

Association of College and Research Libraries
ACRL Board Pre-Annual 2022 Virtual Meeting

Friday, June 3, 2022
10:00 AM – 12:00 PM Central
[Zoom Login](#)

Agenda

Time	Item (Document number follows topic and presenter)
10:00–10:03 a.m.	1.0 Welcome/Call to order (Garrison)
10:03–10:05 a.m.	2.0 Opening remarks/review of ground rules (Garrison)
10:05–10:07 a.m.	3.0 Adoption of the Agenda (Garrison)
Action	
10:07–10:08 a.m.	4.0 Board Consent Agenda (Garrison)
Action	<p>[In order to allocate more Board time to the matters of highest priority, it is recommended that we develop a consent agenda for more routine matters on which there is little perceived need for debate or on which more meaningful debate will take place in other forums and need not be repeated in the Board's discussions. We will act on these items as a group. Any item may be removed from the consent agenda if any member of the Board of Directors requests separate consideration of the item. Any separate agenda item can be suggested for inclusion in the consent agenda.]</p> <p>The following items are placed on the consent agenda.</p> <p>Confirmation of Virtual Votes</p> <ul style="list-style-type: none"> • LLX22 Proceedings #2.0 • Spring Board Virtual Meeting Proceedings #2.5 <p>New Consent Agenda Items</p> <ul style="list-style-type: none"> • Contemplative Pedagogy Interest Group Renewal #2.1, #2.1a • Access Services Interest Group Renewal #2.2, #2.2a • Statement on Academic Freedom #2.3 • ACRL Legislative Agenda #2.4, #2.4a
10:08–10:10 a.m.	5.0 Executive Committee Consent Agenda (Garrison)
Action	<p>The following items are placed on the consent agenda.</p> <p>Confirmation of Virtual Votes</p> <ul style="list-style-type: none"> • Executive Committee Fall Meeting Proceedings #2.6

Time	Item (Document number follows topic and presenter)
10:10–10:40 a.m. Information	6.0 Goal-area Committee Updates #3.0 The Board will hear updates from the strategic goal-area committee chairs and have the opportunity to ask questions in order to assess progress toward Plan for Excellence goals.
10:10–10:25 a.m. 10:25–10:40 a.m.	<ul style="list-style-type: none"> • Student Learning and Information Literacy Committee (Meg Meiman) • New Roles and Changing Landscapes (Marilyn Myers, Amy Dye-Reeves)
10:40–10:50 a.m. Information	7.0 Diversity Alliance Task Force (Annie Bélanger) #4.0, #5.0, #5.1, #5.2, #5.3, #5.4, #6.0 The Board will receive an update from task force co-chair Annie Bélanger on the action requests from the Diversity Alliance Task Force. The task force was charged to assess the program, develop new resources, update letter of commitment, and explore how institutions unable to create residencies could participate in the program. Action will be deferred to the June 25 meeting when the program assessment report has been finalized.
10:50–11:00 a.m. Information/Action	8.0 ALA/ARL Cultural Proficiencies for Racial Equity: A Framework (Christina Fuller-Gregory) #8.0, #8.1 The Board will meet with task force facilitator Christina Fuller-Gregory, assistant director of libraries, South Carolina Governor's School for the Arts and Humanities to hear a brief update and ask questions before taking action on the ACRL Standards Committee recommendation on the ACRL/ALA/ODLOS/PLA's <i>Cultural Proficiencies for Racial Equity: A Framework</i> .
11:00–11:10 a.m.	Break
11:10–11:40 a.m. Information/Action?	9.0 FY23 Preliminary Budget (Allen/Malone/Hendrick)
11:10–11:25 a.m.	<ul style="list-style-type: none"> • ACRL FY23 Budget (Allen/Malone) #9.0, #9.1, #11.0, #12.0 The Board will receive an update on ACRL's FY23 budget and consider if it would like to take action now or delay to later this summer.
11:25–11:40 a.m.	<ul style="list-style-type: none"> • Choice FY23 Budget (Hendrick) #10.0, #10.1, #11.0 The Board will receive an update on Choice's FY23 budget and consider if it would like to take action now or delay to later this summer.
11:40 a.m.–11:45 a.m.	10.0 Recognition of outgoing Board members (Garrison) <ul style="list-style-type: none"> • Jacquelyn A. Bryant, ACRL Division Councilor • April D. Cunningham, Director-at-Large
11:45 a.m.–12:00 p.m. Information	11.0 Open Microphone (Garrison) Per ACRL policy, the final fifteen minutes of the first Board meeting is set aside for an "open microphone" session when any ACRL member may address the Board.
12:00 p.m. Action	12.0 Adjournment (Garrison)

