory services

Projects (often grant funded)

Research

Chapters

Sections

Committees

Discussion groups

Statistics

Standards distribution

Membership services (direct provision of membership-related information, support, etc.)

Jobline

Programs at ALA annual conferences, and at midwinter conferences (to the extent allowed by ALA policy)

Awards

TABLE 3

List of current ACRL membership benefits

College and Research Libraries

College and Research Libraries News

Membership in one type-of-library section (and any newsletter involved)

Membership in two type-of-activity sections (and any newsletter(s) involved)

Ability to join additional sections for \$2.00 each

Discounts on ACRL publications

Member rates on national conferences, pre- and post-conferences, and continuing education courses

Chapter activities (for members from geographic areas covered by chapters)

B. Definition of Division Basic Services: "Those services made available to all Division members at no additional charge beyond their Division dues. Dues provide the primary support for basic services. Basic services may be supported by dues or other options as determined by Division Boards. Basic Division services include: periodical publications designated as perquisites of membership, information/advisory services, support for governance/member groups, public relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services." (Page 5-6)

C. "Division have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA Bylaws, Article I, Section 2; Article VI, Section 6)." (Page 6)

6. ACRL statement. The following ACRL statement, adopted by the ACRL Board in January 1990, pertains: "Basic services are those made available to all division members at no additional charge beyond their division dues. Some basic membership services may be supported with non-dues revenue."

7. MLA's approach. The Joint Subcommittee was particularly influenced by a draft "Financial Planning Model" being developed by the Medical Library Association in response to questions similar to those of ACRL. An adaptation of recommendations in that model gave the Joint Subcommittee certain insights into the way ACRL handles dues, other revenues, and expenses. If ACRL applied a modified version of this approach, activities would fall into four categories:

A. Membership activities that are fully covered by dues revenues.

B. Membership activities that are partially covered by dues revenues, and partially covered by revenues from other sources (e.g., cost recovery, fee-for-service, or subsidy from other ACRL funds, or a combination of such funds).

C. Membership activities that are not funded by dues in any way. These activities are fully supported by cost recovery, fee-for-service, or subsidy from other ACRL funds, or a combination of such funds.

D. Entrepreneurial membership activities. These are not funded by dues in any way, and net revenues are generated for use by ACRL. Sources of revenues include cost recovery, fee-for-service, subsidy from other ACRL funds (if needed, perhaps as seed money), or a combination of such funds.

RECOMMENDATIONS

In response to its charge, the Joint Subcommittee recommends that the ACRL Board of Directors implement the following three recommendations:

1. Policy statement on membership services. ACRL should adopt the following policy statement concerning membership services. This statement pulls together various policies that currently are dispersed among various documents.

ACRL Statement on Basic Membership Services

"ACRL basic membership services are those services which meet the actual and anticipated needs of most, if not all, members. Such services are made available to all division members at no additional charge beyond their ACRL dues. The primary support for basic services comes from dues, although some basic membership services may be supported with non-dues revenue, as determined by the ACRL Board of Directors. Revenues from dues will fully cover the expenditures for basic services. The ACRL Board defines which membership services are considered basic. The list of basic services is reviewed periodically by ACRL staff and the ACRL Board to ensure that those services continue to be relevant to, appropriate for, and consistent with membership needs and the goals, objectives, and priorities of ACRL. The ACRL Budget and Finance Committee annually reviews the Association dues, including their adequacy for providing basic and other services. The Committee also recommends to the ACRL Board whether or not dues need to be increased."

2. Funding for basic and other services. The main part of the charge to this Joint Subcommittee involves categorizing membership activities into three categories: membership activities to be covered fully by dues; membership activities that will be provided from non-dues sources; and membership activities that will be partially subsidized from dues. The Joint Subcommittee recommends that ACRL adopt a model that uses four categories, based on the Medical Library Association model mentioned above. Definition of the four categories appears on the previous page, and Table 4 summarizes the categories into which various membership services would fall using this model. This table reflects current ACRL practice, rather than recommended changes.

The Joint Subcommittee recommends that this table be adopted as a guide for the funding of various services, and that it become an integral part of fiscal policy for ACRL. It establishes the basic services of ACRL, and provides a ready starting point for discussions related to (a) consideration of future dues increases (or service cuts) and (b) the setting of financial goals and objectives related to categories of services (and even specific services).

3. Administrative matters. The Joint Subcommittee recommends that ACRL staff work with the ACRL Budget and Finance Committee to review and modify ACRL budget sheet categories (and perhaps other financial reporting mechanisms) so that it is easier (a) to track the revenues and expenditures of basic services and other services, and (b) to monitor progress toward financial goals and objectives. Other modifications may be necessary or desirable because of the adoption of the above recommendations.

TABLE 4

Placement of ACRL Membership Services in Proposed Budgetary Categories
(see text for further definitions of categories)

I	II	III	IV
FULLY COVERED BY DUES	PARTIALLY COVERED BY DUES	NO DUES; FULL COST RECOVERY	NOT FUNDED BY DUES; NET REVENUE EXPECTED
Chapter topics	C&RL (if necessary)	RBML	National confs.
Sect. newsltrs.	C&RL News (if necessary)	CE courses	Choice
Board & ex.comm.	Awards (admin. costs)	Pre/post conferences	
Advisory (to members)*	Statistics	Projects	
Chapters (basic support)	pubs.	Some acts. of Sections & Chapters	
Sections (basic support)		Research	
Committees		Some non-serial publications	
Disc. groups (staff supp)		Special grant funds	
Statistics *, **			
Standards *			
Membership services			
Jobline *			

* Indicates a membership service that can also be used by non-members.

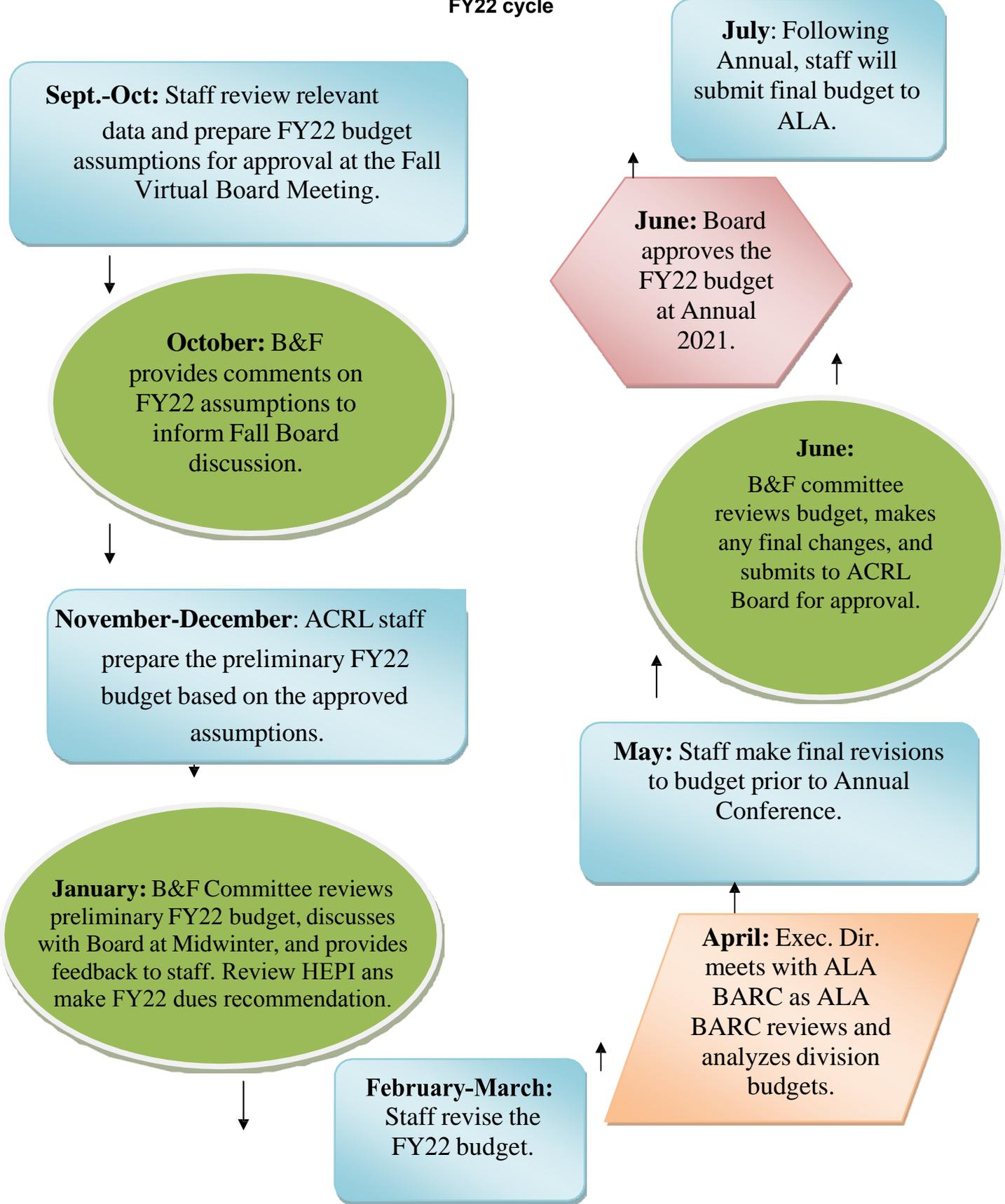
** Indicates an activity funded fully by dues, but from which some excess revenues come in that are not credited to dues revenues.

LIST OF SOURCES MOST USEFUL TO THE JOINT SUBCOMMITTEE

- American Library Association. ALA business plan, FY 1992 - FY 1994. Draft dated December 1990; revised October 1991.
- American Library Association. "Bylaws." Pages 130-135 in ALA handbook of organization, 1991/1992. Chicago: ALA. 1991.
- American Library Association. Policies of the American Library Association in relation to its membership divisions. (Referred to as the Operating Agreement.) Approved by ALA Council June 28, 1989.
- Association of College and Research Libraries. Annual report, 1989-90. Academic librarians: Partners in higher education. Chicago: ACRL.
- Association of College and Research Libraries. "Annual report, 1990-91. Empowering people: Information literacy." College & Research Libraries News, 52(10):657-676. November 1991.
- Association of College and Research Libraries. Financial Development Task Force. Report to the Board. June 25, 1990.
- Association of College and Research Libraries. Financial plan, 1990-93.
- Association of College and Research Libraries. Financial plan, 1992.
- Association of College and Research Libraries. Fiscal policy manual. June 1991.
- Association of College and Research Libraries. Guide to policies and procedures. September 1991.
- Association of College and Research Libraries. Membership survey. Conducted by Research USA, Inc., for ACRL. November 1989.
- Association of College and Research Libraries. Operating plan and budget, 1991.
- Association of College and Research Libraries. Operating plan and budget, 1992.
- Association of College and Research Libraries. Special Committee on Implementing a Revised Operating Agreement. Final report. October 1990.
- Association of College and Research Libraries. Strategic planning for ACRL. Approved by the ACRL Board July 1, 1986.
- Association of College and Research Libraries. Survey of former members. Conducted by Research USA, Inc., for ACRL. March 1991.
- Medical Library Association. Financial planning model. (Draft, March 14, 1990).

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ACRL BUDGET AND PLANNING PROCESS Overview for FY22 cycle



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	A	S	T	U	V	W	X	Y
1	7/31/2020 15:17	FY2015	FY2016	FY2017	FY2018	FY2019	2020	2021
2	Sources of Revenue	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
3	ACRL Historical Executive Summary							
4								
5								
6	BEGINNING RESERVE LEVELS:							
7	Reserve Sept. 1: Op. Reserve Fund	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,388,583
8	Reserve Sept. 1: LTI Fund	\$3,040,256	\$3,127,525	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,515	\$5,203,665
9	Reserve Sept. 1: CHOICE Op. Reserve Fund	\$3,017,507	\$2,884,451	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,979	\$2,562,758
10	Reserve Sept. 1: CHOICE LTI Fund	\$895,640	\$848,318	\$849,196	\$880,574	\$572,349	\$538,536	\$506,051
11								
12	Subtotal	\$11,278,109	\$11,862,409	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,854	\$10,661,057
13								
14	MEMBERSHIP DUES AND OTHER					ACTUAL		
15	Dues	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$611,284	\$354,335
16	Standards, Licensing Fees	\$21,694	\$90,859	\$84,152	\$2,704	\$38,714	\$14,000	\$850
17	Advisory	\$0	\$0	\$0	\$27,050	\$33,490	\$88,500	\$42,500
18	Misc. Donations	\$87,269	\$1,000	\$3,500	\$0	\$0	\$0	\$0
19	Awards	\$14,200	\$16,300	\$16,300	\$17,450	\$20,750	\$16,600	\$19,600
20	Special Events	\$18,210	\$20,966	\$21,729	\$31,282	\$34,887	\$15,125	\$15,125
21	Diversity Alliance	\$0	\$0	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090
22	Project Outcome	\$0	\$0	\$0	\$0	\$37,250	\$0	\$2,500
23	Subtotal	\$795,867	\$767,493	\$781,704	\$713,892	\$793,870	\$769,509	\$462,000
24	PUBLICATIONS							
25	CHOICE	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,382,519
26	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
27	C&RL News	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$400,932
28	RBM	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
29	Nonperiodical Publications	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$262,290
30	Library Statistics	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$120,397
31	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
32								
33	Subtotal	\$4,079,632	\$3,959,524	\$4,062,517	\$3,926,148	\$3,643,197	\$3,791,048	\$3,208,745
34								
35	EDUCATION							
36	Institutes & Liscensed Workshops	\$321,036	\$344,038	\$277,048	\$421,728	\$308,921	\$355,624	\$295,780
37	ACRL Conference	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,067,620
38	Preconferences & RBMS Conference	\$264,380	\$281,374	\$238,601	\$265,297	\$223,245	\$218,895	\$185,971
39	Annual Conference & MW Programs	\$17,400	\$15,200	\$16,300	\$19,350	\$14,000	\$16,000	\$16,000
40	Web-CE	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
41								
42	Subtotal	\$3,424,176	\$782,420	\$3,465,272	\$864,426	\$3,199,528	\$657,089	\$2,641,549
43								
44	FUNDED PROJECTS							
45	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
46	IMLS Grant - Cost Share	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47								
48	SPECIAL PROGRAMS							
49	Friends of ACRL-Restricted	\$35,677	\$38	\$66,070	(\$9,737)	\$0	\$30,640	\$30,640
50	Friends of ACRL-Operating	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51								
52	TOTAL REVENUE	\$8,299,675	\$5,509,437	\$8,309,493	\$5,504,466	\$7,636,595	\$5,217,646	\$6,312,294
53	CHOICE Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,382,519
54								
55	TOTAL REV. W/O CHOICE	\$5,282,284	\$2,616,463	\$5,368,999	\$2,691,183	\$5,115,731	\$2,572,017	\$3,929,775
56								
57								
58	ACRL Conference Revenue	\$2,670,947	(\$23,000)	\$2,815,296	\$36,635	\$2,549,663	(\$24,000)	\$2,067,620
59	Total Rev. w/o ACRL Conference	\$2,611,337	\$2,639,463	\$2,553,704	\$2,654,548	\$2,566,068	\$2,596,017	\$5,997,395

