



FY2024 Budget Assumptions

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

The ACRL Budget & Finance Committee will discuss the draft assumptions on November 7, 2022, and any recommendations will be incorporated before they are sent to the ACRL Board. After the November 7 meeting, the ACRL Board will hold an asynchronous virtual vote to discuss and take action on the FY24 assumptions. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY24 budget for review by the Budget and Finance Committee at their February 2023 virtual meetings.

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

As ACRL begins to prepare its FY24 budget, the economic outlook is still influenced by the effects of the COVID-19 pandemic. During April to June 2020, the US economy took one of its worst downturns at a rate of -32.9%¹. For the year over year comparison in 2020, the US and world GDP decreased by 3.5%^{2, 3}. The economy began to rebound from this initial shock in late 2020, but recovery is slow and uncertain. Global GDP growth is projected by the International Monetary Fund at 3.2%⁴, World Bank at 2.9%⁵, and

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

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

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

⁴ International Monetary Fund, "Countering the Cost-of-living-crisis," October 2022, <https://www.imf.org/en/Publications/WEO/Issues/2022/10/11/world-economic-outlook-october-2022>.

⁵ The World Bank, "Global Economic Prospects," June 2022, <https://www.worldbank.org/en/publication/global-economic-prospects>.

Organization for Economic Co-operation and Development at 3%⁶. It should be noted that these decreased GDP forecasts are being skewed somewhat by the impacts of the Russian invasion of Ukraine. While growth is slower than previous years for the majority of countries, they remain in the positive, while Russia is projected at -5.5%.⁶ Inflation is a concerning factor; “Global inflation is forecast to rise from 4.7 percent in 2021 to 8.8 percent in 2022 but to decline to 6.5 percent in 2023 and to 4.1 percent by 2024.”⁴ As the global pandemic continues into its third year, it is expected that its effects will be longstanding and a full recovery is still uncertain, and will depend on a number of factors, such as the proliferation of new variants, the impact of the Russo-Ukrainian War, the global response to supply chain disruptions, and recovery from record inflation.

Like the world economy, higher education is rebounding from the 2020 pandemic, but not without uncertainty. To fully understand higher ed’s economic rebound, one must look at the pre-pandemic numbers. Before the pandemic, state spending on public colleges and universities was already well below historical levels prior to the Great Recession of 2008-09.⁷ *Insider Higher Ed* reported that, “State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust.”⁸ Although “most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years,” in fact, “states have collectively scaled back their annual higher education funding by \$9 billion during that time, when adjusted for inflation.”⁹

It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.¹⁰ In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”¹¹ Decreased state funding is a trend, as funding for

⁶ OECD, “Paying the Price of War: OECD Economic Outlook, Interim Report September 2022,” September 2022. <https://www.oecd.org/economic-outlook/september-2022/>.

⁷ Michael Mitchell et al., “Unkept Promises: State Cuts to Higher Education Threaten Access and Equity Reduced Quality,” *Center on Budget and Policy Priorities*, October 4, 2018, <https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>. Accessed November 5, 2019.

⁸ Emma Whitford. “Public Higher Ed Funding Still Has Not Recovered From 2008 Recession,” *Inside Higher Ed*, May 5, 2020, <https://www.insidehighered.com/news/2020/05/05/public-higher-education-worse-spot-ever-heading-recession>. Accessed September 11, 2020.

⁹ Jon Marcus. “Most Americans don’t realize state funding for higher ed fell by billions,” *The Hechinger Report*, February 26, 2019. <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>. Accessed November 5, 2019.

¹⁰ Luba Ostashevsky, “As economy rebounds, state funding for higher education isn’t bouncing back,” *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher-education-isnt-bouncing-back/>.

¹¹ Jon Marcus, “Most Americans don’t realize state funding for higher ed fell by billions,” *PBS News Hour*, February

public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”¹² “In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”¹³ To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the programs that remain.¹⁴ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise¹⁵.