Next meetings

- [ACRL Virtual Board Orientation Live Q&A*](#): June 6, 2022, from 12:00 PM to 2:00 PM (CT)
- [ALA Annual Conference 2022 - ACRL Board Update](#): June 24, 2022, from 8:00 AM to 10:00 AM (ET); Renaissance Washington, Meeting Room 12, 13, 14, 999 9th St. NW, Washington, DC 20001
- [ALA Annual Conference 2022 - ACRL Board of Directors Meeting](#): Jun 25, 2022, from 8:00 AM to 11:30 AM (ET); Renaissance Washington, Meeting Room 12, 13, 14, 999 9th St. NW, Washington, DC 20001

* = For incoming Board members who are unable to attend the May 31 virtual orientation. Continuing Board members also welcomed to attend.

ACRL Board Ground Rules

Approved Fall Board Meeting, November 18, 2019.

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

Make knowledge-based decisions using these four questions:

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

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

ACRL Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

Board members who engage with social media agree to do so in a professional manner and to act in accordance with the Board's Ground Rules, which are reviewed and updated each year at the

Strategic Planning and Orientation Retreat. The following guidelines are intended to assist Board members in determining what type of social media posts are appropriate. Board members may:

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

3. Responsibilities

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

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



Association of College and Research Libraries
Board of Directors Update 2022

ALA Annual Conference
Friday, June 24, 2022
8:00 AM to 10:00 AM (ET)

Renaissance, Meeting Room 12, 13, 14

Board Update Agenda

Time	Item (Document number follows topic and presenter)
8:00–8:10 a.m. <i>Information</i>	1.0 Welcome/Introductions/Announcements (Garrison)
8:10–8:25 a.m. <i>Information</i>	2.0 Goal-area Committee Updates <ul style="list-style-type: none"> • Research and Scholarly Environment Committee (Sandra Enimil)
8:25–8:45 a.m. <i>Discussion</i>	3.0 Prepare for ALA Operating Agreement & Proposed LTI Mandate (Allen/Malone) #21.0 The Board will prepare for its meeting on June 26 with ALA Treasurer and ALA Operating Agreement Work Group co-chair Maggie Farrell and will discuss if there are questions or comments they would like to share with Farrell. The Board will also have an opportunity to discuss the proposed LTI mandate, including the ACRL/PLA letter, and ask questions regarding implications for ACRL.
8:45–9:00 a.m. <i>Discussion</i>	4.0 Leadership Council Evaluation (Garrison/Ellis) #15.0 The Board will review the evaluation from the virtual ACRL Leadership Council and Membership Meeting held on April 11, 2022. The Board will hold a discussion to generate ideas for the next Leadership Council and Membership Meeting.
9:00–9:15 a.m.	Break

Time	Item (Document number follows topic and presenter)
9:15–9:30 a.m. <i>Discussion</i>	5.0 Development (Malone) #20.0 The Board will discuss a development idea from ACRL Executive Director Jay Malone.
9:30–9:50 a.m.	6.0 Strategic Planning and Orientation Session (Garrison/Ellis/Malone) <ul style="list-style-type: none"> • Outcomes from the June 23 one-day SPOS meeting • Planning for fall 2023 SPOS
9:50–10:00 a.m.	7.0 New Business (Garrison)
10:00 a.m.	8.0 Adjournment/Next Meeting (Garrison) <ul style="list-style-type: none"> • Next Board meeting: Board of Directors Meeting, Saturday, June 25, 2022, 8:00 a.m. – 11:30 a.m. EDT, Renaissance, Meeting Room 12, 13, 14

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Approved Fall Board Meeting, November 18, 2019.

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Due to a lack of a quorum in Washington, DC, this meeting has been rescheduled as the ACRL Board Virtual Meeting (makeup for AC22), Aug 1, 12:00 PM - 02:00 PM (CT). An updated agenda will be shared closer to the meeting date.