	A	S	T	U	V	W	X	Y
60		FY 2015	FY2016	FY2017	FY2018	FY2019	2020	2021
61	OBJECT OF EXPENSE	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
62								
63	MEMBERSHIP ACTIVITIES							
64	Membership Services*	\$185,781	\$178,523	\$157,152	\$200,336	\$49,671	(\$34,945)	\$28,130
65	Exec. Cttee. & Board	\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$144,926
66	Advisory	\$77,494	\$58,191	\$111,170	\$100,632	\$60,706	\$81,226	\$52,844
67	Standards Distribution	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$3,753
68	Discussion Groups	\$0	\$0	\$0	\$0	\$0	\$0	\$0
69	Awards	\$36,752	\$43,133	\$38,163	\$47,571	\$48,676	\$47,490	\$48,160
70	Chapters	\$23,079	\$16,278	\$10,417	\$27,541	\$18,636	\$31,943	\$18,897
71	Committees	\$132,232	\$125,106	\$109,318	\$153,752	\$134,130	\$158,862	\$120,872
72	Sections	\$88,182	\$123,051	\$94,308	\$128,865	\$117,292	\$130,338	\$110,169
73	C&RL Over Revenue	\$43,871	\$48,271	\$44,455	(\$38,594)	\$32,209	\$41,100	\$35,531
74	C&RL News Over Revenue	\$0	\$0	\$0	\$82,825	\$0	\$18,931	\$105,155
75	Liaisons to Higher Ed. Organizations	\$47,059	\$59,040	\$51,730	\$43,951	\$41,205	\$55,009	\$28,838
76	Special Events	\$27,256	\$23,167	\$32,306	\$36,513	\$40,849	\$22,508	\$20,955
77	Information Literacy	\$45,090	\$69,517	\$51,071	\$37,333	\$44,503	\$15,510	\$8,076
78	Scholarly Communications	\$58,245	\$89,076	\$71,476	\$119,856	\$155,076	\$138,426	\$77,871
79	Value of Academic Libraries	\$18,687	\$109,902	\$109,776	\$118,069	\$57,851	\$97,154	\$34,977
80	Government Relations	\$26,282	\$23,139	\$36,459	\$56,668	\$42,629	\$52,694	\$32,472
81	Scholarships	\$77,595	\$27,315	\$81,270	\$40,845	\$82,580	\$43,000	\$102,000
82	Annual Conference Programs	\$52,767	\$42,725	\$43,920	\$35,012	\$41,123	\$57,992	\$49,080
83	New Roles & Changing Landscapes	\$0	\$0	\$0	\$13,896	\$7,236	\$18,226	\$7,731
84	Diversity Alliance	\$0	\$0	\$16,429	\$32,770	\$42,920	\$65,878	\$55,578
85	Project Outcome	\$0	\$0	\$0	\$49,690	\$247,565	\$206,697	\$73,437
86	Subtotal	\$1,140,734	\$1,265,331	\$1,260,188	\$1,515,005	\$1,505,733	\$1,481,999	\$1,159,452
87								
89	SPECIAL PROJECTS							
92	Friends of ACRL-Restricted	\$0	\$38	\$66,070	(\$9,737)	\$67,820	\$0	\$60,000
93	Friends of ACRL-Operating	\$84,180	\$36,380	\$60,245	\$65,357	\$129,998	\$54,952	\$118,987
94								
95	Subtotal	\$84,180	\$36,418	\$126,315	\$55,620	\$197,818	\$54,952	\$178,987
96								
97	PUBLICATIONS							
98	CHOICE	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,375,977
99	C&RL	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
100	C&RL News	\$446,431	\$424,675	\$429,039	\$404,314	\$550,606	\$564,657	\$400,932
101	RBM	\$32,739	\$36,592	\$32,744	\$28,477	\$19,622	\$22,566	\$19,579
102	Nonperiodical Publications	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$236,141
103	Library Statistics	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$80,383
104	Applied Research (REAL)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
105								
106	Subtotal	\$3,994,414	\$3,982,988	\$3,877,448	\$3,793,472	\$3,657,038	\$3,688,091	\$3,128,712
107								
108	EDUCATION							
109	Institutes & Liscensed Workshops	\$281,964	\$317,591	\$279,929	\$222,813	\$293,394	\$343,682	\$303,136
110	ACRL Conference	\$1,909,873	\$214,672	\$2,166,094	\$238,096	\$2,093,753	\$298,286	\$1,908,030
111	Preconferences & RBMS Conference	\$248,583	\$199,903	\$179,508	\$243,900	\$203,473	\$208,690	\$173,716
112	Web-CE	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$54,583
113								
114	Subtotal	\$2,506,134	\$822,567	\$2,676,945	\$780,887	\$2,640,251	\$925,066	\$2,439,465
115								
116	FUNDED PROJECTS							
117	IMLS Grant Cost Share (12) - Operating	\$29,849	\$1,293	\$870	\$0	\$0	\$0	\$0
118								
119	IMLS Grant (47) - Restricted	\$91,920	\$8,587	\$0	\$0	\$0	\$0	\$0
120	Unallocated Admin					\$0		
121	TOTAL EXPENSES	\$7,755,311	\$6,108,559	\$7,875,696	\$6,154,721	\$7,933,021	\$6,150,108	\$6,846,616
122	CHOICE EXPENSES	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,375,977
123								
124	TOTAL EXP. w/o CHOICE	\$4,604,875	\$2,979,193	\$4,820,438	\$3,423,870	\$5,234,168	\$3,495,258	\$4,470,639
125								
126	TOTAL EXP. w/o CHOICE or ACRL Conference	\$2,727,689	\$2,764,521	\$2,654,344	\$3,185,774	\$3,140,414	\$3,196,971	\$2,562,609

	A	B	G	H	I	J	K	L	M
1	7/31/2020 15:17		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY2021
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
103	Publications								
104	<i>Trends & Statistics -3202</i>	Revenue	\$103,934	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$120,397
105		Expense	\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$80,383
106		Net	\$17,433	\$27,685	\$46,971	\$46,487	(\$24,378)	\$62,914	\$40,014
107	<i>ACRL Standards -3204</i>	Revenue	\$13,694	\$8,434	\$1,802	\$2,704	\$1,464	\$4,000	\$850
108		Expense	\$5,429	\$13,059	\$10,190	\$15,293	\$8,592	\$13,569	\$3,753
109		Net	\$8,265	(\$4,625)	(\$8,388)	(\$12,589)	(\$7,128)	(\$9,569)	(\$2,903)
110	<i>C&RL -3300</i>	Revenue	\$19,060	\$17,531	\$21,142	\$14,758	\$16,054	\$16,200	\$15,700
111		Expense	\$62,931	\$65,802	\$65,598	\$53,352	\$48,263	\$57,300	\$51,231
112		Net	(\$43,871)	(\$48,271)	(\$44,456)	(\$38,594)	(\$32,209)	(\$41,100)	(\$35,531)
113	<i>C&RL News -3302</i>	Revenue	\$585,773	\$523,076	\$648,554	\$569,964	\$613,958	\$564,657	\$400,932
114		Expense	\$446,431	\$424,675	\$429,039	\$487,139	\$550,606	\$583,588	\$506,087
115		Net	\$139,342	\$98,401	\$219,515	\$82,825	\$63,352	(\$18,931)	(\$105,155)
116	<i>RBM -3303</i>	Revenue	\$39,923	\$37,831	\$34,661	\$22,871	\$29,870	\$27,373	\$26,907
117		Expense	\$32,739	\$36,592	\$32,744	\$21,400	\$19,622	\$22,566	\$19,579
118		Net	\$7,184	\$1,239	\$1,917	\$1,471	\$10,248	\$4,807	\$7,328
119	<i>Non-Periodical Pubs -3400</i>	Revenue	\$313,551	\$374,752	\$288,126	\$388,475	\$338,897	\$379,380	\$262,290
120		Expense	\$259,236	\$289,149	\$256,695	\$330,329	\$223,970	\$334,923	\$236,141
121		Net	\$54,315	\$85,603	\$31,431	\$58,146	\$114,927	\$44,457	\$26,149
122	<i>REAL - Applied Research -3401</i>	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
123		Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
124		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
125	<i>CHOICE -3900</i>	Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,382,519
126		Expense	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,375,977
127		Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,991)	(\$9,221)	\$6,542
128		Subtotal Revenues Publications	\$4,093,326	\$3,967,958	\$4,064,319	\$3,928,852	\$3,644,660	\$3,795,048	\$3,209,595
129		Subtotal Expenses Publications	\$4,043,714	\$4,044,318	\$3,932,093	\$3,923,107	\$3,697,839	\$3,761,691	\$3,273,151
130		Subtotal Net Publications	\$49,612	(\$76,360)	\$132,226	\$5,745	(\$53,179)	\$33,357	(\$63,556)
131									
132		Subtotal Rev Pub w/out CHOICE	\$1,075,935	\$1,074,984	\$1,123,825	\$1,115,569	\$1,123,797	\$1,149,419	\$827,076
133		Subtotal Exp Pub w/out CHOICE	\$893,267	\$914,952	\$876,835	\$977,823	\$998,985	\$1,106,841	\$897,174
134		Subtotal Net Pub w/out CHOICE	\$182,668	\$160,032	\$246,990	\$137,746	\$124,812	\$42,578	(\$70,098)
135									
136	Education								
137	<i>RBMS Regional Workshops -3209</i>	Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
138		Expense	\$0	\$0	(\$1)	\$0	\$0	\$0	\$0
139		Net	\$0	\$0	\$0	\$0	\$0	\$0	\$0
140	<i>Web CE -3340***</i>	Revenue	\$150,413	\$164,808	\$118,027	\$121,416	\$103,698	\$90,570	\$76,178
141		Expense	\$65,714	\$90,401	\$51,415	\$76,078	\$49,631	\$74,408	\$54,583
142		Net	\$84,699	\$74,407	\$66,612	\$45,338	\$54,067	\$16,162	\$21,595
143	<i>Licensed Workshops -3341</i>	Revenue			\$55,795	\$179,680	\$77,000	\$148,410	\$66,205
144		Expense			\$78,422	\$144,325	\$77,320	\$143,446	\$88,484
145		Net			(\$22,627)	\$35,355	(\$320)	\$4,964	(\$22,279)
146	<i>Midwinter Workshops -3700</i>	Revenue	\$13,275	\$0	\$0	\$0	\$0	\$0	\$0
147		Expense	\$17,901	\$0	\$0	\$0	\$0	\$0	\$0
148		Net	(\$4,626)	\$0	\$0	\$0	\$0	\$0	\$0
149	<i>RBMS Conference -3800</i>	Revenue	\$231,570	\$203,174	\$230,061	\$257,422	\$223,245	\$207,609	\$185,971
150		Expense	\$205,406	\$185,476	\$170,544	\$233,825	\$187,146	\$198,030	\$173,716
151		Net	\$26,164	\$17,698	\$59,517	\$23,597	\$36,099	\$9,579	\$12,255

	A	B	G	H	I	J	K	L	M	
1	7/31/2020 15:17		FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY2020	FY2021	
2	ACRL Historical Executive Summary		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	
218	% OF TOTAL EXPENSES W/O CHOICE									
219	Strategic Priorities		9%	20%	9%	16%	14%	19%	9%	
220	Member Engagement		19%	28%	19%	31%	18%	24%	18%	
221	Education		50%	18%	52%	22%	47%	22%	51%	
222	Publications		20%	31%	18%	29%	19%	32%	20%	
223	Advocacy		2%	3%	2%	3%	2%	3%	1%	
224			100%	100%	100%	100%	100%	100%	100%	
225										
226	% OF TOTAL NET W/O CHOICE									
227	Strategic Priorities		-11%	46%	-39%	44%	356%	50%	34%	
228	Member Engagement		-19%	27%	-21%	45%	203%	7%	67%	
229	Education		114%	49%	132%	16%	-424%	36%	-26%	
230	Publications		26%	-44%	45%	-19%	-105%	-5%	13%	
231	Advocacy		-10%	23%	-16%	14%	71%	12%	11%	
232			100%	100%	100%	100%	100%	100%	100%	
233										
234	CHOICE -3900	Revenue	\$3,017,391	\$2,892,974	\$2,940,494	\$2,813,283	\$2,520,863	\$2,645,629	\$2,382,519	
235		Expense	\$3,150,447	\$3,129,366	\$3,055,258	\$2,945,284	\$2,698,854	\$2,654,850	\$2,375,977	
236		Net	(\$133,056)	(\$236,392)	(\$114,764)	(\$132,001)	(\$177,991)	(\$9,221)	\$6,542	
237										
238	* The total expenses for the Technology Summit include an additional \$25,000 in expenses that are not reflected in the project budget as \$25,000 of ACRL LTI interest was allocated to this strategic initiative.									
239	** 2008 actual contains \$400 in expenses previously unreported due to an accounting misallocation.									
240	*** ACRL embraces the use of information technology in the deliver of its Web-CE courses.									
241										
242	DEFINITIONS									
243	Lines 41-43: Show the subtotal of all ACRL Strategic Priority projects' Revenue, Expense, and Net Revenue.									
244	Lines 86-88: Show the subtotal of all Member Services projects' Revenue, Expense, and Net Revenue.									
245	Lines 115-117: Show the subtotal of all Professional Development projects' Revenue, Expense, and Net Revenue.									
246	Line 115-117: Shows the subtotal of all Publications projects' Revenue, Expense, and Net Revenue.									
247	Line 167-169: Shows the subtotal of all Advocacy projects' Revenue, Expense, and Net Revenue.									
248	Lines 181-183: Show the total of all ACRL projects' Revenue, Expense, and Net Revenue. Line 181, Total Revenue is equal to the sum of lines 41, 86, 115, 153, and 167. Lines 182 and 183 are calculated similarly.									
249	Lines 186-188: Show the total of all ACRL projects' Revenues, Expenses, and Net Revenues w/o CHOICE Revenue, Expense or Net Revenue. Line 186, total ACRL Revenue w/o CHOICE is equal to line 181, the Total of all ACRL projects' Revenue, minus line 214, CHOICE Revenue. Line 187 and 188 are calculated similarly.									
250	Lines 190-195: Show the Subtotal of Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Revenues w/o CHOICE. Line 191, Strategic Priorities (% of Total Revenue) is equal to line 41, Subtotal of Strategic Priority Revenue, divided by line 186, Total Revenue w/o CHOICE. Lines 192-195 are calculated similarly.									
251	Lines 198-203: Show the Subtotal of Expenses for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Expenses w/o CHOICE. Line 199, Strategic Priorities (% of Total Expense) is equal to line 42, Subtotal of Strategic Priority Expense, divided by line 187, Total Expense w/o CHOICE. Lines 200-203 are calculated similarly.									
252	Lines 206-211: Show the Subtotal of Net Revenues for Strategic Priorities, Member Services, Professional Development, Publications (w/o CHOICE), and Advocacy as a percentage of Total ACRL Net Revenues w/o CHOICE. Line 207, Strategic Priorities (% of Total Net Revenue) is equal to line 43, Subtotal of Strategic Priority Net Revenue, divided by line 188, Total Net Revenue w/o CHOICE.									

	B	C	H	I	J	K	L	M	N
1	ALA BUDGET WORKSHEET								
2	ACRL	7/29/2020							
3	PROJECT: GENERAL AND ADMINISTRATIVE								
4			2015	2016	2017	2018	2019	2020	2021
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6	REVENUE								
8	TOTAL								
9	EXPENSE								
10	5000	Salaries & Wages	(\$32,954)	(\$12,759)	(\$2,208)	(\$1,780)	(\$4,872)	\$9,341	\$6,279
11	5001	Temp Employees-In-House	\$6,315	\$3,236	\$2,180	\$0	\$2,195	\$2,500	\$2,500
12	5002	Overtime/Wages	\$5,675	\$3,668	\$0	\$1,780	\$2,607	\$2,875	\$1,500
13	5009	Accrued Vacation	\$0	\$0	0	\$0	\$0	\$0	0
14	5010	Employee Benefits	\$0	\$0	\$0	\$0	\$0	\$2,928	\$2,093
15	5016	Prof Memberships	\$1,710	\$1,405	\$2,052	\$3,022	\$1,094	\$2,480	\$2,000
16	5100	Temp Employee/Outside	\$6,704	\$0	\$0	\$0	\$0	\$0	\$0
17	5110	Professional Services	\$14,260	\$5,855	\$28	\$0	\$0	\$0	\$0
18	5122	Bank Service Fees	\$0	\$0	0	\$0	\$0	\$0	0
19	5140	Repairs/Maintenance	\$0	\$14	\$0	\$0	\$49	\$100	\$100
20	5150	Messenger Service	\$225	\$273	\$136	\$371	\$83	\$300	\$300
21	5210	Transportation	\$6,063	\$5,428	\$4,677	\$7,972	\$3,918	\$6,000	\$4,300
22	5212	Lodging & Meals	\$2,980	\$4,182	\$6,915	\$4,901	\$1,815	\$4,800	\$3,400
23	5214	Entertainment	\$0	\$0	\$0	\$0	\$128	\$0	0
24	5216	Business Meetings	\$1,662	\$1,661	\$1,019	\$826	\$420	\$1,000	\$750
25	5300	Facilities Rent	\$0	\$0	0	\$0	\$0	\$0	0
26	5301	Conference Equipment Rent	\$491	\$0	\$603	\$0	\$0	\$100	\$100
27	5302	Meal Functions	\$418	\$7,793	\$1,253	\$1,256	\$1,612	\$1,000	\$1,000
28	5303	Exhibits	\$68	\$0	\$0	\$0	\$0	\$0	\$0
29	5304	Speaker/Guest Expenses	\$0	\$0	\$0	\$0	\$0	\$0	0
30	5306	Awards	\$0	\$0	\$0	\$0	\$0	\$0	0
31	5310	Computer Rental/Internet Co	\$0	\$0	\$0	\$0	\$0	\$0	0
32	5350	Program Allocation	\$603	\$0	\$0	\$0	(\$400)	\$0	\$0
33	5401	Typesetting/Comptn-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5402	Printing-O/S	\$1,892	\$1,900	\$2,224	\$852	\$1,512	\$2,000	\$1,600
35	5403	Binding-O/S	\$0	\$0	\$0	\$0	\$0	\$0	0
36	5404	Design Service-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5410	Mail Service-O/S	\$0	\$0	\$225	\$0	\$0	\$0	0
38	5411	Advertising/Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
39	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	0
40	5414	Supplies/Production	\$0	\$0	\$0	\$0	\$345	\$0	0
41	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$0	\$0	\$0	0
42	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
43	5430	Web Operating Expenses	\$3,817	\$4,220	\$3,120	\$710	\$1,749	\$6,076	\$4,000
44	5431	Webminars/Webcasts/Web C	\$0	\$0	\$0	\$0	\$72	\$0	0
45	5030	Staff Recruitment/Relocation	\$0	\$431	\$712	\$0	\$0	\$0	\$0
46	5031	Staff Development	\$14,414	\$7,324	\$15,075	\$17,520	\$16,191	\$18,000	\$17,000
47	5500	Supplies/Operating	\$4,179	\$2,586	\$2,355	\$3,041	\$1,105	\$3,500	\$3,000
48	5501	Equipment/Software-Minor	\$1,272	\$2,957	\$3,098	\$2,239	\$6,831	\$3,000	\$7,717
49	5502	Ref Mats/Periodicals	\$0	\$0	\$0	\$0	\$0	\$0	\$0
50	5520	Equipment Rental/Lease	\$0	\$0	\$0	\$0	\$0	\$0	\$0
51	5522	Telephone & Fax/O/S	\$1,006	\$821	\$734	\$791	\$996	\$800	\$770
52	5523	Postage & E-Mail/O/S	\$0	\$33	\$10	\$1,759	\$603	\$100	\$1,000
53	5530	Depr/Furn & Equipment	\$0	\$0	\$0	\$0	(\$0)	\$1,000	\$1,000
54	5540	Royalty Expense	\$0	\$0	\$230	\$51	\$0	\$0	0
55	5560	Organization Support/Contrib	\$0	\$0	\$5,000	\$0	\$0	\$0	\$0
56	5599	Misc. Expense	(\$200,066)	(\$48,367)	(\$59,111)	(\$49,602)	(\$42,522)	(\$60,424)	(\$54,452)
57	5902	IUT-ITTS	\$0	\$0	0	\$0	\$0	\$0	0
58	5904	Transfer to/from Endowment	\$150,000	\$0	0	\$0	\$0	\$0	0
59	5905	IUT-Telephone	\$1,782	\$2,145	\$2,163	\$1,826	\$1,553	\$2,000	\$0
60	5909	IUT-Dist. Center	\$546	\$524	\$532	\$688	\$552	\$750	\$750
61	5910	IUT-Repro.	\$6,937	\$4,672	\$6,979	\$1,777	\$2,367	\$2,500	\$2,000
62	5941	IUT-CHOICE	\$0	\$0	\$0	\$0	\$0	(\$12,726)	(\$8,707)
63	5999	IUT-Misc.	\$0	\$0	\$0	\$0	\$0	\$0	0
64	TOTAL DIRECT EXPENSES		(\$1)	\$2	\$1	\$0	\$0	\$0	\$0
65									
66	NET		\$0	\$0	\$0	\$0	(\$0)	\$0	\$0