Fortunately, some institutions benefited from stimulus funding from the federal government. According to the State Higher Education Executive Officers Association, “Generous federal stimulus funding protected state revenues and directly supported higher education, enabling states to increase funding 4.5% in 2021 despite a pandemic and short economic recession. However, sharp declines in student enrollment (3.0%) and tuition revenue (3.2%) signal continued upheaval for public higher education revenues.” In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

Prior to the COVID-19 pandemic, total enrollment in degree-granting postsecondary institutions decreased by 5 percent from 2009 to 2019, from 17.5 million to 16.6 million students.¹⁶ The National Center for Education Statistics (NCES) projects, between 2019 to 2029, that enrollments will increase 2.64%, from 16.6 million to 17.0 million.¹⁷ These numbers are somewhat disjointed with high school graduation rate projections, which show the number of high school graduates peaking at 3.9 million in

26, 2019, <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>.

¹² Rick Seltzer, “‘Anemic’ State Funding Growth,” *Chronicle of Higher Education*, October 23, 2018.

<https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018>.

¹³ Jeffrey Selinger, “States’ decision to reduce support for higher education comes at a cost,” *Washington Post*, September 8, 2018, accessed October 24, 2018. https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14

¹⁴ *Ibid.*

¹⁵ *Chronicle of Higher Education* (2019) Beyond Budgets, <https://connect.chronicle.com/ByndBdgtRT19>

¹⁶ U. S. Department of Education: National Center for Education Statistics, “Undergraduate Enrollment,” (May 2021. Accessed October 14, 2021. <https://nces.ed.gov/programs/coe/indicator/cha>

¹⁷ U. S. Department of Education: National Center for Education Statistics, “Total undergraduate fall enrollment,” Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_303.70.asp

2025, then declining to 3.5 million in 2037.¹⁸ Further analysis on higher education trends is needed to understand NCES's projected increase against decreasing high school enrollment data.

Economic climate and academic libraries

Before and during the pandemic, ACRL membership numbers have been on a slow but steady decline, which is in part due to the closing of institutions that have an impact on both ACRL's organizational and personal members. According to NCES data, 32 postsecondary institutions closed in 2021, 53 in 2020, 236 in 2019, 86 in 2018, 112 in 2017.¹⁹ The pool of potential academic librarians as evidenced by MLIS degrees awarded last peaked in 2011 at 7,729; since the peak, enrollments steadily declined to 4,843 in 2016 and the most current enrollment is 4,959 in 2020.²⁰ The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 6% increase job outlook, which is in line with the job outlook for all occupations.²¹ Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.²²

Fewer financial resources may have contributed to the consolidation of vendors in the library marketplace.^{23, 24} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs. Because "the current model of large publishers

¹⁸ Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates through 3037," Accessed October 14, 2021. <https://knocking.wiche.edu/executive-summary/>

¹⁹ U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 20, 2022. https://nces.ed.gov/programs/digest/d21/tables/dt21_317.50.asp.

²⁰ U. S. Department of Education: National Center for Education Statistics, "Master's degrees conferred by postsecondary institutions, by field of study," Accessed October 20, 2022. https://nces.ed.gov/programs/digest/d21/tables/dt21_323.10.asp.

²¹ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians and Library Media Specialists, accessed October 20, 2022, last modified date October 4, 2022, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm>

²² Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & Research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019. <https://crl.acrl.org/index.php/crl/article/view/23526/30835>

²³ James M. Day, "Consolidation of the Library Vendors," *Library Technology Launchpad*, October 12, 2016, <http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/>

²⁴ David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>

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dominating scholarly publishing and inflation grinding down library budgets continues,"²⁵ tighter library budgets could mean less funding for staff development (e.g., association membership, continuing education) or sponsorship of library association programs.

The impact of the pandemic, along with the pre-pandemic trend of the continued state of lower funding and a consolidation in the marketplace, will affect ACRL's FY24 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. The FY24 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars).

In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to spend a portion of this net asset balance in strategic programs and services that benefit membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has through investments in strategic initiatives been reduced to \$3,367,723 (FY22 opening balance).

While the ALA Bylaws and ALA Operating Agreement are still in effect, a number of significant changes are being proposed. Changes includes divisions no longer having their net asset balances and reappraisal of overhead payments. The ACRL Board and ALA Executive Director will keep membership apprised on the impact to divisions and encourage feedback as the process unfolds.