Association of College and Research Libraries
ACRL Board of Directors Meeting

ALA Annual Conference – Washington, DC
Renaissance, Meeting Room 12, 13, 14
Saturday, June 25, 2022
8:00 a.m. – 11:30 a.m. EDT

Agenda

Time	Item	(Document number follows topic and presenter)
8:00–8:01 a.m.	13.0	Call to order (Garrison)
8:01–8:04 a.m. <i>Information</i>	14.0	Opening remarks & Board Update Report Out (Garrison) For the minutes, Garrison will report out on the ReSEC goal-area committee update given during the informal Board Update Meeting.
8:04–8:05 a.m. <i>Action</i>	15.0	Adoption of Agenda (Garrison)
8:05–8:30 a.m. <i>Information/Discussion</i>	16.0	ALA Operating Agreement Work Group (Maggie Farrell) #21.0 The Board will receive an update and have an opportunity to ask questions for ALA Operating Agreement Work Group Co-Chair, ALA Executive Board liaison, and ALA Treasurer Maggie Farrell.
8:30–9:00 a.m. <i>Information/Discussion</i>	17.0	Goal-area Committee Updates The Board will receive updates from and hold discussions with the following goal-area committees.
8:30–8:45 a.m.		<ul style="list-style-type: none"> Equity, Diversity and Inclusion Committee (Maisha Duncan Carey, Mary Beth Lock)
8:45–9:00 a.m.		<ul style="list-style-type: none"> Value of Academic Libraries Committee (Rebecca Croxton, Jung Mi Scoulas)

Time	Item (Document number follows topic and presenter)
9:00–9:10 a.m. <i>Information/Action</i>	<p>18.0 Diversity Alliance Task Force (José Aguiñaga) #4.0, #5.0, #5.1, #5.3, #5.4, #6.0, #7.0</p> <p>At the June 3 Virtual Board Meeting, the Board met with Annie Bélanger, co-chair, Diversity Alliance Task Force, to discuss the task force recommendations. As Doc 7.0 Diversity Alliance Environmental Scan was still pending, the Board will have an opportunity to ask José Aguiñaga, co-chair, questions on the scan during the June 25 meeting. The Board will take action on the following two actions:</p> <ul style="list-style-type: none"> • Program Recommendations • Establish Diversity Alliance Division-level Committee
9:10–9:13 a.m.	<p>19.0 Consent Agenda</p> <ul style="list-style-type: none"> • ACRL/ALA/ARL IPEDS Advisory Task Force extension and new charge #2.8 • NSSE Task Force extension and new charge #2.7, #2.7a • Dissolution Michigan MLA Chapter #2.9
9:13–9:30 a.m.	<p>20.0 Officers' Reports</p> <p>Written reports submitted. Highlights may be given, and questions will be taken at this time.</p> <ul style="list-style-type: none"> • President's Report (Garrison) #1.1 • Vice-President's Report (Ellis) #1.2 • Past-President's Report (Cawthorne) • Councilor's Report (Bryant) #1.4 • Executive Director's Plan for Excellence Activities Report (Malone) #1.5, #1.6
9:30–9:45 a.m.	Break
9:45–10:10 a.m.	21.0 ACRL Budget and Finance (Allen/Malone)
9:45–9:55 a.m.	<ul style="list-style-type: none"> • FY20 & FY21 Financial Reports (Allen) #18.0 The Board will have an opportunity to ask questions about the combined FY20 & FY21 financial report published in June 2022 and added as supplementary files to the Annual Report in the December 2021 issue of <i>C&RL News</i>.
9:55–10:10 a.m.	<ul style="list-style-type: none"> • FY22 2nd Quarter Report and Projections (Allen/Malone) #13.0, #13.1 The Board will receive an update and have the opportunity to ask questions regarding ACRL's FY22 2nd quarter report (actuals through January 2022) and FY22 projections.
10:10–10:25 a.m.	<p>22.0 Choice Budget & Finance (Rachel Hendrick) #10.2, #19.0</p> <p>The Board will receive an update and have the opportunity to ask questions regarding Choice's FY22 2nd quarter report and FY22 projections.</p>