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	0000		
4		Project Name:	Administration		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					
9			Total Revenues		0
10	5000	Salaries & Wages	Salaries: Memo only; will be allocated to programs at year end.	1,042,652	
11	5001	Temp Employees-In-House			
12	5002	Overtime/Wages	Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual.	1,500	
13	5010	Employee Benefits	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	347,596	
14	5000	Salaries & Wages	Portion of ACRL salaries allocated to CHOICE, @ % of total ACRL salaries listed in the salary matrix.		6,279
15	5001	Temp Employees-In-House	Interns/temporary employees in lieu of full time administrative assistant. (intern staffing @ 10 hours/week (\$14/hr) for 12 months = \$14,560)		2,500
16	5002	Overtime/Wages	Anticipated overtime for ALA Conferences plus 15% benefits		1,500
17	5010	Employee Benefits	Benefits of line 5000 for Choice supported portion based on time study		2,093
18	5016	Prof Memberships	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$370), AFP (\$370). Reduced based on past actuals.		2,000
19	5100	Temp Employee/Outside			0
20	5110	Professional Services	Contract support as needed.		0
21	5140	Repairs/Maintenance	Shared		100
22	5150	Messenger Service	Messenger service		300
23	5210	Transportation	Travel expenses for Executive Director to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visits); 4 flights at (\$400); and local transportation \$100 each trip. \$2,300 for travel to IFLA. Staff travel for association business.		4,300
24	5212	Lodging & Meals	Lodging and meals for Executive Director when on business for association; 4 trips avg 1 night each (\$250 sleeping room, internet, taxes) and meals for Executive Director (\$50 per diem) 4 trips avg 2 days each. \$2,000 for IFLA attendance.		3,400
25	5216	Business Meetings	Business meetings and registration fees.		750
26	5301	Conference Equipment Rental	Conference equipment rental		100
27	5302	Meal Functions	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.		1,000

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	0000		
4		Project Name:	Administration		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
	5402	Printing-O/S	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300 -Share of ACRL Briefing Book (1/3 of \$700)		1,600
31					
32	5404	Design Service-O/S	Design service		0
33	5411	Advertising/Space	Advertising/space for recruitment		0
34	5420	Copyright Fees	General Copyright Fees		0
	5430	Web Operating Expenses	Domain name fees for acrl.org and acrlg.xxx (\$300), bulk email provider (now provided by ALA), survey software subscription (SurveyMonkey or other, \$336), Skype (\$350/year). Zoom \$2184 for 12 months (Zoom Pro account at \$72 and Pro Webinar 1000 at \$2040).		4,000
35					
36	5030	Staff Recruitment/Relocation			0
	5031	Staff Development	Staff Development for area workshops and seminars; 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. Reduced in this budget to base on historical actuals.		17,000
37					
	5500	Supplies/Operating	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.		3,000
38					
	5501	Equipment/Software-Minor	Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$3717.		7,717
39					
40	5502	Ref Matls/Periodicals	Reference materials and subscriptions to professional journals.		0
41	5520	Equipment Rental/Lease			0
	5522	Telephone & Fax/O/S	Reimbursement for Remote Access at ALA MW & AC. MW: 3 staff * 35 = \$140. AC: 5 staff * 35 = \$210. ED cell reimbursement: 12 * 35 = \$420.		770
42					
43	5523	Postage & E-Mail/O/S	Postage		1,000
44	5530	Depr/Furn & Equipment	Depreciation		1,000
45			From depr worksheet. Placeholder pending updates from ALA Finance.		
46	5560	Organization Support/Contrib.	ACRL contribution to the LTI fund: shown on Exec. Summary		
	5599	Misc. Expense	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	335	-54,452
47					
48			Reverse out charges to projects (memo includes CHOICE amount)	-54,787.00	
49	5905	IUT-Telephone	IUT telephone; ALA moving to VoIP		0
50	5909	IUT-Dist. Center	IUT distribution		750
51	5910	IUT-Repro.	IUT reprographics		2,000
52	5941	IUT-CHOICE	Transfer from CHOICE		-8,707
53			Total Expenses		0
54			Net		0

	B	C	H	I	J	K	L	M	N
1	ALA BUDGET WORKSHEET								
2	ACRL PROJECT: MEMBERSHIP SERVICES & RECRUITMENT								
3									
4			2015	2016	2017	2018	2019	2020	2021
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4000	Dues/Personal	\$642,750	\$634,905	\$635,258	\$606,636	\$595,758	\$532,441	\$295,672
9	4001	Dues/Organizational	\$0	\$0	\$0	\$0	\$0	\$75,660	\$55,648
10	4002	Dues-Special	\$0	\$0	\$0	\$0	\$0	\$0	\$0
11	4003	Dues Life Members-Cu	\$3,375	\$3,240	\$3,195	\$3,150	\$2,985	\$3,063	\$2,910
12	4004	Dues-Cont. Members &	\$120	\$120	\$120	\$120	\$105	\$120	\$105
13	4163	Advertising/Online	\$0	\$0	0	\$0	\$0	0	0
14	4610	Comm/Online Advertis	\$0	\$0	0	\$0	\$0	0	0
15	4490	Misc. Fees/Revenues	\$0	\$0	0	\$0	\$0	0	0
16	4429	Overhd-exempt Rev./D	\$0	\$0	0	\$0	\$0	0	0
17									
18	TOTAL		\$646,245	\$638,265	\$638,573	\$609,906	\$598,848	\$611,284	\$354,335
19									
20	EXPENSES								
21	5000	Salaries & Wages	\$48,692	\$71,141	\$47,110	\$57,764	\$59,484	\$62,273	\$52,800
22	5001	Temp Employees-In-H	\$0	\$0	\$0	\$0	\$0	0	0
23	5002	Overtime/Wages	\$0	\$0	\$0	\$0	\$0	0	0
24	5010	Employee Benefits	\$13,901	\$21,110	\$14,395	\$17,329	\$18,303	\$19,523	\$17,602
25	5110	Professional Services	\$45,510	\$33,569	\$43,429	\$54,740	\$24,222	\$5,000	\$16,800
26	5122	Bank Service Fees	\$13,688	\$13,708	\$15,624	\$13,420	\$14,383	\$12,226	\$10,276
27	5150	Messenger Service	\$0	\$0	0	\$0	\$0	0	0
28	5210	Transportation	\$0	\$0	0	\$0	\$12	0	0
29	5212	Lodging & Meals	\$0	\$0	0	\$0	\$777	0	0
30	5216	Business Meetings	\$0	\$0	0	\$0	\$0	0	0
31	5300	Facilities Rent	\$0	\$0	0	\$0	\$0	0	0
32	5301	Conference Equipmen	\$0	\$0	0	\$0	\$0	0	0
33	5302	Meal Functions	\$8,861	\$4,363	\$4,722	\$4,206	\$9,793	\$4,465	\$8,000
34	5303	Exhibits	\$0	\$0	0	\$0	\$0	0	0
35	5350	Program Allocation	\$32,723	\$20,130	\$20,352	\$37,605	\$37,594	\$10,000	\$47,000
36	5401	Typesetting/Comptn-O	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5402	Printing-O/S	\$5,731	\$5,880	\$4,421	\$3,703	\$4,764	\$4,500	\$4,500
38	5404	Design Service-O/S	0	\$0	0	\$0	\$0	0	0
39	5410	Mail Service-O/S	\$152	\$0	\$25	\$0	\$0	\$0	\$0
40	5430	Web Operating Expens	\$0	\$1,149	\$1,199	\$89	\$0	\$0	\$0
41	5500	Supplies/Operating	\$1,939	\$2,378	\$1,238	\$6,298	\$1,228	\$200	\$1,250
42	5501	Equipment/Software-M	\$0	\$0	\$0	\$1,693	\$25	\$0	\$0
43	5523	Postage & E-Mail/O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$550
44	5530	Depr/Furn & Equipmer	\$223	\$197	\$204	\$194	\$405	0	0
45	5560	Organization Support/O	\$0	\$0	\$0	\$0	\$0	\$0	\$0
46	5599	Misc. Expense	\$10,784	\$3,676	\$2,944	\$2,377	\$2,153	\$3,044	\$2,817
47	5902	IUT-ITTS	\$495	\$495	\$360	\$405	\$405	\$405	\$405
48	5904	Transfer to/from Endov	\$0	\$0	\$0	\$0	-\$125,000	-\$157,096	(\$135,000)
49	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
50	5909	IUT-Dist. Center	\$462	\$478	\$346	\$355	\$547	\$355	\$550
51	5910	IUT-Repro.	\$1,545	\$249	\$784	\$159	\$576	\$160	\$580
52	5999	IUT-Misc.	\$0	\$0	0	\$0	\$0	0	0
53									
54	TOTAL DIRECT EXPENSES		\$184,706	\$178,523	\$157,152	\$200,336	\$49,671	-\$34,945	\$28,130
55									
56	NET		\$461,539	\$459,742	\$481,421	\$409,570	\$549,177	\$646,229	\$326,205

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4000	Dues/Personal	<p>Personal memberships in August 2019 totalled 9,313 (excludes 206 non-dues paying members in FY19). As a non-conference year also affected by the COVID-19 pandemic, FY20 personal membership is projected to decrease 8% from FY19 to 8,568 (of which 8,368 are paying members). Students represent 11.1% (928) of personal (paying) members and retired members represent 3.9% (330). Total cash receipts: $(7,310 \times \\$68 = \\$497,080) + (330 \times \\$44 = \\$14,520) + (928 \times \\$5 = \\$4,640) = \\$516,240$. This is the number used to calculate FY20 deferred revenue which appears in the first quarter of FY21. Four of the 12 months of 2020 are part of FY21 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2020 dues are deferred in FY20 $(.335 \times \\$516,240) = \\$172,940$.</p>		\$295,672
9			<p>Personal memberships in FY2021 are expected to decrease over the FY20 level by 8% to 7,883 (of which 7,683 are paying members). Total cash receipts: $(6,501 \times \\$68 = \\$442,068) + (307 \times \\$44 = \\$13,508) + (875 \times \\$5 = \\$4,375) = \\$459,951$. Eight of the 12 months of 2021 are part of FY2022 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2021 dues are recognized in FY2021 (the rest, or 4/12 (or .333), is deferred: 8/12 of \$459,951 = \$306,787.</p>		
10			Reduce projected revenues by 5% to account for variance of when member dues are received		
11	4001	Dues/Organizational	<p>Organizational members for 2020 are expected to decline by 12.5% (79) from 2019 total $(551 \times \\$125 = \\$68,875)$. Four months (Sept.-Dec. 2020) are part of FY2021. 4/12 of $\\$68,875 = \\$23,073$.</p>		\$55,648
12			<p>Organizational members for 2021 are expected to decline by 12.5% (69) from 2020. Total cash receipts: $482 \times \\$125 = \\$60,250$. Eight of the 12 months of 2021 are part of FY21 (Jan.-Aug.). Therefore, 8/12 (or .667) of the dues are recognized in FY21 (the rest or 4/12 [or .333] are deferred to FY21) 8/12 of $\\$60,250 = \\$40,187$.</p>		

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
13			Org revenues minus 3% factor to account for varying renewal times = \$1,739.		
14	4002	Dues-Special	Special Member Dues, based on 2019 actual		\$0
15	4003	Dues Life Members-Current	Life member dues revenues. In August 2021, life dues are expected to total \$2,910 which is a 2.5% decrease from FY19.		\$2,910
16	4004	Dues-Cont. Members & Div Trf	Continuing members dues revenues. In August 2021, continuing member dues are expected to total \$105 which no change from FY19.		\$105
17			Total Revenues		\$354,335

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
18	5000	Salaries & Wages	Salaries calculated % of ACRL total salaries detailed in the salary matrix		\$52,800
19	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$17,602
20	5110	Professional Services	Consultant costs: \$10,000 for focus groups at ACRL Conference; \$6,800 for Media Llama videos at 2021 ACRL Conference.		\$16,800
21	5122	Bank Service Fees	Bank service fees (2.9% of dues)		\$10,276
22	5302	Meal Functions	First-Time Attendee Orientation at ACRL 2021 (\$8,000)		\$8,000
23					
24	5350	Program Allocation	Strategic initiatives (\$25,000) Three Emerging Leader sponsorship (\$1,000 x 3 = \$3,000); Exhibits at Annual Conference only \$5,000 Support for 2 Spectrum Scholars (\$14,000).		\$47,000
25	5401	Typesetting/Comptn-O/S			\$0
26	5402	Printing-O/S	Outside printing of <i>C&RL News</i> wraps (new, reinstated, lapsing members); based on historical figures		\$4,500
27	5410	Mail Service-O/S	Mail service (based on FY19 actual)		\$0
28	5430	Web Operating Expenses			\$0
29	5500	Supplies/Operating	ACRL Conference supplies (based on FY19 actual)		\$1,250
30	5501	Equipment/Software-Minor	Adobe Connect & Zoom software annual subscription --in Project 0000.		\$0
31	5523	Postage & E-Mail/O/S	Postage (based on FY19 actual)		\$550

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3200		
4		Project Name:	Membership Services & Recruitment		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
32	5560	Organization Support/Contrib.	Long-term investment fund interest (Proj 3657) to fund strategic initiatives. Note: at request of ALA Finance, this now shown in 5904.		
33	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$2,817
34	5902	IUT-ITTS	IUT-data processing (mailing labels for C&RL News wraps) (Based on FY18 actual)		\$405
35	5904	Transfer to/from Endowment	Payout approved by the ALA Board of the interest/appreciation/dividends/contributions from ACRL's LTI calculated as five percent of the average of the previous twenty quarter. This number will be updated in February when payouts are approved by the Endowment Trustees.		(\$135,000)
36	5905	IUT-Telephone	IUT-telephone (based on FY19 actual)		\$0
37	5909	IUT-Dist. Center	IUT-distribution (based on FY19 actual)		\$550
38	5910	IUT-Repro.	IUT-reprographics (based on FY19 actual)		\$580
39	5942	IUT-Advertising	IUT-advertising;		\$0
40			Total Expenses		\$28,130
41			Net		\$326,205