While processes and practices are under review, the ACRL Board and Budget & Finance Committee will need to take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence and the Core Commitment to Equity, Diversity, and Inclusion. In the past, we have accomplished this through strategic investments from ACRL's net asset balance and the annual endowment transfer but the current unavailability of net assets and the determination from ALA that endowment transfers are to be used for ACRL operational expenses (at a 5% draw) will make it more challenging to align operational expenses with revenue, especially in a non-meeting year. It is important to note that the net asset balance (beginning reserve level for FY24 is expected to be \$1,844,017) is moving closer to the

²⁵ Stephen Bosch, Barbara Albee, & Sion Romaine. "Costs Outstrip Library Budgets | Periodicals Price Survey 2020" Library Journal April 14, 2020 <https://www.libraryjournal.com/?detailStory=Costs-Outstrip-Library-Budgets-Periodicals-Price-Survey-2020> Accessed October 31, 2020

mandated operating reserve amount of \$841,982. Ensuring that the net asset balance stays within the mandated operating reserve is another motivating factor for the Board and Budget Committee to carefully monitor expenses in FY24.

Because ACRL works to stay above the mandated operating reserve while still investing strategically in member programs and services, it will cease transfers to its long-term investment fund. If the Board and Budget Committee would like to resume these transfers in future years, there is a two-year notification requirement by ALA if ACRL wants to transfer more than \$50,000 to its LTI; transfers below \$49,999 do not require the two-year advance notification. Per the 2005 ACRL Board recommendation, the ACRL budget includes an LTI interest transfer (Project 3200) up to the maximum allowable amount. In FY19, ACRL transferred \$125,000 for FY19 and \$135,000 in FY20 in appreciation from its LTI to its operating budget to support strategic initiatives. Due to the outstanding performance of the virtual ACRL 2021 Conference, ACRL did not take the budgeted LTI interest transfer in FY21. In FY22, the ALA Executive Board mandated that divisions move 5% of LTI interest be applied to the FY23 operating budget. The ACRL and PLA boards submitted a letter to ALA President Patty Wong protesting the deviation from policy and practice, as well as a request that ALA's Board review this action and reinstate Division choice related to using endowment interest for the FY23 budget. President Wong responded by stating that finances come under the administrative umbrella and referred the matter to Tracie Hall. The ALA Executive Board 5-year plan currently includes a 5% of LTI interest be applied to the FY24 operating budget.

Choice FY24 Budget Assumptions

Business Environment

- Paid subscriptions for *Choice Reviews*, *Choice* magazine, and *Reviews on Cards* are declining.
- Advertisers are asking for different kinds of advertising vehicles: sponsored content rather than print ads.
- We have a list of about 50,000 contacts that interacted with Choice via webinars, whitepapers, and newsletters.
- With the loss of the net asset balances, Choice is under considerable pressure to submit a balanced budget.

Strategic Realignment

Choice continues to remake its business and look for new opportunities to serve the academic library community. In FY21 we began a strategic realignment of our publishing program to decrease our financial dependence upon reviews and to allocate greater resources to the creation of new, more timely and important content. This new content consists of articles, blogposts, topical newsletters, webinars, and podcasts organized around *topics*, or, as we like to say, distributed among "content

verticals.” The content, which is available on Choice360 and is largely supported by corporate underwriting, will be directed toward a broad readership consisting of library professionals, scholars, instructors, and researchers—in short, the entire academic library community.

- In FY21 we launched our equity, diversity, and inclusion content vertical, Towards Inclusive Excellence (TIE).
- In FY23 we will launch our library technology content vertical, LibTech Insights.
- Budgeting for these two projects is in 3919 with underwriting revenues charged to Advertising (line 4143) and expenses (editor and contributor honoraria) to Professional Services (line 5110).

These new content verticals will allow Choice to reach a wider audience and will offer new sponsorship opportunities for our advertisers.

Revenue

Choice magazine and Reviews on Cards: In FY22 we saw a decline of 18% for *Choice* magazine (print) and 19% for *Reviews on Cards* in FY22. We do not expect such a precipitous decline in FY24 and are budgeting for a 10% decrease in subscriptions and revenue based on pre-pandemic averages. *Choice* magazine subscription and advertising revenue: \$297,994, *Reviews on Cards* subscription revenue: \$40,000

Choice Reviews: *Choice Reviews* subscriptions declined 11% in FY22, and we expect this decline to slow to a pre-pandemic rate of 5%. Advertising for *Choice Reviews* should remain steady at around \$40,000. Total revenue for this product (subscriptions, advertising, and GOBI affiliate fee) is expected to be around \$495,830.