Time	Item	(Document number follows topic and presenter)
10:25–10:40 a.m. Discussion/Action	23.0	Awards Processes Implementation Task Force (Garrison/Malone) #17.0 The Board will discuss and take action on a request to establish the Awards Processes Implementation Task Force.
10:40–10:50 a.m.	24.0	New Business/Upcoming Virtual Action (Garrison) <ul style="list-style-type: none"> Upcoming virtual action: the Board will receive a heads-up that following Annual, the Board may be asked to consider virtually an executive session business decision after the ACRL Budget & Finance Committee discusses the proposal at their June 26 meeting.
10:50–11:00 a.m.	25.0	Recognition of outgoing Board members (Garrison) <ul style="list-style-type: none"> Jon E. Cawthorne, ACRL Past President Carolyn Henderson Allen, ACRL Budget and Finance Chair Faye A. Chadwell, Director-at-Large
11:00–11:30 a.m.	26.0	Executive Session (Garrison) <ul style="list-style-type: none"> ACRL Executive Director Review #14.0
11:30 a.m.	27.0	Passing of the gavel (Garrison)
11:30 a.m. Action	28.0	Adjournment (Ellis)

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ACRL Board Document Inventory: ALA Annual Conference 2022 (rescheduled as a post-AC22 makeup meeting)

Black = Included in packet

Blue = Newly added

Doc #	Document Title
Doc 1.1	ACRL President's Report
Doc 1.2	ACRL Vice-president's Report
Doc 1.4	ACRL Councilor's Report
Doc 1.5	Executive Director's Report – Plan for Excellence Activity Report
Doc 1.6	Executive Director's Report – Key Performance Indicators
Doc 2.0	Board Virtual Votes: LLX22 Proceedings
Doc 2.1	Board action form: Contemplative Pedagogy Interest Group Renewal
Doc 2.1a	Contemplative Pedagogy Interest Group Petition
Doc 2.2	Board action form: Access Services Interest Group Renewal
Doc 2.2a	Access Services Interest Group Petition
Doc 2.3	Board action form: Statement on Academic Freedom
Doc 2.4	Board action form: ACRL Legislative Agenda
Doc 2.4a	ACRL Legislative Agenda
Doc 2.5	Board Virtual Votes: Spring Board 2022 Proceedings
Doc 2.6	Executive Committee Virtual Vote: Executive Committee Fall Meeting Proceedings
Doc 2.7	Board action form: Board action form: National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force
Doc 2.7a	NSSE Information Literacy Module Review Task Force Final Report
Doc 2.8	Board action form: IPEDS Task Force
Doc 2.9	Board action form: Dissolution of Michigan MLA Chapter
Doc 2.10	Board action form: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Science, Technology, Engineering and Mathematics
Doc 2.10a	Companion Document Framework STEM
Doc 2.20b	Companion Document Framework STEM Transmittal
Doc 3.0	ACRL Plan for Excellence
Doc 4.0	Diversity Alliance Task Force Report
Doc 5.0	Board action form: Program Recommendations
Doc 5.1	Proposed Membership Levels
Doc 5.2	Revised Letter of Commitment
Doc 5.3	Current Letter of Commitment
Doc 5.4	Program Goals
Doc 6.0	Board action form: Establish Diversity Alliance Division-level Committee

Doc 7.0	Diversity Alliance Environmental Scan
Doc 8.0	Board action form: Cultural Proficiencies for Racial Equity: A Framework
Doc 8.1	Cultural Proficiencies for Racial Equity: A Framework
Doc 8.2	Transmittal: Cultural Proficiencies for Racial Equity: A Framework
Doc 9.0	ACRL FY23 Preliminary Budget Memo
Doc 9.1	ACRL FY23 Preliminary Budget
Doc 10.0	Choice FY23 Preliminary Budget Memo
Doc 10.1	Choice FY23 Preliminary Budget
Doc 10.2	Choice Five Year Projections Workbook
Doc 11.0	FY23 Budget Assumptions for ACRL & Choice
Doc 12.0	ACRL Five-year Budget Plan
Doc 13.0	ACRL FY22 Memo (actuals through January 2022)
Doc 13.1	FY22 Report (actuals through January 2022)
Doc 14.0	ACRL Executive Director Performance Review Form
Doc 15.0	ACRL Leadership Council & Membership Meeting Evaluation Responses
Doc 16.0	ALA Executive Board Liaison Update
Doc 17.0	Board action form: Awards Task Force
Doc 18.0	FY20 & FY21 <i>C&RL News</i> Financial Narrative and Report
Doc 19.0	Choice FY22 Memo (actuals through January 2022)
Doc 20.0	Board Discussion Form: Development
Doc 21.0	ALA Operating Agreement Work Group Report with Recommendations
Doc 22.0	Recap of ACRL Governance Meetings at AC22
Doc 22.1	Recap of ALA Governance Meetings at AC22
Doc 23.0	Board action form: Chapter Funding Policy
Doc 23.1	ACRL Chapter Relations Task Force Report 1998
Doc 23.2	Chapter Budgets, 2011-2021
Doc 24.0	Board action form: Executive Session (confidential; sent to Board via email)