	B	C	H	I	J	K	L	M	N	
1	ALA BUDGET WORKSHEET									
2	ACRL	7/29/2020								
3	PROJECT:	BOARD, PRESIDENT, EXEC. COMMITTEE								
4			2015	2016	2017	2018	2019	2020	2021	
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET	
6	REVENUE									
7	4220	Meal Functions	\$0	\$0	\$0	\$0	\$0	\$0	0	
8	4400	Donations/Honoraria	\$0	\$0	\$0	\$0	\$0	\$0	0	
9	4429	Overhd-exempt Rev./Divis	\$0	\$0	\$0	\$0	\$0	\$0	0	
10	4490	Misc. Fees/Revenues	\$0	\$0	\$0	\$0	\$0	\$0	0	
11										
12	TOTAL		\$0							
13										
14	EXPENSES									
15	5000	Salaries & Wages	\$77,464	\$95,199	\$71,685	\$92,253	\$85,020	\$95,278	\$75,555	
16	5001	Temp Employees-In-Hous	\$0	\$0	0			0	0	
17	5002	Overtime/Wages	\$0	\$0	0			0	0	
18	5010	Employee Benefits	\$22,116	\$28,248	\$21,905	\$27,674	\$26,191	\$29,870	\$25,188	
19	5016	Prof Memberships	\$0	0	0			0	0	
20	5110	Professional Services	\$10,000	\$10,000	\$12,573	\$9,348	\$33,250	\$10,000	\$3,000	
21	5122	Bank Service Fees	\$0	0	0			0	0	
22	5150	Messenger Service	\$7	\$244	\$274	\$557	\$629	\$700	\$700	
23	5210	Transportation	\$13,313	\$13,458	\$17,045	\$21,807	\$18,202	\$16,700	\$2,800	
24	5212	Lodging & Meals	\$21,647	\$21,512	\$23,409	\$20,136	\$23,333	\$31,050	\$13,925	
25	5214	Entertainment	\$0	0	0			0	0	
26	5216	Business Meetings	\$1,901	\$2,095	\$1,990	\$1,990	\$2,429	\$2,095	\$2,095	
27	5300	Facilities Rent	\$600	\$941	\$0	\$0	\$0	\$0	\$0	
28	5301	Conference Equipment Re	\$7,507	\$6,907	\$6,823	\$4,353	\$2,050	\$5,650	\$1,650	
29	5302	Meal Functions	\$21,066	\$28,095	\$27,078	\$23,684	\$36,236	\$22,881	\$14,471	
30	5309	Audio/Visual Equip Rental	\$0	\$744	0			\$0	\$0	
31	5310	Computer Rental/Internet	\$0	0	0			0	0	
32	5350	Program Allocation	\$826	\$28	\$397		\$139	\$100	\$100	
33	5402	Printing-O/S	\$0	\$227	\$0	\$162	\$170	\$333	\$333	
34	5404	Design Service-O/S	\$0	0	\$263			0	0	
35	5410	Mail Service-O/S	\$0	0	\$0			0	0	
36	5411	Advertising/Space	\$0	0	\$0			0	0	
37	5412	Advertising/Direct	\$0	\$0	\$0			\$0	\$0	
38	5415	Pre-Press/Photo Services	\$0	\$0	\$0			\$0	\$0	
39	5420	Copyright Fees	\$0	\$0	\$0			\$207	\$207	
40	5430	Web Operating Expenses	\$0	\$1,149	\$1,149	\$1,684		\$0	\$0	
41	5431	Webinars/Webcasts/We	\$0	0	\$0			0	0	
42	5031	Staff Development	\$0	0	\$0			0	0	
43	5500	Supplies/Operating	\$835	\$1,791	\$1,185	\$1,173	\$850	\$750	\$750	
44	5502	Ref Matls/Periodicals	\$23	\$0	\$0		\$0	\$0	\$0	
45	5522	Telephone & Fax/O/S	\$0	\$0	\$0		\$0	\$0	\$0	
46	5523	Postage & E-Mail/O/S	\$0	\$0	\$0			\$0	\$0	
47	5530	Depr/Furn & Equipment	\$354	\$264	\$310	\$310	\$579	\$0	\$0	
48	5560	Organization Support/Con	\$0	0	\$0			0	0	
49	5599	Misc. Expense	\$17,156	\$4,919	\$4,479	\$3,796	\$3,116	\$4,657	\$4,032	
50	5902	IUT-ITTS	\$0	\$0	\$0			\$0	\$0	
51	5905	IUT-Telephone	\$0	\$0	\$0			\$0	\$0	
52	5909	IUT-Dist. Center	\$47	\$17	\$9		\$68	\$20	\$20	
53	5910	IUT-Repro.	\$71	\$0	\$2	\$3,253	\$21	\$100	\$100	
54	5942	IUT-Advertising	\$0	\$0	\$0			\$0	\$0	
55	5999	IUT-Misc.	\$0	0	\$0			0	0	
56	5911	IUT-General Overhead	\$0	0	\$0			0	0	
57										
58	TOTAL DIRECT EXPENSES		\$194,933	\$215,838	\$190,578	\$212,181	\$232,282	\$220,391	\$144,926	
59										
60	NET		(\$194,933)	(\$215,838)	(\$190,578)	(\$212,181)	(\$232,282)	(\$220,391)	(\$144,926)	

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8					
9					
10			Total Revenues		0
11	5000	Salaries & Wages	Salaries calculated at % of total ACRL salaries as shown in salary matrix.		75,555
12	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		25,188
13	5110	Professional Services	SPOS Facilitator \$3,000		3,000
14	5150	Messenger Service	Shipping of Board documents to conference. 1/3 of briefing book shipment. Shipment to MW and AC \$200 x 2 = \$400		700
15	5210	Transportation	Total transportation expenses for the , Strategic Planning and Orientation Session (SPOS), Board President and Executive Director liaison travel, and President-Elect and Executive Director training at ASAE		2,800
16			Fall Exec (Virtual)	0	
17			SPOS (ACRL 2021) Removed due to meeting being held in Seattle one day prior to ACRL 2021.	0	
18			ARL/CNI/Other Mtgs for ACRL Board President and Executive Director 4 air travel trips at \$300 plus \$50 for luggage fees. Local ground transportation, mileage and parking reimbursement 4 trips x \$100.	1,800	

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
19			ASAE Air travel for Executive Director and President-elect to attend meeting 2 ppl x (\$400 per flight) = \$800. Local transportation 2 ppl x \$50 = \$100 Reimbursement for mileage and parking 2 ppl x \$50 = \$100	1,000	
20	5212	Lodging & Meals	Total lodging and per diem reimbursement expenses for the Fall Exec meeting, Strategic Planning and Orientation Session (SPOS), Spring Exec meeting, Board President and Executive Director liaison travel, President-Elect and Executive Director training at ASAE, and ACRL Board Presidential Suite at ALA conferences. Reduced based on historical actuals.		13,925
21			Fall Exec (Virtual)		
22			SPOS Lodging HOTEL: \$6,975 = 31 people @ \$225/night inclusive at Sheraton (1 night arrive on Tuesday for Wednesday start). Meal reimbursement Based on historical actuals = \$750	7,725	
23			Spring Exec will be virtual		
24			ARL/CNI/Other Mtgs for ACRL Board President and Executive Director Lodging 4 trips x 2 nights ea. x \$250 Meal reimbursement 4 trips x 3 days x \$50 per diem	2,600	

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
25			ASAE Lodging for Pres Elect & Exec Dir 2 ppl x at 3 nights at \$250 each = \$1,500; Meal Reimbursement 2 ppl x 4 days x \$50 per diem = \$400	1,900	
26			ACRL suite at AC \$340/night/5 nights = \$1,700	1,700	
27					
28	5216	Business Meetings	Registration fees for ASAE symposium		2,095
29	5300	Facilities Rent	SPOS facility rental. Included in conference contract.		0
30	5301	Conference Equipment Rental	Midwinter & Annual Conference Replacement ink in ACRL suite. (\$150) Spring Exec- No AV fees @ ALA WO or ALA Chicago	150	1,650
31			SPOS inc. screen, LCD projector, 2 wireless mics. SPOS total = \$1,500.	1,500	

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
32	5302	Meal Functions	Fall and Spring Exec (virtual)		14,471
33			Board meals @ MW Optional group dinner 15 ppl @ \$45 person = \$675 Board meals @ AC AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500, Optional group dinner 15 ppl @ \$45 person = \$600 Board lunch in the suite 16ppl @ \$75 ea = \$1,200 \$150 for ED and Pres Inaugural banquet tickets	3,125	
34			SPOS meals at hotel plus social event CATERING = inc. Bfast \$48 / AM \$15 ea / Lunch \$68 / PM \$35 = \$166/person/day. \$166 *31 = \$5,146. Group dinner w activity tbd for 31 ppl @ \$200 = \$6200	11,346	
35	5304	Speaker/Guest Expenses	President's Program speaker expenses (\$4,000) (now reflected in Project 3835)		0

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research Libraries		
3		Project No.:	3201		
4		Project Name:	Board, President, and Executive Committee		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
36	5305	Speaker/Guest Honorarium	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)		0
37	5309	Audio/Visual Equip Rental	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)		0
38	5350	Program Allocation	Board program expenses. Leadership Council moved to 5212.		100
39	5402	Printing-O/S	Printing-outside- 1/3 share of \$700 ACRL Briefing Book Business cards for ACRL Presidents-\$100		333
40	5412	Advertising/Direct			
41	5415	Pre-Press/Photo Services	Board photos		0
42	5420	Copyright Fees	HBR article copyright fees for Board orientation packet. \$207		207
43	5430	Web Operating Expenses	Zoom license fees moved to 0000.		0
44	5500	Supplies/Operating	Supplies for Leadership Council, five Board meetings, and gifts for departing Board members.		750
45	5502	Ref Matls/Periodicals	Reference Materials		0
46	5522	Telephone & Fax/O/S	Reimbursement, phone, for President, Officers		0
47	5523	Postage & E-Mail/O/S	Reimbursement, postage, for President, Officers		0
48	5530	Depr/Furn & Equipment	Reimbursement, postage, for President, Officers		0
49	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		4,032
50	5902	IUT-ITTS	IUT-Data Processing		0
51	5905	IUT-Telephone	IUT-Telephone		0
52	5909	IUT-Dist. Center	IUT-Distribution		20
53	5910	IUT-Repro.	IUT-Reprographics		100
54	5942	IUT-Advertising	Share of Colleagues Thank-You Ad, proportional to possible sponsorships received in this project		0
55			Total Expenses		144,926
56			Net		-144,926

	B	C	H	I	J	K	L	M	N
1	ALA BUDGET WORKSHEET								
2	ACRL								
3	PROJECT: 3202 Library Trends & Statistics								
4			2015	2016	2017	2018	2019	2020	2021
5			ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
6									
7	REVENUE								
8	4100	Sales/Books	\$66,376	\$70,879	\$85,111	\$43,222	\$56,609	\$43,120	\$38,916
9	4601	Returns/Credits	(\$6,458)	(\$5,944)	(\$9,035)	(\$1,769)	(\$5,691)	(\$2,000)	(\$2,000)
10	4102	Sales Audiovisual	\$0	\$0	\$0	\$0	\$0	0	0
11	4103	Sales/On-line	\$41,742	\$53,513	\$52,333	\$75,385	\$72,188	\$116,117	\$83,034
12	4602	Sales/Book Discounts	\$0	(\$5,088)	(\$863)	(\$41)	\$0	\$0	\$0
13	4143	Advertising/Online	\$0	\$0	\$0	\$0	\$0	\$600	\$0
14	4610	Comm/Online Advertising	\$0	\$0	\$0	\$0	\$0	(\$28)	\$0
15	4421	Royalties-Exempt	\$2,275	0	\$1,993	\$0	\$447	0	\$447
16	4430	Royalties-Non-Exempt	\$0	0	\$0	\$0	\$0	0	0
17									
18	TOTAL		\$103,935	\$113,360	\$129,540	\$116,797	\$123,554	\$157,809	\$120,397
19									
20	PENSES								
21	5000	Salaries & Wages	\$7,437	\$11,233	\$10,417	\$12,173	\$14,535	\$18,682	\$12,916
22	5002	Overtime/Wages	\$0	0	\$0	\$0	0	0	0
23	5010	Employee Benefits	\$2,123	\$3,333	\$3,183	\$3,652	\$4,477	\$5,857	\$4,306
24	5110	Professional Services	\$26,500	\$36,000	\$84,500	\$51,000	\$54,500	\$50,000	\$68,000
25	5122	Bank Service Fees	\$9	\$128	\$776	\$527	\$666	\$527	\$666
26	5150	Messenger Service	\$21	\$0	\$0	\$0	\$0	\$0	\$0
27	5210	Transportation	\$0	\$284	\$0	\$0	\$0	0	0
28	5212	Lodging & Meals	\$0	\$35	\$0	\$0	\$0	0	0
29	5350	Program Allocation	\$451	0	\$0	\$695	\$0	0	0
30	5400	Editl/Proofreading-O/S	\$0	\$0	\$0	\$0	\$0	\$0	\$0
31	5402	Printing-O/S	\$3,716	\$2,674	\$4,123	\$1,022	\$2,539	\$842	\$1,359
32	5404	Design Service-O/S	\$30	\$30	\$0	\$21	\$0	\$300	\$0
33	5413	Mail List Rental	\$0	\$0	\$0	\$0	\$0	\$0	\$0
34	5414	Supplies/Production	\$10	\$0	\$0	\$0	\$0		
35	5415	Pre-Press/Photo Services	\$0	\$0	\$0	\$23	\$38	\$23	\$38
36	5420	Copyright Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0
37	5430	Web Operating Expenses	\$7,500	\$7,500	\$5,000	\$0	\$15,131	\$30,000	\$30,000
38	5433	Order Processing/Fulfillment	\$6,705	\$3,117	\$4,016	\$4,448	\$7,108	\$1,984	\$1,790
39	5480	Cost of Sales	\$41,383	\$36,766	\$19,868	\$10,237	\$69,307	\$12,936	\$11,675
40	5490	Inventory Adjustment	(\$43,104)	(\$33,831)	(\$74,642)	(\$32,319)	(\$37,556)	(\$50,865)	(\$69,397)
41	5499	Inventory Reserve Adjustment	\$19,091	\$1,587	\$4,794	\$1,488	\$0	\$1,035	\$934
42	5500	Supplies/Operating	\$0	\$0	\$0	\$0	\$0	0	0
43	5522	Telephone & Fax/O/S	\$0	\$0	\$0	\$0	\$0	0	0
44	5523	Postage & E-Mail/O/S	\$0	\$385	\$1,878	\$173	\$250	\$173	\$250
45	5530	Depr/Furn & Equipment	\$34	\$31	\$45	\$41	\$99	\$0	\$0
46	5540	Royalty Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0
47	5543	Bad Debt Expense	\$0	\$1,085	\$1,100	\$1,211	\$0	\$1,578	\$1,204
48	5560	Organization Support/Contrib.	\$0	\$0	\$0	\$0	\$0	0	0
49	5599	Misc. Expense	\$1,647	\$580	\$651	\$502	\$527	\$913	\$689
50	5900	IUT-Marketing	\$0	\$0	\$0	\$0	\$0	0	0
51	5905	IUT-Telephone	\$0	\$0	\$0	\$0	\$0	\$0	\$0
52	5909	IUT-Dist. Center	\$37	\$0	\$25	\$0	\$0	\$0	\$0
53	5910	IUT-Repro.	\$0	\$59	\$0	\$0	\$0	0	0
54	5911	IUT-General Overhead	\$12,911	\$14,680	\$16,836	\$15,417	\$16,312	\$20,910	\$15,953
55									
56	TOTAL		\$86,501	\$85,675	\$82,569	\$70,310	\$147,932	\$94,895	\$80,383
57									
58	NET		\$17,434	\$27,686	\$46,971	\$46,486	(\$24,379)	\$62,914	\$40,014

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3202		
4		Project Name:	Academic Library Trends and Statistics		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4100	Sales/Books	Sale of books		\$38,916.00
9			One-volume: 95 x \$539 = \$50,919		
10			(Note: Prices include 10% discount)		
11	4601	Returns/Credits			(\$2,000.00)
12	4103	Sales/On-line	Online sales (based on FY19 Metrics actual and sales of new product)		\$83,034.00
13			ACRL/LLAMA Academic Library Facilities Survey subscriptions: 70% of 72 x \$212.50 = \$10,710 70% of 12 x \$250 = \$2,100 70% of 14 x \$320 = \$3,136 70% of 1 x \$990 = \$693 70% 7 x \$1995 = \$9,776		
14			ACRL Metrics: LibPass subscribers (12 x 275 = \$3,024) + 70% of \$233.75 * 183 including ASERL (34); Oberlin Grp (77); PALNI Consortium (21); Cal State (23); Florida Library Services Consortium (25)		
15			70% of ACRL Metrics: 230 x \$275 = \$44,275		
16			70% of ACRL Metrics: 6 @ \$352 = \$1478		
17			70% of ACRL Metrics: 18 @ \$412 = \$5,191		
18			70% of ACRL Metrics: 1 @ \$1,089= \$762		
19			70% of ACRL Metrics: 2 @ \$2194 = \$3,072		
20	4143	Advertising/Online	Sponsorships of ACRL Metrics		
21	4610	Comm/Online Advertising	Advertising reps commissions @ 4.6% of sales		\$0.00
22	4421	Royalties-Exempt			\$447.00
23			Total Revenues		\$120,397.00