Choice reviews licenses: We do not expect any major changes in our licensing revenue and forecast revenue for this project to be about \$490,000.

Resources for College Libraries: As of October 2022, we are waiting for a new contract from ProQuest. We expect a slight increase in editorial reimbursements for this project, but no change in subscriptions or royalties. Total revenue for this project is expected to be around \$228,000.

Choice/ACRL webinars: Our webinar program remains strong, but we may not continue to see the revenues and attendance that we enjoyed during the pandemic. We have raised the advertising rate for our sponsored webinars to offset any decline in the number of programs. The revenue for this project is budgeted around \$288,000.

Content marketing: Our content marketing program continues to grow as advertisers look for new ways to communicate with their audience. We hope to see \$330,000 in advertising on this project in FY24.

Choice360: The team at Choice is very curious to see how our audience and our sponsors respond to the new LibTech Insights content vertical, which will launch in January 2023. We hope this blog channel will bring in new audience and advertisers for Choice. The advertising and sponsorship revenue for this project is budgeted at \$82,000 in FY24

Expenses

Choice continues to watch costs and keep staffing lean. We hope to reduce some of our IT costs by integrating more with ALA IT. ALA has asked us to budget for a 3% increase in salaries in FY24 and our overhead will remain at the publishing rate of 13.25%.

ACRL General Assumptions

Basic Budget Assumptions

1. All ALA and ACRL fiscal policies will be followed in the development of the budget. In August 2022, the ALA Executive Board approved the following actions:
 - a. Directed ALA Executive Director Tracie Hall to establish the Internal Staff Operational Practices Working Group and directed Hall to work with ALA staff leaders, personnel, and some input from members leaders on a new budgeting process. ACRL Executive Director Jay Malone will keep staff and member leaders apprised of any changes and implications for ACRL's budget process.
 - b. Authorized the ALA Operating Agreement Implementation Task Force to develop a new budget process that consists of ALA management including Division Executive Directors and ALA division budget leaders to outline a new budget process. Former ACRL Budget and Finance Chair Carolyn Henderson Allen is serving on this task force. The task force's report is to be submitted in FY23-FY24, with implementation for FY25. If there are any items to be implemented in FY24, Malone will keep staff and member leaders apprised. The tentative date for the final budget recommendation, as identified in the budget implementation working group, is prior to the ALA Board's October 2024 meeting. Since the Board will be approving the FY25 budget at that meeting, the final recommendation's due date may take place earlier.
2. The mandated reserve (as set by the ACRL Board, following ALA policy) for ACRL and *CHOICE* will be maintained.
3. Professional development offerings must be operated on a full cost-recovery basis.
4. Non-serial publications must be operated on a full cost-recovery basis.
5. Salaries and benefits for division staff will be equal to or less than 45% of the total operating budget using a 2-year average to match the swings in the operating budget.

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

Modified accrual accounting

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said event or product not be delivered. For example, registrations for the Pittsburgh meeting will be counted as deferred revenue. If we were unable to hold the in-person meeting in Pittsburgh, that deferred revenue would be used for refunds, etc. However, ACRL has requested that ALA continue to "recognize" the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would consider switching to a full accrual system. In that case, expenses, like revenue, would be deferred, which would dramatically affect our two-year budget cycle, levelling out the peaks in conference years and the valleys in non-conference years. At this time, however, we are "paying as we go" and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY24 is a non-conference year, ACRL would normally expect to generate a negative year-end net. Starting in FY23, ACRL was directed by ALA Finance and Accounting staff that it could no longer use its net asset balance to invest in programs and services, despite policy outlined in the ALA Operating Agreement. For FY23, ACRL was required to submit a net positive budget in September 2022, which included \$100,000 in TBD revenues added by ALA. We may assume that the ALA Board will continue to require a net positive budget for FY24 and if the overall budget does not reflect that (PLA's and AASL's conferences take place in FY24), then ACRL will be asked to improve our budget numbers in a spenddown year. The ACRL Board and Budget & Finance Committee will need to review the FY24 budget for possible areas of increased revenues and/or cuts to expenses, which could have a significant impact on the rich history of programs and services ACRL offers to its members and the profession. If there is an investment budget in FY24, the Budget & Finance Committee and staff will closely monitor the deficit budget to ensure that ACRL's net asset balance remains above the mandated operating reserve (i.e., one-quarter of the average of the last four years of expenses).