FYI Documents

FYI #	Document Title
FYI-1	Task Force Status Chart
FYI-2	Board Working Group Status Chart
FYI-3	ACRL Board Liaisons 2021–2022
FYI-4	ACRL Board Liaisons 2022–2023
FYI-5	ACRL Election Results 2022
FYI-6	ALA Executive Board Agenda
FYI-7	ALA EB Motion - ALA Connect Commercial Posting
FYI-8	ALA Endowment Trustee Report AC22
FYI-9	ALA Endowment 5% Spending Payout
FYI-10	ACRL Liaison Reports – New reports added
FYI-11	ACRL Representatives Reports – New reports added

FYI #	Document Title
FYI-12	ALA Planning & Budget Assembly (PBA), Budget Analysis & Review Committee (BARC) & Division Leadership Joint Meeting Agenda AC22
FYI-13	Transforming ALA Governance Task Force Report & Recommendations

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



ACRL Officer Report

Position: President

Name: Julie Garrison

Report period: April 1 – June 30, 2022

Date submitted: March 21, 2022

Strategic priority activities

- Facilitated the ACRL Virtual Board Meeting on April 6, 2022
- Facilitated the ACRL Leadership Council meeting on April 11, 2022
- Worked with ACRL 2022 President's Program Committee and ACRL staff to finalize program details
- Planned and facilitated the ACRL Awards Townhall, to communicate and gather feedback on Awards Task Force recommendations
- Assisted in preparing agenda and planning June Board SPOS retreat in Washington D.C.
- Planning for upcoming ACRL Board of Directors meeting on June 3 and in Washington D.C. at ALA Annual Meeting.

Ambassador activities

- With Jay Malone, provided an update on ACRL priorities and activities to the ALA Executive Board on April 9, 2022
- Attended the ACLS Meeting, Philadelphia, PA, April 28-30, 2022 with Executive Director, Jay Malone
- Presented as part of a "Think Tank Panel" at the Academic Libraries of Indiana virtual meeting, May 13, 2022
- Attended meeting with ALA, ARL, and ACRL Executive Directors and Presidents to talk about opportunities for working together

Association service

- Attended ACRL Presidents Zoom meetings most Fridays
- Sent a direct appeal to Representative Peter Meijer's office to urge Rep. Meijer to serve as co-lead on the LSTA and IAL appropriations funding letters

Upcoming scheduled activities

- ACRL Virtual Board Orientation, May 31, 2022
- ACRL Board Pre-Annual 2022 Virtual Meeting, June 3, 2022
- ACRL Virtual Board Orientation Live Q&A, June 6, 2022
- ACRL South Carolina Chapter, Virtual Speaker June 7, 2022
- SPOS, Washington D.C., June 23, 2022
- ALA Annual Conference and ACRL Board of Directors Meetings, Washington D.C., June 22-28, 2022

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ACRL Officer Report

Position: Vice-President/President-Elect

Name: Erin L. Ellis

Report period: April-May 2022

Date submitted: May 20, 2022

Strategic priority activities

- Completed appointments to division-level committees and other ACRL representative positions
- Completed appointments to task forces: Member Accommodation/Compensation and Nominations and Policies Audit
- Joined the new Joint NRCL/VAL Working Group twice to kick off their work
- President Garrison and I met with a potential chair for the new Awards Task Force
- Participated in the Awards Program Town Hall