	B	C	D	E	F
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3202		
4		Project Name:	Academic Library Trends and Statistics		
5					
6					FY 2021 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
24	5000	Salaries & Wages	Salaries @ % of ACRL salaries per salary matrix		\$12,916.00
25	5010	Employee Benefits	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting		\$4,306.00
26	5110	Professional Services	Professional Services - data collection (\$36,000 for ACRL Metrics & \$14,000 for Space Metrics); Portico (\$500); ACRL Metrics rebuild \$175,000 (w/depreciation over 5 years starting at \$17,500 in FY21)		\$68,000.00
27	5122	Bank Service Fees	Bank service charge (based on FY19 actual)		\$666.00
28	5150	Messenger Service	Messenger service (based on FY19)		\$0.00
29	5400	Edit/Proofreading-O/S	Editorial/Proofreading		\$0.00
30	5402	Printing-O/S	Outside printing –		\$1,359.00
31			90 X \$15.10 = \$1,359		
32	5404	Design Service-O/S	Lay out (FY19 actual)		\$0.00
33	5410	Mail Service-O/S	Mail service-Outside		\$0.00
34	5411	Advertising/Space	Advertising space purchase, (Choice and other higher ed. Journals)		
35	5413	Mail List Rental	Mail list rental		
36	5415	Pre-Press/Photo Services	Pre-Press/Photographic (FY19 actual)		\$38.00
37	5420	Copyright Fees	Copyright fees (FY18 actual)		\$0.00
38	5430	Web Operating Expenses	Web hosting (ACRL Metrics & Space Metrics)		\$30,000.00
39	5433	Order Processing/Fulfillment	Transaction fee (4.6% x line 4100)		\$1,790.00
40	5480	Cost of Sales	Cost of sales, calculated as 30% of sales (line 4100)		\$11,675.00
41	5490	Inventory Adjustment	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420		(\$69,397.00)
42	5499	Inventory Reserve Adjustment	Calculated as 2.4% of line 4100		\$934.00
43	5523	Postage & E-Mail/O/S	Postage (FY19 actual)		\$250.00
44	5530	Depr/Furn & Equipment			\$0.00
45	5540	Royalty Expense	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units		\$0.00
46	5543	Bad Debt Expense	Bad debt (1% of gross revenues)		\$1,204.00
47	5599	Misc. Expense	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.		\$689.00
48	5905	IUT-Telephone	IUT-Telephone		\$0.00
49	5909	IUT-Dist. Center	IUT-Distribution (FY19 actual)		\$0.00
50	5911	IUT-General Overhead	IUT-Overhead - Publishing pays 50% of ALA overhead rate		\$15,953.00
51			Total Expenses		\$80,383.00
52			Net		\$40,014.00

This page included to accommodate double-sided printing.

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Memo

To: ACRL Board of Directors
 ACRL Budget and Finance Committee

From: Mary Ellen K. Davis, ACRL Executive Director

Date: November 11, 2019

Re: 4th Quarter Report, FY 2019 (August final close)

The attached spreadsheet (Doc 4.1) details the performance for the fourth quarter of FY2019 ending August 31, 2019. An executive summary and highlights of financial performance for ACRL and CHOICE follow.

As a reminder, ACRL’s budget is best considered on a two-year cycle due to the ACRL Conference. Revenues and expenses for the Conference are spread across two years creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the CHOICE budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY17 4th quarter actual so comparisons between two budgets in ACRL conference years can be made. You will observe the stark contrast in comparing the ACRL net in FY17 and FY19; this is a result of the Board’s decision, upon recommendation from the Budget & Finance Committee to spend down the net asset balance.

Executive Summary

ACRL Total	FY19 4th Q Actual	FY19 4th Q Budget	Var.	FY17 4th Q Actual	Var. FY17 to FY19
Revenues	\$5,115,731	\$5,063,591	\$52,140	\$5,368,999	(\$253,268)
Expenses	\$5,234,168	\$5,621,043	(\$386,876)	\$5,368,999	(\$134,831)
NET	(\$118,437)	(\$557,452)	\$439,015	\$548,561	(\$666,998)
Ending net asset balance	\$3,311,823	\$2,422,808	\$889,015	\$4,687,946	(\$1,626,123)

CHOICE Total	FY19 4th Q Actual	FY19 4th Q Budget	Var.	FY18 4th Q Actual	Var. FY18 to FY19
Revenues	\$2,520,863	\$2,797,719	(\$276,856)	\$2,813,283	(\$292,420)
Expenses	\$2,364,839	\$2,345,898	\$18,941	\$2,573,931	(\$209,092)
NET	(\$177,990)	\$82,522	(\$260,512)	(\$132,001)	(\$45,989)
Open Choice Write Down (FY19)/Transfer from ACRL (FY18)	\$176,324	\$0	\$176,324	\$525,000	(\$348,676)
Ending net asset balance	\$2,571,979	\$3,008,816	(\$436,837)	\$2,926,294	(\$354,315)

ACRL Performance Discussion, FY19 Q4

ACRL ended FY19 better than budget by \$439,015, although still had a (\$118,437) deficit due to the planned spend down of the net asset balance. Total revenues of \$5,115,731 were 1% or \$52,140 greater than the \$5,063,591 budgeted. Total expenses were \$5,234,168 and (\$386,876) or 6.8% less than budgeted expenses of \$5,621,043.

ACRL Revenues

Although revenues were 1% better than budget, the specific projects had varying performances, some doing better than budget and some underperforming. Let's look at some details.

Professional Development

ACRL 2019 Conference: ACRL's biggest revenue generator is the ACRL Conference, which was a programmatic and financial success. It generated \$2,549,663 in gross revenues and a net of \$342,292 over the two-year budget cycle.

- The face-to-face registration figure of 3,102 registrants (third largest ACRL Conference ever, largest Midwest ACRL Conference ever) represents 101% of our 100% of F2F registration revenue of \$1,289,556 and 98% of our 100% total registration budget of \$1,328,834, which includes F2F+Virtual conference registration. Actual total registration revenue is \$1,295,297.
- ACRL sold 330 exhibit booths representing 224 companies, 94% of budget with \$846,498 in revenue, rather than the \$900,000 budgeted.
- Colleagues fundraising committee worked exceedingly hard to secure donations; pledges came in at \$407,350 which is 136% of the \$300,000 fundraising goal. Donations received total \$382,919. As is typical in fundraising not all pledges are fulfilled.
- Thanks in part to ACRL's successful fundraising campaign 170 conference scholarships, totaling a record-breaking \$124,210, for librarians and support staff to attend ACRL 2019 were awarded. Eighty-five of these scholarships (over \$66,000 in value) came from the ACRL Scholarship Campaign; the remainder came from ACRL's operating budget.

Licensed workshops (Roadshows) generated 38% less gross revenues than budgeted, in part due to the need to develop new content and perhaps holding an ACRL Conference reduces interest in bringing in regional programming. However, staff managed expenses exceedingly well, nearly breaking even and ending the year with a net of **(\$320)**.

Webinars had a strong comeback in the last quarter, generating 28% more than budget with gross revenues of \$103,698. The success was due in large part to a multi-part series offered in the summer. Expenses were also below budget generating a net of \$54,067.

Consulting

Consulting revenues were below budget due to fewer than expected clients in the 4th quarter but first quarter FY20 is off to a busy start. Gross revenues were 26% below budget with revenues of \$33,490 and expenses were 10% below budget. Consulting is a labor-intensive area and while generating net revenues has been challenging the last few years, there continues to be sufficient interest in the services that we will continue to offer this program.

Membership

Dues revenue continued a slight decline, generating \$598,848 and missing budget by 1% or \$4,168. This follows the pattern of slow decline seen over the last decade with revenues not falling off more sharply due to the regular small increases made to the personal member dues rate.

Publishing

Monographs. Book publishing had a very successful year. Despite missing gross revenues by 2% or \$5,423, expenses were less than budget and the project netted \$114,927. An interesting trend to note is the rapid increase in digital sales, which exceeded budget by 165%, and offset the decline in print sales which were 15% below budget.

Serials: Advertising, royalties, and subscriptions in ACRL publications came in at or slightly below budget, with *C&RL News* making its gross budget at \$613,958. Classified advertising, recorded in the *C&RL News* project, met budget at \$408,078 in gross revenues. *C&RL* revenues came in 3% or below budget at \$16,054. *RBM* exceeded revenue for subscriptions by \$3,193 or 22%, with paid print subscribers holding on longer than expected after the move to open access. However, advertising in *RBM* missed budget by 10% or \$1,271.

Sales of Trends & Statistics/Metrics grossed 5% more than budgeted at \$123,554 but additional costs for a reprint and the development of a new survey were not budgeted, driving expenses up 65% for a net loss of **(\$24,379)**. Revenues from the new survey should help offset these expenses next year.

ACRL Expenses

Total expenses were \$5,234,168 and **(\$386,876)** or 7% less than budgeted expenses of \$5,621,043. While staff always works to manage expenses to budget there were a few areas of major savings. ACRL saved \$152,635 in salaries, overtime, and benefits due to an open position and the decision to outsource management of ACRL's consulting services. Other savings came from member-led initiatives using less funds than budgeted, e.g., fewer travel grants were awarded for visits to higher ed associations, research grants for the scholarly communications agenda were delayed and will carry over to FY20, and a committee-led messaging campaign was not developed. Savings were also realized in travel, conference expenses, printing expenses, supplies and postage. In addition, not all the funds budgeted for strategic plan implementation were used.

Financial contribution to ALA. During FY19, ACRL delivered \$811,598 to the ALA general fund.

ACRL Net revenue

ACRL ended FY19 with net revenues of **(\$118,436)** against a budget of **(\$557,452)** or \$439,015 or 79% better than budget.

ACRL LTIs

ACRL's long-term investments gained ground after the initial loss in the fall, ending with a net asset balance of \$4,954,015, which includes a transfer of \$125,000 to the operating fund. This figure is comprised of the following endowments: Oberly Award at \$36,830, Leab Award at \$59,552, Atkinson Award at \$179,723, and the ACRL LTI at \$4,677,911.

Choice Financial Discussion, FY19 Q4

The decision, in mid-January, to write off expenses incurred developing the now-discontinued *Open Choice*, our proposed discovery and evaluation service for open educational resources, injected some \$316,236, all unbudgeted, into the FY19 performance reports. Of these, \$176,324 (line 12, below) reflects a write-down of capitalized software development charges incurred for prototyping. The balance, \$139,912, represents salary and author payments and is thus included in the operating expenses shown on line 3. *If these editorial charges (\$139,912) were to be subtracted from our operating net revenues (line 9, below), the actual operating loss for the year would have been -\$38,079, the second lowest deficit since FY12.*

		FY19 Final Close						
Line	CHOICE 404	Budget (Year)	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
1	Beginning Net Assets	2,926,294	2,926,294	0	0%	2,533,295	392,999	15.51%
2	TOTAL REVENUES	2,797,719	2,520,864	(276,855)	-9.9%	2,813,284	(292,420)	-10.39%
3	Total Expenses before OH/Taxes	2,306,083	2,326,429	(20,346)	-0.9%	2,524,186	197,757	7.83%
4	Contribution Margin	491,636	194,435	(297,201)	-60.5%	289,098	(94,663)	-32.74%
5	Overhead	369,299	334,014	35,285	9.6%	371,353	37,339	10.05%
6	Allocations (575 Main St)	39,815	38,411	1,404	3.5%	49,746	11,335	22.79%
7	Tax	0	0	0	#DIV/0!	0	0	#DIV/0!
8	TOTAL EXPENSES	2,715,197	2,698,854	16,343	0.6%	2,945,285	246,431	8.37%
9	Net Revenue/(Expense) from Ops	82,522	(177,990)	(260,512)	315.7%	(132,001)	(45,989)	-34.84%
10	Transfer to Endowment	0	0	0	#DIV/0!	0	0	
11	NAB Transfer	(450,000)	0	450,000	100.0%	(525,000)	525,000	-100.00%
12	Open Choice writedown	0	176,324	176,324	#DIV/0!	0	176,324	#DIV/0!
13	Net Revenue/(Expense)	532,522	(354,314)	(886,836)	-166.5%	392,999	(747,313)	-190.16%
14	Ending Net Asset Balance	3,458,816	2,571,980	(886,836)	-25.6%	2,926,294	(354,314)	-12.11%

Revenues

Advertising and Sponsored Content

In fiscal 2013 “space” and banner ads in *Choice* magazine and *Choice Reviews* made up 88% of unit advertising revenue. In fiscal 2019 space and banner ads in these same publications, plus banner ads in *ccAdvisor*, amounted to no more than 49% of advertising revenue, even as total advertising revenue had grown by some \$50K over FY13 levels. The difference between these two figures is due to the tremendous growth of our webinar, podcast, and white paper programs and the continued strength of our newsletters and eblasts, collectively labeled “sponsored content” as they all rely on sponsorships and underwriting by publishers for their existence. Between FY13 and FY19 Choice sponsored content revenue grew from \$68K to \$303K, while space and banner advertising shrunk, from \$485K to \$296K. As subscription revenue subsides and publisher interest in traditional forms of advertising wanes, the growth of our sponsored content programs is suggestive of a new role for Choice and a changed business model.

The dominant factor in advertising revenue in FY19, and thus the most significant factor in our overall financial performance as a unit, was the dramatic drop in advertising in *Choice* magazine, down almost \$130K against budget and over \$80K below last year. Losses from this one publication account for 72% of the shortfall in total advertising revenue. When webinars are grouped with advertising (as in the table below but *unlike* the ALA performance reports), overall ad revenue was \$193K (24%) below budget. By contrast, our sponsorship platforms—webinars, podcasts, and white papers—performed well. Webinars finished the year with gross receipts of \$169K, yielding \$138,882 in net revenue (after commissions and the 85/15 split with ACRL), below budget, yes, but over \$36K better than last year. Interest in our webinar program continues to be very strong, with lifetime-to-date registrations topping 101,000 and attendances, 38,000 as of this writing. During FY19, downloads and streams of our podcast series, *The Authority File*, averaged over 3,000 a month and brought in some \$29K, up 26% over FY18. Live recording of *Authority File* episodes at the ACRL conference in Cleveland drew increased attention to the program (monthly streams and downloads in the five months following the event were on average 45% higher than for the previous seven months in the fiscal year) and spawned ideas for a companion series, currently in production. Meanwhile, the first three Choice white papers have garnered close to 1,000 downloads each, with the fourth and most recent study, published in August of this year, already at 785 downloads. Together podcasts and white papers outperformed budget by some 8%, falling behind last year largely because the third white paper, on open educational resources, was published without a sponsor.

ACRL B&F Orientation 2020 FYI-5

FY19 Final Close							
ADVERTISING & SPONSORED CONTENT (net)							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Mobile app (<i>deprecated</i>)	0	0	0	#DIV/0!	8,463	(8,463)	-100.0%
Choice magazine	387,000	258,286	(128,714)	-33.26%	341,678	(83,392)	-24.4%
Choice Reviews	194,824	141,368	(53,456)	-27.44%	177,739	(36,371)	-20.5%
White Papers and Podcasts	44,698	48,395	3,697	8.27%	51,472	(3,077)	-6.0%
ccAdvisor	12,125	12,179	54	0.45%	11,937	242	2.0%
Total	638,647	460,228	(178,419)	-27.94%	591,289	(131,061)	-22.2%
Webinars	153,000	138,882	(14,118)	-9.23%	102,421	36,461	35.6%
TOTAL ADVERT & SPONSHIPS	791,647	599,110	(192,537)	-24.32%	693,710	(94,600)	-13.6%

Subscriptions

Subscription revenue was \$1,306,130, some 5% below budget, on the strength (sic) of continued declines in print revenue (*Choice* magazine and *Reviews on Cards*), which together came in 5% below budget and 9% below the previous year. *Choice Reviews* likewise ended the year 5% below budget (but only 4% below prior year). Our co-publications with ProQuest and The Charleston Company were slightly below budget on a combined basis, but with divergent trajectories: up about 10% on *ccAdvisor* and down 7% for *Resources for College Libraries* (RCL), the latter representing a normal fluctuation in sales. Over the summer, responsibility for sales of *ccAdvisor* was given to EBSCO in the hope that their large sales force, with both domestic and international reach, would stimulate new subscriptions, particularly among consortia. Since then we have met with senior sales staff at EBSCO several times, including last week at the Charleston Conference, in the attempt to craft an aggressive sales strategy. As of this writing, however, initial results have been modest, averaging about four new accounts a month.