Revenues

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.
- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY24).

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- + Sponsorships have been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders and staff continue to meet or exceed expectations for professional development fundraising. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (Projects 3206, 3800, 3833, and 3835).
- + An estimated \$135,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (Project 3200). In April 2022, the ALA Executive Board informed divisions that it had approved a mandatory long-term investment (LTI) allocation of 5% in FY23. In May 2022, a joint letter from PLA and ACRL advised of the deviation from policy and practice to ALA President Patty Wong. If a similar mandate is approved by the ALA Executive Board for FY24, Malone will keep staff and board apprised of action and potential need for more advocacy.

Expenses:

- Since FY21, travel and meetings expenses have been carefully monitored (all projects) and reduced if needed to support a healthy overall ALA budget. For FY23, ACRL was asked to cut a total of \$219,438 (\$49,074 for travel; \$147,126 for meetings and conferences; \$22,612 for professional services; \$625 for temporary employees) in “discretionary expenses.” If asked to again cut travel and meetings expenses in FY24, Malone will keep the staff and Board apprised.
- All current staff positions will be included in the budget, although some hirings will be delayed. Some funds will be budgeted for interns and temporary help.

Assumptions by Strategic Goal

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

Value of Academic Libraries

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

Objectives

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

Expenses

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

Student Learning

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

Objectives

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

Expenses

- \$1,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- \$8,400 will be budgeted for maintenance and development of the Information Literacy Sandbox and \$3,000 for web hosting (Project 3711).
- One Immersion Program will be offered in FY24 either as an in-person or virtual program; this has yet to be determined by the Immersion facilitators who are currently discussing the program format. The program will break even or net a small profit. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and Scholarly Environment

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

Objectives

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

Expenses

- \$1,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (Project 3702)
- An additional \$11,985 is budgeted to pay the following:
 - o \$6,985 for SPARC dues;
 - o \$5,000 for Open Access Working Group;

New Roles and Changing Landscapes

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

Objectives:

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

Expenses

- \$1,000 will be budgeted as a placeholder for new initiatives to support this goal, to be used in consultation with the chair of the New Roles and Changing Landscapes Committee (project 3403).
- \$2,000 budgeted for updates to the Fostering Change Cohort curriculum, format, and publication (Project 3403).

Equity, Diversity and Inclusion

Revenues

- + \$11,625 in revenues from the ACRL Diversity Alliance will be budgeted. 58 institutions @ \$500. Number of institutions based on 75% of 2022 membership. Note: a new funding model is being implemented in FY23, which could impact projected revenues for FY24. (Project 3402).
- + \$10,000 in partial revenue for subsidized RoadShow (Project 3402).

Expenses

- \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee (Project 3402).
- \$1,500 in ongoing costs to support the ACRL Diversity Alliance (Project 3402).
- \$14,000 will be budgeted to support two ALA Spectrum Scholars. The B&F Committee and the Board recommended increasing support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).

- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. After a two-year pause, offer ACRL licensed workshops with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) * (\$450 flight + \$300 hotel (\$200 * 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations) (Project 3402).

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

- + Membership revenues will be budgeted by first looking at FY22 July actuals, the most current membership data available, then adjusted to reflect a small increase in FY23 (a conference year) and adjusted for an expected decrease in FY24 (a non-conference year). As FY23 will be a conference year for ACRL, historically membership increases by 1.54%. Therefore, FY23 membership will be budgeted at a total membership of 7,601 paying personal members (and 7,793 total personal members). FY23 organizational membership is expected to remain the same for a total FY23 membership of 8,317. ACRL personal membership declines 6% on average in a non-conference year and organizational membership declines by 3.2% on average in a non-conference year, therefore, FY24 membership is expected to total 8,285 (including 7,970 total personal members and 507 organizational members). ACRL may increase dues slightly in FY24 (if the Board implements an increase based on changes to HEPI index). The initial personal membership dues rate for FY24 will be based on the 2023 HEPI.