Overall, subscriptions are under pressure everywhere from declining collection-development budgets and a reduced need for reviews.

FY19 Final Close							
SUBSCRIPTIONS							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	410,628	387,925	(22,703)	-5.53%	429,171	(41,246)	-9.61%
Choice Reviews on Cards	95,372	92,677	(2,695)	-2.83%	100,070	(7,393)	-7.39%
Subtotal Choice Print	506,000	480,602	(25,398)	-5.02%	529,241	(48,639)	-9.19%
Choice Reviews	689,224	651,630	(37,594)	-5.45%	678,076	(26,446)	-3.90%
Total Choice	1,195,224	1,132,232	(62,992)	-5.27%	1,207,317	(75,085)	-6.22%
ccAdvisor	37,500	41,100	3,600	9.60%	32,130	8,970	27.92%
Resources for College Libraries	142,124	132,798	(9,326)	-6.56%	138,545	(5,747)	-4.15%
TOTAL SUBSCRIPTIONS	1,374,848	1,306,130	(68,718)	-5.00%	1,377,992	(71,862)	-5.21%

Licensing

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year on budget at \$521,691. Still outstanding is a \$20K royalty payment for matching titles from RCL and Choice's Outstanding Academic Titles list to ProQuest's eBook Central. These monies will arrive too late to be credited to FY19 and will thus serve as seed money for fiscal 2020.

While revenues are holding for now, the licensing revenue streams continue to be dependent on what the major firms that offer them (ProQuest, EBSCO, Baker & Taylor) are willing to pay.

ACRL B&F Orientation 2020 FYI-5

FY19 Final Close							
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	1,500	1,370	(130)	-8.67%	931	439	47.15%
Choice reviews	500,724	513,321	12,597	2.52%	514,160	(839)	-0.16%
RCL	15,000	7,000	(8,000)	-53.33%	15,000	(8,000)	-53.33%
TOTAL LICENSING	517,224	521,691	4,467	0.86%	530,091	(8,400)	-1.58%

Expenses

Despite the \$139,912 write-down of Open Choice prepaid editorial expenses, recorded in salary and outside services, Choice managed to finish the year with expenses \$16,344 better than budget. Careful management of costs in all operational categories except payroll and outside services, both affected by the write-down, were well below budget. Direct spending was about \$31K more than budget, and overhead was not as high as expected on reduced revenue.

FY19 Final Close							
EXPENSES							
	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	1,562,713	1,665,237	(102,524)	-6.56%	1,618,841	(46,396)	-2.87%
Outside Services	56,410	101,658	(45,248)	-80.21%	187,180	187,180	100.00%
Travel and Related	49,175	41,543	7,632	15.52%	38,949	(2,594)	-6.66%
Meetings and Conferences	21,400	11,771	9,629	45.00%	13,658	1,887	13.82%
Publication-related	324,924	260,373	64,551	19.87%	303,821	43,448	14.30%
Operating	344,118	308,930	35,188	10.23%	421,091	112,161	26.64%
TOTAL DIRECT EXPENSES	2,358,740	2,389,512	(30,772)	-1.30%	2,583,540	194,028	7.51%

Financial contribution to ALA. During FY19, Choice delivered \$334,014 to the ALA general fund.

	A	I	J	K	L	M	N	O	P
1	11/13/2019 8:56	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference
2	Sources of Revenue	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017
3			Budget	Actual	Budget	Budget	Actual	Actual	Actual
4	BEGINNING RESERVE LEVELS:								
5	*Reserve Sept. 1: ACRL Op. Reserve Fund	\$3,430,260	\$3,430,260	\$3,430,260	\$0	0.00%	\$4,389,385	(\$959,125)	-21.85%
6	Reserve Sept. 1: ACRL LTI Fund (inc. awards)	\$4,956,786	\$4,956,786	\$4,956,786	\$0	0.00%	\$3,567,882	\$1,388,904	38.93%
7	Reserve Sept. 1: CHOICE Fund	\$2,926,294	\$2,926,294	\$2,926,294	\$0	0.00%	\$2,533,295	\$392,999	15.51%
8	Reserve Sept. 1: CHOICE LTI Fund	\$572,349	\$572,349	\$572,349	\$0	0.00%	\$538,536	\$33,813	6.28%
9									
10	Subtotal	\$11,885,689	\$11,885,689	\$11,885,689	\$0	0.00%	\$11,029,098	\$856,591	7.77%
11	ACRL LTI Net Interest (not inc. awards)	\$84,462	\$84,462	(\$137)	(\$84,599)	-100.16%	\$87,598	(\$87,735)	-100.16%
12									
13	MEMBERSHIP DUES AND OTHER								
14	Dues	\$603,016	\$603,016	\$598,848	(\$4,169)	-0.69%	\$638,573	(\$39,725)	-6.22%
15	Standards, Consulting & Licensing Fees	\$131,300	\$131,300	\$119,311	(\$11,989)	-9.13%	\$84,152	\$35,159	41.78%
16	Misc. Donations	\$0	\$0	\$0	\$0	N/A	\$3,500	(\$3,500)	-100.00%
17	Awards	\$16,400	\$16,400	\$20,750	\$4,350	26.52%	\$16,300	\$4,450	27.30%
18	Special Events	\$12,500	\$12,500	\$34,887	\$22,387	179.10%	\$21,729	\$13,158	60.55%
19	Diversity Alliance	\$26,490	\$26,490	\$29,930	\$3,440	12.99%	\$17,450	\$12,481	71.52%
20	Subtotal	\$789,706	\$789,706	\$803,726	\$14,020	1.78%	\$781,704	\$22,022	2.82%
21									
22	PUBLICATIONS								
23	CHOICE	\$2,797,719	\$2,797,719	\$2,520,863	(\$276,856)	-9.90%	\$2,813,283	(\$292,419)	-10.39%
24	C&RL	\$16,592	\$16,592	\$16,054	(\$538)	-3.24%	\$21,142	(\$5,088)	-24.07%
25	C&RL News	\$614,167	\$614,167	\$613,958	(\$209)	-0.03%	\$648,554	(\$34,596)	-5.33%
26	RBM	\$30,912	\$30,912	\$29,870	(\$1,042)	-3.37%	\$34,661	(\$4,791)	-13.82%
27	Nonperiodical Publications	\$344,320	\$344,320	\$338,897	(\$5,423)	-1.57%	\$288,126	\$50,771	39.19%
28	Library Statistics	\$117,740	\$117,740	\$123,554	\$5,814	4.94%	\$129,540	(\$5,986)	-4.62%
29									
30	Subtotal	\$3,921,450	\$3,921,450	\$3,643,197	(\$278,253)	-7.10%	\$3,935,306	(\$292,109)	-7.42%
31									
32	EDUCATION								
33	*Institutes	\$207,499	\$207,499	\$222,065	\$14,566	7.02%	\$277,048	(\$54,983)	-19.85%
34	ACRL Conference	\$2,500,922	\$2,500,922	\$2,549,663	\$48,741	1.95%	\$2,815,296	(\$265,632)	-9.44%
35	Pre-Conferences & Workshops	\$344,713	\$344,713	\$300,245	(\$44,468)	-12.90%	\$238,601	\$61,644	25.84%
36	Annual Conference Programs	\$16,000	\$16,000	\$14,000	(\$2,000)	-12.50%	\$16,300	(\$2,300)	-14.11%
37	Web-CE	\$81,020	\$81,020	\$103,698	\$22,678	27.99%	\$118,027	(\$14,329)	-12.14%
38									
39	Subtotal	\$3,150,154	\$3,150,154	\$3,189,671	\$39,517	1.25%	\$3,465,272	(\$275,600)	-7.95%
40									
41	FUNDED PROJECTS								
42	IMLS Grant (49) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	(\$277,048)	N/A
43									
44	SPECIAL PROGRAMS								
45	Friends of ACRL—Restricted	\$0	\$0	\$0	\$0	N/A	\$66,070	(\$16,300)	N/A
46	Friends of ACRL—Operating	\$0	\$0	\$0	\$0	N/A	\$0	(\$118,027)	N/A
47									
48									
49	TOTAL REVENUE	\$7,861,310	\$7,861,310	\$7,636,595	(\$224,715)	-2.86%	\$8,182,282	(\$545,687)	-6.67%
50	CHOICE REVENUE	\$2,797,719	\$2,797,719	\$2,520,863	(\$276,856)	-9.90%	\$2,813,283	(\$292,419)	-10.39%
51									
52	TOTAL REV. W/O CHOICE	\$5,063,591	\$5,063,591	\$5,115,731	\$52,140	1.03%	\$5,368,999	(\$253,268)	-4.72%
53									
54	TOTAL REV. W/O CHOICE or ACRL Conf.	\$2,562,669	\$2,562,669	\$2,566,068	\$3,399	0.13%	\$2,553,704	\$12,364	0.48%

	A	I	J	K	L	M	N	O	P
	FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference	
OBJECT OF EXPENSE	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017	
MEMBERSHIP ACTIVITIES	Budget	Budget	Actual	Budget	Budget	Actual	Actual	Actual	
59 Membership Services*	\$18,805	\$18,805	\$49,671	\$30,867	164.14%	\$157,152	(\$107,481)	-68.39%	
60 Exec. Cttee. & Board	\$256,972	\$256,972	\$232,282	(\$24,691)	-9.61%	\$190,578	\$41,704	21.88%	
61 Advisory	\$67,149	\$67,149	\$60,706	(\$6,443)	-9.60%	\$111,170	(\$50,464)	-45.39%	
62 Standards	\$12,856	\$12,856	\$8,592	(\$4,264)	-33.17%	\$10,190	(\$1,598)	-15.68%	
63 Awards	\$43,559	\$43,559	\$48,676	\$5,117	11.75%	\$38,163	\$10,513	27.55%	
64 Chapters	\$19,262	\$19,262	\$18,636	(\$626)	-3.25%	\$10,417	\$8,220	78.91%	
65 Committees	\$129,337	\$129,337	\$134,130	\$4,794	3.71%	\$109,318	\$24,812	22.70%	
66 Sections	\$119,962	\$119,962	\$117,292	(\$2,670)	-2.23%	\$94,308	\$22,983	24.37%	
67 C&RL Over Revenue	\$0	\$0	\$32,209	\$32,209	N/A	\$44,455	(\$12,246)	-27.55%	
68 C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
69 Liaisons to Higher Ed. Organizations	\$74,586	\$74,586	\$41,205	(\$33,381)	-44.75%	\$51,730	(\$10,525)	-20.35%	
70 Special Events	\$28,457	\$28,457	\$40,849	\$12,392	43.55%	\$32,306	\$8,544	26.45%	
71 Information Literacy	\$32,600	\$32,600	\$44,503	\$11,903	36.51%	\$51,071	(\$6,568)	-12.86%	
72 Scholarly Communications	\$143,353	\$143,353	\$155,076	\$11,723	8.18%	\$71,476	\$83,600	116.96%	
73 Value of Academic Libraries	\$113,675	\$113,675	\$57,851	(\$55,824)	-49.11%	\$109,776	(\$7,147)	-6.17%	
74 Government Relations	\$60,950	\$60,950	\$42,629	(\$18,321)	-30.06%	\$36,459	\$46,121	126.50%	
75 Scholarships	\$101,000	\$101,000	\$82,580	(\$18,420)	-18.24%	\$81,270	\$1,310	1.61%	
76 Annual Conference Programs	\$71,374	\$71,374	\$41,123	(\$30,251)	-42.38%	\$43,920	(\$2,796)	-6.37%	
77 Diversity Alliance	\$28,148	\$28,148	\$42,920	\$14,772	52.48%	\$16,429	\$26,492	161.25%	
78 New Roles Changing Landscapes	\$17,970	\$17,970	\$7,236	(\$10,734)	-59.73%	\$0	\$7,236	N/A	
79 Project Outcome	\$200,049	\$200,049	\$247,565	\$47,516	23.75%	\$0	\$247,565	N/A	
80 Subtotal	\$1,540,065	\$1,540,065	\$1,505,733	(\$34,331)	-2.23%	\$1,260,188	\$245,545	19.48%	
81 SPECIAL PROJECTS									
82 Friends of ACRL--Restricted	\$0	\$0	\$67,820	\$67,820	N/A	\$66,070	\$1,750	N/A	
83 Friends of ACRL--Operating	\$81,878	\$81,878	\$129,998	\$48,121	58.77%	\$60,245	\$69,754	115.78%	
84									
85									
86 Subtotal	\$81,878	\$81,878	\$197,818	\$115,941	141.60%	\$126,315	\$71,504	56.61%	
87									
88 PUBLICATIONS									
89 CHOICE	\$2,715,197	\$2,715,197	\$2,698,854	(\$16,344)	-0.60%	\$2,945,284	(\$246,430)	-8.37%	
90 C&RL	\$74,048	\$74,048	\$16,054	(\$57,994)	-78.32%	\$21,142	(\$5,088)	-24.07%	
91 C&RL News	\$576,586	\$576,586	\$550,606	(\$25,980)	-4.51%	\$429,039	\$121,566	28.33%	
92 RBM	\$25,492	\$25,492	\$19,622	(\$5,870)	-23.03%	\$32,744	(\$13,122)	-40.08%	
93 Nonperiodical Publications	\$322,221	\$322,221	\$223,970	(\$98,251)	-30.49%	\$256,695	(\$32,725)	-12.75%	
94 Library Statistics	\$89,389	\$89,389	\$147,932	\$58,544	65.49%	\$82,569	\$65,363	79.16%	
95									
96 Subtotal	\$3,802,933	\$3,802,933	\$3,657,038	(\$145,895)	-3.84%	\$3,767,474	(\$110,436)	-2.93%	
97									
98 EDUCATION									
99 Institutes	\$203,731	\$203,731	\$216,074	\$12,342	6.06%	\$279,929	(\$63,855)	-22.81%	
100 ACRL Conference	\$2,282,532	\$2,282,532	\$2,093,753	(\$188,779)	-8.27%	\$2,166,094	(\$72,341)	-3.34%	
101 Pre-Conf & Workshops	\$364,100	\$364,100	\$280,793	(\$83,306)	-22.88%	\$179,508	\$101,286	56.42%	
102 Web-CE	\$57,029	\$57,029	\$49,631	(\$7,397)	-12.97%	\$51,415	(\$1,784)	-3.47%	
103									
104 Subtotal	\$2,907,392	\$2,907,392	\$2,640,251	(\$267,140)	-9.19%	\$2,676,945	(\$36,694)	-1.37%	
105									
106 FUNDED PROJECTS									
107 IMLS Grant Cost Share (12) - Operating	\$0	\$0	\$0	\$0	N/A	\$870	(\$870)	N/A	
108 IMLS Grant (47) - Restricted	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A	
109									
110 **UNALLOCATED ADMIN. EXPENSES**	\$3,974	\$3,974	\$0	(\$3,974)	-99.99%	\$0	\$0	N/A	
111 TOTAL EXPENSES	\$8,336,241	\$8,336,241	\$7,933,021	(\$403,219)	-4.84%	\$7,765,722	\$167,299	2.15%	
112 CHOICE EXPENSES	\$2,715,197	\$2,715,197	\$2,698,854	(\$16,344)	-0.60%	\$2,945,284	(\$246,430)	-8.37%	
113									
114 TOTAL EXP. W/O CHOICE	\$5,621,043	\$5,621,043	\$5,234,168	(\$386,876)	-6.88%	\$4,820,438	\$413,730	8.58%	
115									
116 TOTAL EXP. W/O CHOICE or ACRL Conf.	\$3,338,512	\$3,338,512	\$3,140,414	(\$198,097)	-5.93%	\$2,654,344	\$486,070	18.31%	

	A	I	J	K	L	M	N	O	P	
117										
118		FY 2019	FY 2019	FY 2019	\$ Variance	% Variance	FY 2017	\$ Difference	% Difference	
119	NET REVENUE & FUND BALANCES	BUDGET	4th Quarter	4th Quarter	From	From	4th Quarter	From 2017	From 2017	
120		4th Quarter	Budget	Actual	Budget	Budget	Actual	Actual	Actual	
121	ACRL Net W/O CHOICE	(\$557,452)	(\$557,452)	(\$118,436)	\$439,016	-78.75%	\$548,561	(\$666,998)	-121.59%	
122	CHOICE Net	\$82,522	\$82,522	(\$177,990)	(\$260,512)	-315.69%	(\$132,001)	(\$45,989)	-34.84%	
123	Open Choice Write Down	\$0	\$0	(\$176,324)	(\$176,324)	N/A	\$25,000	(\$701,324)	-133.59%	
124	CHOICE Ending Operating Balance	\$3,008,816	\$3,008,816	\$2,571,980	(\$436,836)	-14.52%	\$2,926,294	(\$354,314)	-12.11%	
125	Added to ACRL LTI Fund	\$450,000	\$450,000	\$0	(\$450,000)	N/A	\$250,000	(\$250,000)	N/A	
126	Ending net asset balance: ACRL	\$2,422,808	\$2,422,808	\$3,311,824	\$889,016	36.69%	\$4,687,946	(\$1,376,122)	-29.35%	
127	Mandated Operating Reserve: ACRL	\$989,273	\$989,273	\$989,273	\$0	0.00%	\$886,316	\$102,957	11.62%	
128	*Note: Beginning in FY10, the Edu. category "Prof. Development" renamed "Institutes" which includes the National Immersion Institute, Regional Immersion Institute, and Immersion Assessment projects. The RBMS regional workshops project is now reflected in the Pre-Conferences & Workshops category in line 106.									
129	** Note: Salaries and operating costs are allocated to each budget project at the end of each fiscal year and are no longer presented as a separate line item.									
130	***Note: IMLS budgeted cost share expenses are not included in the ACRL annual or quarterly budgeted expense totals. Actual cost share expenses are included in the actual expense total.									
131	****Note: Some minor \$1 variances between detailed spreadsheets and financial report charts due to rounding.									
132	ENDING RESERVE LEVELS									
133	ACRL Operating Reserve Fund	\$2,422,808	\$2,422,808	\$3,311,824	\$889,016	36.69%	\$4,687,946	(\$1,376,122)	-29.35%	
134	ACRL LTI Funds (inc. award endowments)	\$4,922,549	\$4,922,549	\$4,954,015	\$31,467	0.64%	\$4,180,024	\$773,991	18.52%	
135	CHOICE Operating Reserve Fund	\$3,008,816	\$3,008,816	\$2,571,980	(\$436,836)	-14.52%	\$2,794,293	(\$222,313)	-7.96%	
136	CHOICE LTI Fund	\$546,654	\$546,654	\$538,536	(\$8,118)	-1.49%	\$923,359	(\$384,823)	-41.68%	
137										
138	MEMBERSHIP ACTIVITIES NET	(\$832,236)	(\$832,236)	(\$832,005)	\$231	0.03%	(\$538,728)	(\$223,523)	-41.49%	
139	PUBLICATIONS NET	\$35,995	\$35,995	\$164,150	\$128,154	356.03%	\$299,833	(\$135,684)	-45.25%	
140	EDUCATION NET	\$242,762	\$242,762	\$549,420	\$306,658	126.32%	\$788,326	(\$238,907)	-30.31%	
141										
142	DEFINITIONS									
143	Lines 5 and 7 represent the total net cash balance of ACRL and CHOICE as of September 1, the beginning of the fiscal year; and the projected net worth for the budgeted years as of August 31. These balances include mandated operating reserves for ACRL and CHOICE.									
144										
145										
146	Lines 6 and 8 represent the principal in ACRL and CHOICE long-term investments as of September 1, the beginning of the fiscal year.									
147										
148	Line 10, the subtotal, represents the total net worth of the four Lines 5-8. The totals shown on the line are not reflected any other place in the budget.									
149										
150	Line 14 is the total dues revenue in projects #3200, ACRL membership, #3275, Sections, and #3250 Committees and Interest Groups.									
151										
152	Line 33 is the total revenue from the Immersion Institutes.									
153										
154	Line 35 is the total revenue from ACRL's pre-conferences, workshops, and RBMS regional workshops.									
155										
156	Line 53 represents the total revenue as shown on the subtotal lines for membership dues (Line 20), publications (Line 30), education (Line 39), and special programs (Friends of ACRL-operating) (Line 46), minus CHOICE revenue (Line 50).									
157										
158	Line 54 shows total ACRL revenue (Line 49) minus revenue generated from ACRL Conferences (Line 34) and CHOICE (Line 50).									
159										
160	Line 59 actual membership expenses are offset by the transfer of \$125,000 from ACRL's LTI.									
161										
162	Line 99 shows total expense from the Immersion Institutes.									
163										
164	Line 104 shows total expenses from ACRL's pre-conferences, workshops, and RBMS regional workshops.									
165										
166	Line 111 represents the total expenses shown on subtotal lines for membership activities (Line 80), special projects (Line 86), publications (Line 96), education (Line 104), funded projects (Line 107), and unallocated administrative expenses (Line 110).									
167										
168	Line 114 shows the total expenses for ACRL and represents the expenses shown on Line 111, total expenses, minus Line 112, CHOICE expenses.									
169										
170	Line 116 shows total ACRL expenses (Line 111) minus ACRL Conference expenses (Line 100) and CHOICE (Line 112).									
171										
172	Line 121 shows net without CHOICE and is equal to the total revenues budgeted on Line 52 less the total expenses budgeted on Line 114.									
173										
174	Line 122 shows the CHOICE net and is equal to the total revenues budgeted on Line 50 less the total expenses budgeted on Line 112.									
175										
176	Line 123 shows funds transferred from CHOICE operating fund balance (Line 124) into CHOICE's long-term investment.									
177										
178	Line 135 - CHOICE end-of-the-year operating balance is the cash balance available to the association at the end of the fiscal year.									
179										
180	Line 127 shows funds transferred from ACRL operating fund balance (Line 133) into ACRL's long-term investment.									
181										
182	Line 133 - ACRL End-of-the-Year Operating Balance is the cash balance available to the Association at the end of the fiscal year. The fund balance carries forward with each budget year and may increase or decrease. It includes the mandated operating reserves. It equals Line 5 operating fund balance plus Line 121 net without CHOICE, minus Line 125, funds added to ACRL long-term investment.									
183										
184	Line 127 - Mandated Operating Reserve									
185	The sum of 25% of the average operating expense Line 114, based on the four most recently completed years.									
186										
187										
188										
189										
190										
191										
192										

TO: Administrators of Small Endowments

FROM: Jim Neal – ALA Treasurer
Dan Bradbury – Senior Trustee ALA Endowment Fund

RE: Recent Policy Changes – New Minimums for Current Accounts

DATE: June 15, 2012

At the 2012 Midwinter Meeting in Dallas, the ALA Executive Board approved a recommendation by the Endowment Trustees to increase the minimum funding level required to establish and maintain an endowment. The action was:

F&A concurs with the Endowment Trustees and recommends to the Executive Board increasing the minimum amount to start a new endowment to \$50,000. Additionally, to allow those endowments currently under \$50,000 up to five years to determine the path that will best allow them to reach the new minimum and up to ten years to achieve it.

There are three basic objectives for this change in policy on minimum funding levels for ALA endowments:

1. Endowments below \$50,000 generally do not generate sufficient funds to support the goals of the endowment, such as scholarships, awards or other purposes. The current approved payout rate of 4 percent, for example, would generate only \$2,000 per year on a \$50,000 endowment.

2. It is important that we communicate to donors the actual costs of funding programs and activities through endowments. If we are not able to fulfill the expectations of the donor because of the limited proceeds from an endowment, that is a serious problem for future fundraising. This is particularly timely as ALA seeks to advance a major planned giving campaign.

3. The administrative costs of managing effectively endowments are significant. A large number of small endowment accounts with low levels of funds

generated, with the accounting and budgeting activities involved, is not effective use of staff resources.

There are 18 accounts among the 73 individual endowments in the ALA endowment fund that are currently below the \$50,000 threshold. The staff responsible for the 18 accounts in question, are being asked to consider the following actions as they develop plans to achieve the minimum endowment requirements:

- New fundraising
- Combination/integration of similar endowments as long as no legal or donor restrictions
- Transfer of funds from supporting unit net asset balances
- Spending down endowment balances over number of years
- Reduced use of endowment payout funds over number of years
- Budget support from the hosting unit

Discussions with staff responsible for the endowment accounts indicate that as plans are developed (five years) and strategies are advanced (ten years), it may not be possible to achieve the \$50,000 endowment minimum level. It is recognized that special circumstances may dictate that selected endowments may need to be “grandfathered” at a lower level. However, plans should be developed and pursued in all cases. If “grandfathering” is determined to be the best and most viable option, then a formal request needs to be made to the Trustees.

Financial Report

Carolyn Henderson Allen

Budget & Finance Committee Chair



I am pleased to report that ACRL completed the fiscal year 2019 (FY19) in excellent financial condition. Collaboration among the ACRL Board of Directors, Budget and Finance Committee, and Executive Director ensured that association finances remained sound. Fiscal sustainability is a top priority of the ACRL staff and member leaders. Membership development and services to members are essential areas in advancing the hallmark initiatives of the Plan for Excellence and ACRL's Core Commitment to Equity, Diversity, and Inclusion.

As in previous years, this report gives an overview of ACRL finances in a streamlined format. Detailed spreadsheets for FY19 are available on the *C&RL News* website.

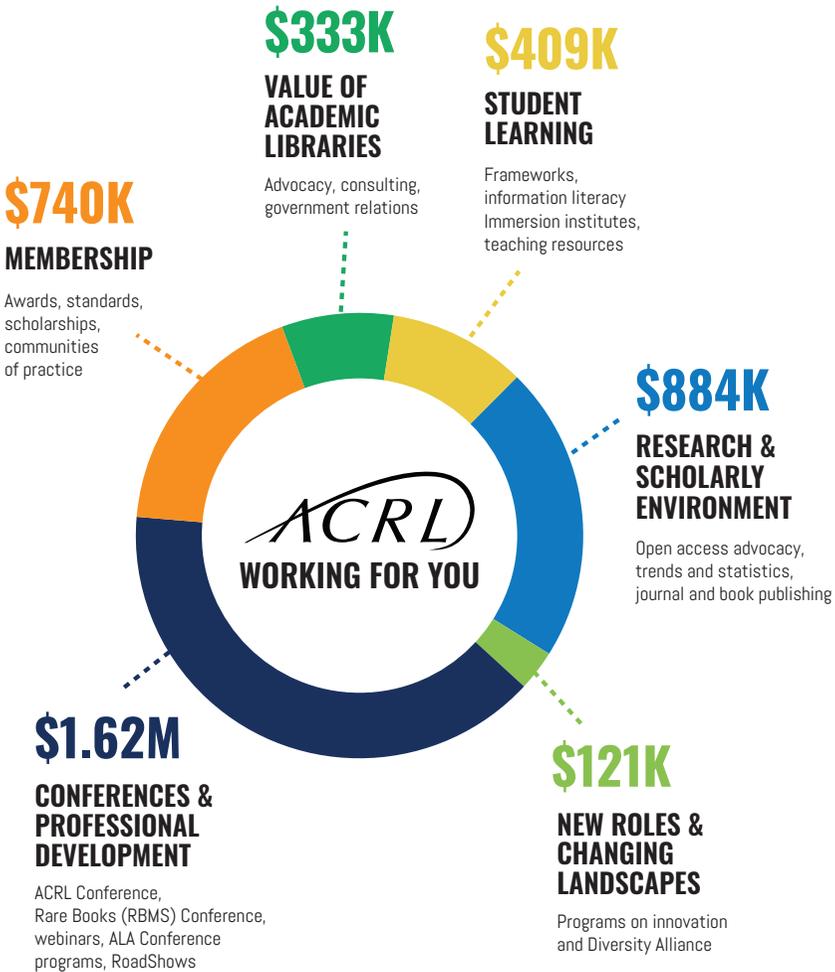
The Budget and Finance Committee has developed a simple graphic presentation of expenditures outlining the average spending for the past four years. The infographic ACRL Working for You in this report presents the average of the last four years of expenditures, to account for the variations between the alternating ACRL conference and non-conference years. The infographic is available on page 677.

ACRL	FY2019 ACTUAL	FY2019 BUDGET	VARIANCE	FY2017 ACTUAL	VARIANCE FY17 to FY19
Revenues	\$5,115,731	\$5,063,591	\$52,140	\$5,368,999	(\$253,268)
Expenses	\$4,422,570	\$4,771,907	(\$349,338)	\$3,979,693	\$417,143
Overhead to ALA	\$811,598	\$849,136	(\$37,538)	\$840,744	(\$29,146)
Total Expenses	\$5,234,168	\$5,621,043	(\$386,875)	\$4,820,438	\$413,730
NET REVENUE	(\$118,437)	(\$557,452)	\$439,015	\$548,561	(\$666,998)
Transfer to Choice (FY19) or LTI (FY17)	\$0	\$450,000	(\$450,000)	\$250,000	(\$250,000)
Net Asset Balance	\$3,311,823	\$2,422,808	\$889,015	\$4,687,946	(\$1,626,123)

CHOICE	FY2019 ACTUAL	FY2019 BUDGET	VARIANCE	FY2018 ACTUAL	VARIANCE FY18 to FY19
Revenues	\$2,520,863	\$2,797,719	(\$276,856)	\$2,813,283	(\$292,420)
Expenses	\$2,364,839	\$2,345,898	(\$18,941)	\$2,573,931	(\$209,092)
Overhead to ALA	\$334,014	\$369,299	\$35,285	\$371,353	(\$37,339)
Total Expenses	\$2,698,854	\$2,715,197	(\$16,343)	\$2,945,284	(\$246,431)
NET REVENUE	(\$177,991)	\$82,522	(\$260,512)	(\$132,001)	(\$45,990)
Open Choice Write Down (FY19) or Transfer from ACRL (FY18)	\$176,324	\$0	\$176,324	\$525,000	\$348,676
Net Asset Balance	\$2,571,979	\$3,008,816	(\$436,837)	\$2,926,294	\$354,315

NOTE: Figures provided are based on unaudited FY19 closing report, as of November 4, 2019.

Financial Report



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

* Average of the past 4 years of expenses.

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



Financial Report

Fiscal Year-End Summary as of August 31, 2019

The ALA and thus ACRL fiscal year is September 1 through August 31. As mentioned above, the budget report outlines expenditures for FY19, a year in which the biennial ACRL conference is held.

ACRL's total revenues slightly exceeded budget (by 1% or by \$52,140) while total expenses were under budget (by \$386,875 or 7%), resulting in an improved net expense of -\$118,437 rather than the -\$557,452 budgeted. As a reminder, to invest in programs and services for members ACRL is intentionally spending down its net asset balance and planned a deficit for FY19, even though typically there would be a positive net in an ACRL conference year.

The ACRL conference was a programmatic and financial success. While registration, advertising, and exhibits performed slightly under budget, the generosity of ACRL sponsors exceeded budget, and staff reduced expenses leading to a net revenue of \$342,292 over the course of the two planning years, higher than budgeted. As a reminder ACRL charges all salaries and benefits back to the projects via a time study, so this net revenue includes staffing expenses.

Dues revenue continued a slight decline, missing budget by 1% or \$4,168. Sales of advertising and subscriptions in ACRL publications were mixed, with *C&RL News* meeting gross budget at \$613,958, *C&RL* advertising and royalties coming in \$538 less than budget, and *RBM* exceeding revenue for subscriptions by \$3,193 or 22%, with paid print subscribers holding on longer than expected after the move to open access. However, advertising in *RBM* missed budget by 3% or \$1,042.

Sales of *Academic Library Trends & Statistics* grossed 5% more than budgeted at \$123,554. However, additional costs for a reprint and the development of a new survey were unexpected budget additions, leading to a net loss of \$24,379. Book publishing had a very successful year. Despite missing gross revenues by 2% or \$5,423, expenses were less than budget, and the year-end net was \$114,927 against a net budget of \$22,099. An interesting trend to note is the rapid increase in digital sales, which exceeded budget by 165% and offset the print sales, which were 15% below budget.

Gross revenues for consulting were below budget due to fewer than expected clients in the fourth quarter, but the first quarter of FY20 is off to a busy start. Webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget, likely due to a reduced interest in local and regional professional development in an ACRL conference year.

ACRL saved \$152,635 in salaries and benefits due to an open staff position and the decision to outsource the management of ACRL's consulting services. Delay of some member-led initiatives resulted in unforeseen savings: fewer visits to higher education associations, delayed research grants for scholarly communications, less travel, and a delayed committee-led messaging campaign. Some of these savings will carry over to FY20. Additionally, there were savings in conference expenses, printing expenses, supplies, postage, and strategic plan implementation.

During FY19, ACRL delivered \$811,598 in overhead payments to the ALA general fund.

Financial Report

Choice Performance Comments FY19 Final Close

The decision in January 2019 to write off expenses incurred developing the now-discontinued Open Choice, a proposed discovery and evaluation service for open educational resources, injected some \$316,236, all unbudgeted, into the FY19 performance reports. Of these, \$176,324 reflects a write-down of capitalized software development charges incurred for prototyping. The balance, \$139,912, represents salary and author payments and is thus reported under operating expenses. If these editorial charges were to be subtracted from net revenues, the actual operating loss for the year would have been -\$38,079, the second lowest deficit since FY12.