Expenses

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

Board and Executive Committee

Expenses

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference— typically about \$340/night/5 nights. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted (Project 3201).
- Funds estimated at \$63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session (SPOS). Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the five goal-area committees (Project 3201).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201).
- Increased ACLS hotel for ED and President from \$1,000 to \$1,200 per FY23 actuals. (Project 3201)

Advisory services and consulting

Revenues

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

Discussion Groups

Expenses

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

Awards

Expenses

- The awards will continue their pause during FY23. There will be some staff time involved in assisting the awards implementation task force.(Project 3206)

Chapters

Expenses

- Chapters will no longer receive annual budget memos and will not be submitting reimbursement requests. (Project 3207)
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY24 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal

year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could try to fund this from other revenue sources.

Committees

Expenses

- Committees are allowed up to \$150 each. Based on historical requests, \$250 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 projects.

Sections

Expenses

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

Liaisons to Higher Education Organizations

Expenses

- See Advocacy section.

Special Events

Expenses

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 14 per year. With the reorganized Midwinter Meeting starting in 2021, the average number of events per year may drop to 10 as fewer units meet onsite. (Project 3833)

Government Relations (Project 3704)

Expenses

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

Scholarships

Expenses

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
 - 2024 RBMS Conference scholarships @ \$18,000 reduced to \$15,000
 - Immersion Programs @ \$10,000
 - E-learning scholarships @ \$1,000
 - Support for 2 ALA Spectrum Scholars @ \$14,000

Annual Conference Programs

Expenses

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

Enabling programs and services: Publications

Non-periodical publications

Revenues

- + In FY24, non-periodical publications will be able to recover costs and net a small excess total revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest for institutional e-book sales in FY24. (Project 3400)

Expenses

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

Library Statistics (Project 3202)

Revenues

- + In FY24 ACRL Benchmark: Library Metrics and Trends net revenue is projected to be \$16,650 and will be budgeted in 3202.

Expenses

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

Standards and guidelines (Project 3204)

Revenues

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY24 as well, unless there is a bigger than anticipated economic rebound and/or RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

Expenses

- There should be no, or very limited, printing expenses in FY24 due to current inventory and lack of sales in FY20, FY21, FY22 and most likely FY23.

Serial Publications (Project 3300)

Overview

- The budgets for all three ACRL serials (formerly projects 3300, 3302, and 3303) will be combined into one project (3300) beginning in FY24 to streamline budgeting and reporting.
- *C&RL News* became an online-only publication beginning with the January 2022 issue. FY24 will be the second full year that the magazine is no longer printed.

Revenues

- + Online product ads: Revenue from banner ads on the C&RL and C&RL News, along with table of contents alert sponsorships for both, serials should hold steady at FY23 budget levels. Online advertising revenue for RBM is projected to decline from \$1,000 in FY20 to \$900 in FY24. (Project 3300)
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, are projected to stay at FY23 budget levels. (Project 3300)
- + Job ad revenues will be budgeted similarly to FY23. Following the sharp downturn during the first year of the pandemic, ALA JobLIST recovered to record-setting levels in FY22. It seems prudent to keep the budget at a historically "good but not exceptional" level, given significant uncertainty about the economy and job market at this time. ALA JobLIST maintains high

awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. This has helped to compensate as policies supporting ALA's mission and values that restrict the ads JobLIST will publish—restrictions JobLIST's for-profit competitors don't have—have been more strictly enforced and required declining business from some advertisers. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3300).

- + RBM subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY24 over FY22 and FY23. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers. (Project 3300)
- + RBM print advertising revenue is projected to decline from \$6,000 in FY23 to \$5,000 in FY24 due to long-time advertisers retiring or closing shop. (Project 3300)

Expenses

- A small amount of funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3300).
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3300).
- \$18,000 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider. (Project 3300).
- Online hosting and production expenses are anticipated to remain steady at FY22 actual/ FY23 budget levels. (Project 3300)
- Increases in printing and postage for RBM are anticipated but have the potential to be volatile depending on whether paper shortages and USPS turmoil continue. (Project 3300)
- RBM print page counts should remain at FY23 levels. (Project 3300)