Subscription revenue was \$1,306,130, some 5% below budget, due to declines in revenue from print products (*Choice* magazine and Reviews on Cards), and was 9% below the previous year. The digital publication Choice Reviews likewise ended the year 5% below budget (but only 4% below prior year). Co-publications with ProQuest and The Charleston Company were slightly ahead of budget on a combined basis, but with divergent trajectories: up about 10% on ccAdvisor and down 7% for Resources for College Libraries (RCL), the latter representing a normal fluctuation in sales. Overall, subscriptions are under pressure everywhere from declining collection development budgets and a reduced need for reviews.

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year on budget at \$521,691. Licensing continues to be a stable revenue stream, and closely tied to the subscription revenues of the major firms such as ProQuest, EBSCO, and Baker & Taylor that offer them.

Print advertising in *Choice* magazine experienced significant shortfalls, as diminished circulation and an industry-wide reassessment of ROI for advertising are having a significant impact. Overall advertising revenue was \$178,000 (28%) below budget, with print losses accounting for almost \$134,000 of this amount. By contrast, sponsorship platforms—webinars, podcasts, and white papers—performed well. Webinars finished the year with \$138,882 in net revenue (after the split with ACRL), just slightly below budget but over \$36,000 better than last year, while podcasts and white papers together outperformed budget by some 8%. Sponsorship platforms continue to attract robust audiences with webinar registrations topping 17,000, podcasts having more than 33,000 listeners, and each of the first three white papers garnering close to 1,000 downloads.

Despite the \$139,912 write-down of Open Choice prepaid editorial expenses, recorded in salary and outside services, Choice managed to finish the year with expenses only \$16,343 worse than budget. Careful management of costs in all operational categories except payroll and outside services, both affected by the write-down, were well below budget. Direct spending was about \$31,000 more than budget; interunit transfers were not as high as budget owing to the fact that items budgeted as expenses to be transferred to ACRL were direct-billed instead; and overhead was not as high as expected on reduced revenue.

During FY19, Choice delivered \$334,014 in overhead payments to the ALA general fund.

About the 2019 Annual Report cover

The cover of the 2019 Annual Report features images of some of the more than 4,000 library workers, exhibitors, speakers, and guests from around the world who attended the ACRL 2019 Conference, held April 10–13, in Cleveland.

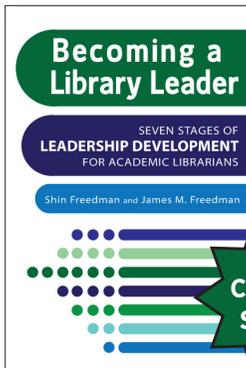


Financial Report

Budget & Finance Committee, 2018–2019

Carolyn Henderson Allen, *University of Arkansas, chair*
 Tara Baillargeon, *Marquette University*
 Rickey D. Best, *Auburn University–Montgomery*
 Fannie M. Cox, *University of Louisville*
 Georgie Lynn Donovan, *College of William & Mary*
 Erika Dowell, *Indiana University*
 Alexia Hudson-Ward, *Oberlin College*
 Kevin Wade Merriman, *Yale University*
 Joe Mocnik, *North Dakota State University*
 Marla E. Peppers, *California State University–Los Angeles*
 Brian Rennick, *Brigham Young University*
 Kristen Grace Totleben, *University of Rochester*
 Karen Munro, *Simon Fraser University, ex-officio*
 Mary Ellen K. Davis, *ACRL/ALA, ex-officio*
 Allison Payne, *ACRL/ALA, staff liaison*

NEW FROM ACRL PRESS



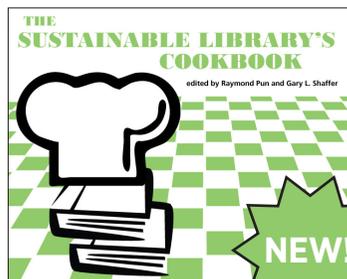
**Becoming a Library Leader:
 Seven Stages of Leadership
 Development for Academic Librarians**

by *Shin Freedman and James M. Freedman*

**COMING
 SOON!**

All titles will be available
 in the ALA Store at
<http://www.alastore.ala.org>

**The Sustainable Library's
 Cookbook**
*edited by Raymond Pun and
 Gary L. Shaffer*

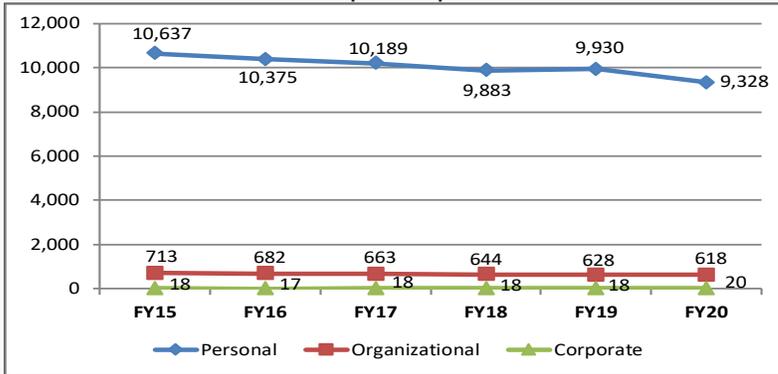


NEW!

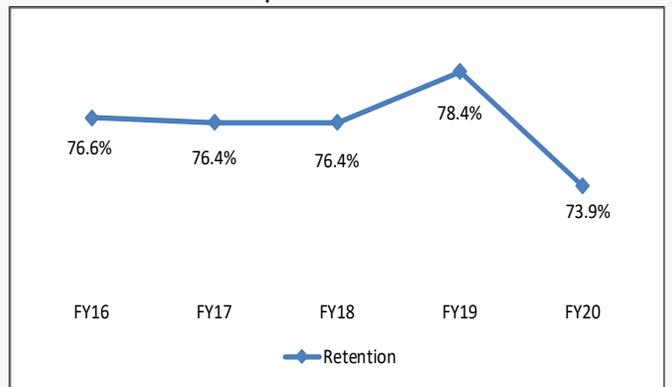
ACRL Dashboard Metrics

Membership

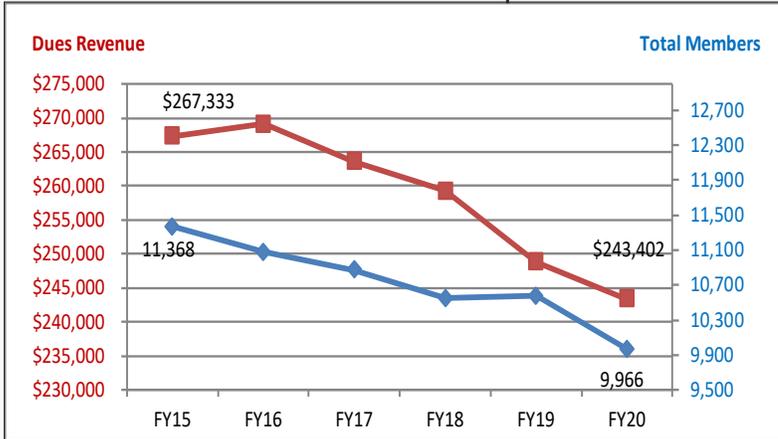
1. ACRL Membership Composition FY15–FY20



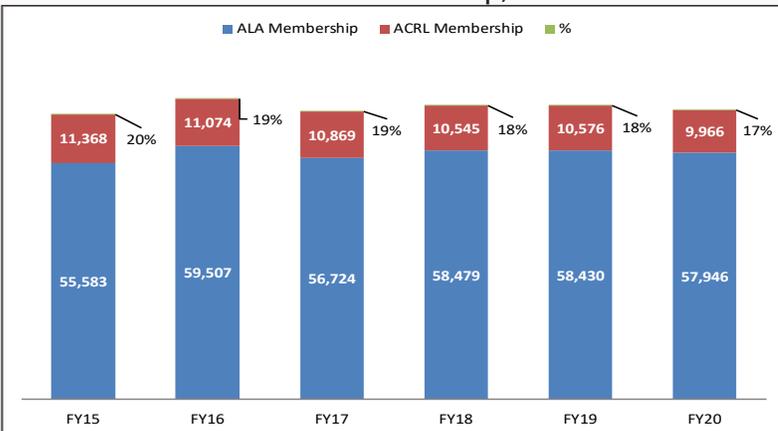
2. YTD Membership Retention Rates FY16–FY20



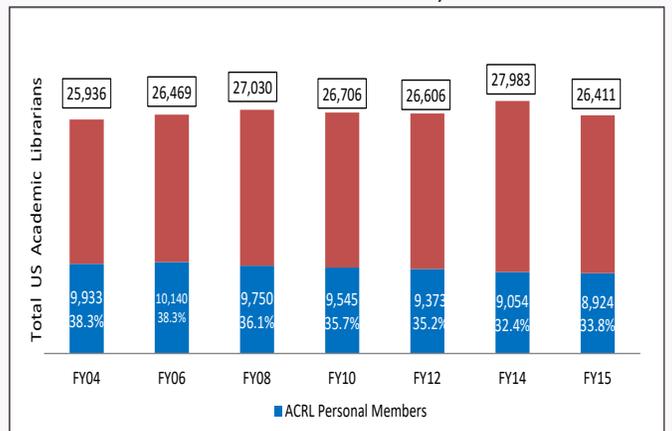
3. ACRL Dues Revenue & Membership FY15–FY20



4. ALA vs ACRL Membership, FY15–FY20



5. ACRL Market Penetration, FY04–FY15



Charts 1-3: FY20 based YTD January 2020. Chart 5: based on 2015 IPEDS data.

Friends of ACRL

6. Friends of ACRL Donors & Donations

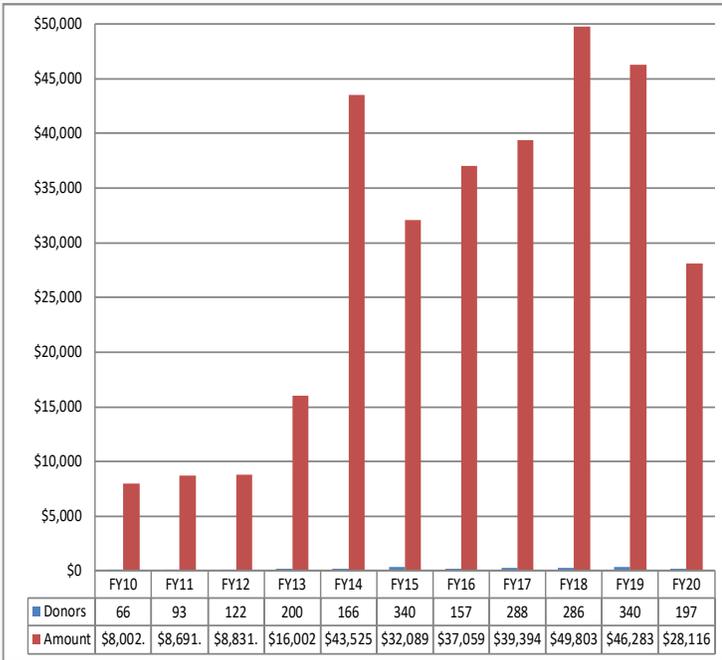
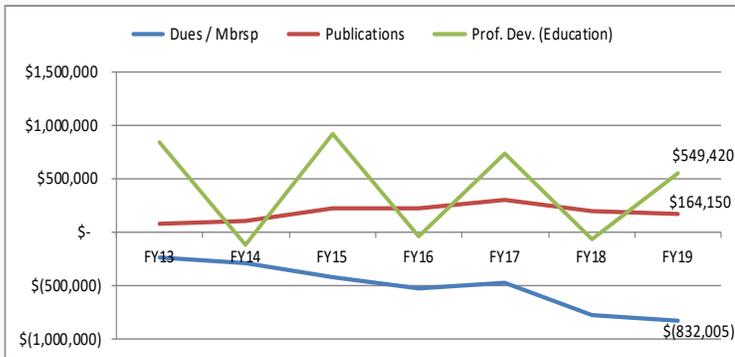


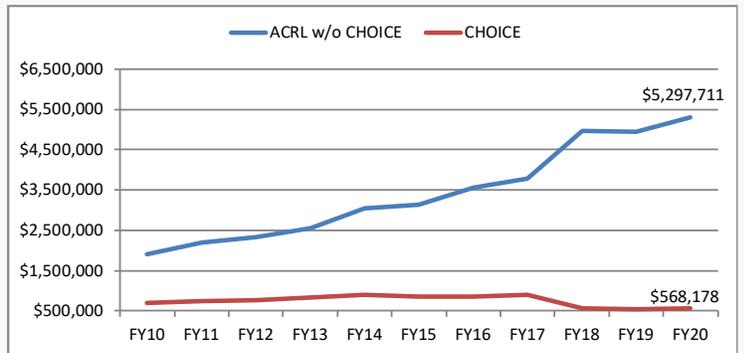
Chart 6: FY20 based on data through March 19, 2020.

Budget

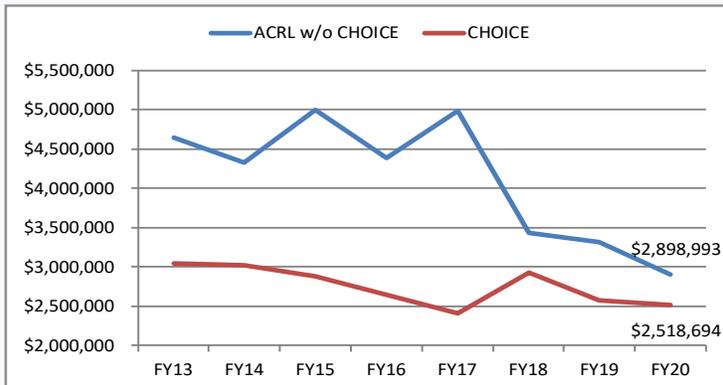
7. Net of Business Lines



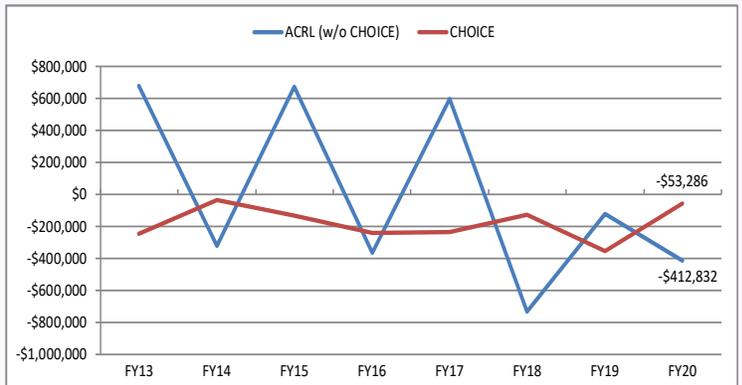
8. LTIs ACRL (inc. award endowments) & CHOICE



9. ACRL & CHOICE Net Asset Balance



10. ACRL & CHOICE Net Revenues



Charts 8-10: FY20 based on YTD January 31, 2020. Chart 8: FY18 includes \$350K Choice to ACRL transfer.

ACRL B&F Orientation 2020 FYI-9

ALA Operating Agreement Workgroup

Charge:

The ALA Executive Board is appointing a workgroup to evaluate, assess, and make recommendations to the ALA Operating Agreement that defines the relationship between ALA and Divisions. Specifically, the WG will examine how the existing Operating Agreement is fulfilling the mission and values of the association as well as the financial structure that supports the joint and individual goals of the Association and Divisions. In addition, the WG will examine the relationship between ALA and the Roundtables and will provide recommendations that guide that relationship as well. The Operating Agreement values unity, diversity, authority, autonomy, and collaboration. These values will guide the WG in its assessment and communication.

Timeline:

May 2020	WG approved by Executive Board
May 2020	Volunteers solicited for the WG
June 2020	WG appointed by the Executive Board
July 2020	WG initial meeting
Fall 2020	Draft recommendations and issues presented to Executive Board
Midwinter 2021	Draft recommendations and discussion presented to ALA Council and Executive Board
Spring 2021	Final recommendations and Bylaws considered and voted on by the Executive Board
June 2021	Final recommendations and Bylaw changes considered and voted on by ALA Council

Composition

Member representative appointments will be made by the ALA President.

Member Representatives

1. Chair, ALA Treasurer, Maggie Farrell
2. Division Member Representative
3. Division Member Representative
4. Roundtable Member Representative
5. Membership Committee Member Representative
6. Publishing Committee Member Representative
7. SCOE Member Representative
8. Board Member Representative
9. BARC Chair

Staff representative appointments will be made by the ALA Executive Director.

Staff Representatives

1. Division Staff Representative
2. Roundtable Staff Representative
3. Financial Staff Representative
4. Publishing Staff Representative
5. Governance Staff Representative
6. General Fund Staff Representative

The WG will facilitate member engagement in the process and seek to broaden its perspectives through solicitation of a variety of opinions and ideas. In addition, the WG will keep ALA Council, Division and Roundtable Leaders apprised of its work.

[ALA Operating Agreement Policy](#)

[ALA EBD 10.7.1 Operating Agreement WG & Charge](#)

This page included to accommodate double-sided printing.