CHOICE

CHOICE Revenue

- + *Choice Reviews* subscription revenue will fall by 5%.
- + *Choice* magazine subscription revenue will fall by 10%; *Reviews on Cards*, by 10%
- + Subscriptions to *Resources for College Libraries* will remain flat at around \$125,000. RCL licensing will remain at \$10K for the use of RCL content in ProQuest's eBook Central, with an additional \$10K credited to Choice (3902) for OAT matches.
- + Advertising net revenues should increase by 5%, with declining magazine advertising offsetting gains in sponsored content and new content verticals:
 - o *Choice* magazine: \$100,000
 - o *Choice Reviews*: \$40,000

- Case studies and white papers: \$60,000
 - Podcasts: \$65,000
 - Newsletters and eblasts: \$260,000
 - Choice360 (including TIE and LibTech Insights): \$85,000
 - Webinars: \$300,000
- + Royalties from licensing of *Choice Reviews* will remain at current levels, \$490,000.

CHOICE Expenses

- Choice will budget salary, benefits, and overhead according to the directives of ALA Finance.
- All other direct expenses, except for amortization of capitalized expenses, will remain the same or decrease.

CHOICE Bottom Line

- Revenues rise approximately 3%.
- Expenses will rise 1-2%.
- Choice expects to submit a balanced budget for FY24.

Enabling programs and services: Education

ACRL 2025 Conference (Project 3808)

Revenues

- + All revenues pertaining to ACRL 2025 will be recognized in April 20215 after the conference is held.

Expenses

- FY24 is a non-conference year for ACRL, which typically means that it is a “spend down” year as we expend funds to prepare for the ACRL 2025 conference without revenues to offset these expenses. Staff salaries and benefits as well as certain deposit and other planning expenses will be budgeted. As noted above, ALA may ask that we use a deferred expense model for FY24.

RBMS Conference (Project 3800)

Revenues

- + Revenues generated from registration fees will cover the costs for one Annual conference, as the event is budgeted to at least break even. We will budget in-person and virtual attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).

- + The RBMS 63rd Annual Conference will be held in FY23. Revenues and expenses for this program will be set to have a modest net. (Project 3800)

Expenses

- RBMS 2024 site has yet to be selected by the RBMS Conference Development Committee, several sites are being considered and expenses will likely be higher on the West coast (if adjacent to ALA Annual 2024).

Online learning (Project 3340)

Revenues

- + E-learning webcasts and courses will be developed and offered in FY24. We anticipate total revenues will be even or a little down from previous actuals due to the implementation of standardized online learning pricing being implemented across ALA which has led to less revenue due to lower registration fees than what ACRL was previously charging. . (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY24.

Expenses

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

Licensed workshops (Project 3341)

Revenues

- We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)
- ACRL will continue to offer virtual “Off-RoadShow” offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)
- We anticipate a total of 12 licensed workshops (mix of in-person and virtual workshops).

- \$10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section shown in EDI section.

Expenses

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will hire new presenters in FY23, ACRL will budget for 4 new presenters to shadow one workshop each in FY24.
- \$15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced \$7,500 in FY22 but below pre-pandemic budget of \$20,000/year. Please note that we may have to delete curriculum development funds in order for this program to break even.
- Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

- \$15,000 will be budgeted to support the work of ACRL’s External Liaisons Committee (formerly Liaison Coordinating Committee) through its grants working group. (Project 3501).
- ACRL will continue organizational support Project COUNTER, CHEMA, EDUCAUSE (dropped EDUCAUSE Dues from draft budget saving \$2,000), FTRF, American Council of Learned Societies (increased from \$8,450 to \$8,660 based on 2022 actual), National Humanities Alliance, and CNI. (Project 3501)
- Modest funding to support additional visits (as opportunities arise) to higher education organization conferences and meetings and those of information –related organizations will be included in the budget. (Project 3501)

Communication on major issues and trends in libraries and Higher Education

Expenses

- Funds will be budgeted to support ACRL’s advocacy efforts to influence legislative and public policy. (Projects 3702 and 3704)
- The full Board will participate in a virtual spring meeting but \$4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA’s Legislative Day in Washington, D.C. (Project 3704)

Project Outcome (Project 3712)

Revenue

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

Expenses

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

Operations

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

Staff and office

Expenses—ACRL

- ACRL's staff budget will include full staffing at FY23 level, with a projected 3% raise for staff.
- \$2,500 will be budgeted for temporary staff as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.
- Removed Association of Fundraising Professionals (AFP) membership \$370.

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Overhead—ACRL

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

Overhead—CHOICE

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