Ambassador activities

- Sent a thank you e-mail to an international donor to the ACRL Conference Scholarship Fund and ACRL Advancement Fund
- Regular communication with the Appointments Committee members and ACRL Staff as appointment invitations were sent out, confirmed, and declined

Association service

- ACRL Presidents' Calls, most Fridays
- Fielded questions from members regarding committee appointments
- Submitted Presidential Statement for *C&RL News*

Upcoming scheduled activities

- Board Virtual Orientation, May 31
- Society of Scholarly Publishing Annual Meeting, Chicago, June 1-3
- B&F Pre-Annual Virtual Meeting, June 2
- Board Pre-Annual Virtual Meeting, June 3
- Board Orientation Live Q/A, June 6
- ALA Annual Conference, Washington, DC, June 23-28

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ACRL Officer Report

Position: ACRL Division Councilor

Name: Jacquelyn A. Bryant

Report period: March 2022 - June 2022

Date submitted: May 5, 2022

Strategic priority activities

- Participated in Board discussions/votes as needed

Association service

- Thank you call to member donor, April 4
- ACRL 2022 Spring Board Virtual Meeting, April 6

Upcoming scheduled activities

- ACRL Board Pre-Annual Virtual Meeting, June 3
- ALA Council Meetings, June 24-27
- ALA Council Fora, June 24-26

Other

- Medical Leave, Commenced April 13, 2022 - (will attend meetings as health permits)

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Plan for Excellence Quarterly Activity Report (PEAR) Report Period: March 18, 2022 – May 20, 2022

This is the third-quarter report of a cumulative report for FY2022. Data format:

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

Strategic Goal Areas

Value of Academic Libraries

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

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

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

- A working group comprised of members from the NRCL and VAL continues working to create an Academic Library Workers Advocacy Toolkit, with guidance from ACRL VP/President Elect Erin Ellis and staff liaisons Kara Malenfant and Erin Nevius.
- The University of Alberta licensed and offered the virtual workshop “Putting the Standards for Libraries in Higher Education into Action,” April 27-29, 2022. The VAL committee has oversight of this workshop.
- Georgia Gwinnett College licensed and offered the virtual workshop “Assessment in Action: Demonstrating and Communicating Library Contributions to Student Learning and Success,” May 16-17, 2022. The VAL committee has oversight of this workshop.
- *A working group comprised of members from the NRCL and VAL committees has been formed to create an Academic Library Workers Advocacy Toolkit, designed to help librarians and library workers advocate for themselves, the profession, and the necessity of academic libraries. An interim report will be due in June 2022, with project completion slated for January 2023.*
- *In March 2022, ACRL signed a letter of support for an IMLS grant proposal that seeks to pilot the integration of library data in institutional learning analytics, center student voices in this emerging use*

of data, and develop shareable models for academic librarians preparing to engage these practices to increase data-informed decision-making in libraries.

- *The University of Wisconsin La Crosse licensed the virtual workshop “Putting the Standards for Libraries in Higher Education into Action.” 24 individuals participated in the Off-RoadShow offered February 11 and February 25, 2022.*
- *The University of Alberta licensed the virtual workshop “Putting the Standards for Libraries in Higher Education into Action,” April 27-29, 2022. The VAL committee has oversight of this workshop.*
- *Georgia Gwinnett College licensed the virtual workshop “Assessment in Action: Demonstrating and Communicating Library Contributions to Student Learning and Success,” May 16-17, 2022. The VAL committee has oversight of this workshop.*
- *The Value of Academic Libraries committee continues its efforts to refocus attention on using data to support data-driven decision making and making sure academic libraries have a place at the table at the larger institutional level so that the work of libraries is not just recognized but understood to be a critical component of the student experience.*
- *The Northeast Florida Library Information Network licensed the virtual workshop “Putting the Standards for Libraries in Higher Education into Action,” March 24-25, 2022. The VAL committee has oversight of this workshop.*

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

- ACRL Benchmark: Library Metrics and Trends provides visualizations mapped to the performance indicators in the ACRL Standards for Libraries in Higher Education making it easier for libraries to demonstrate impact and performance. One library school is interested in using ACRL Benchmark to provide students with opportunities to strengthen their capacity for data analysis and sharing those assignments with other interested library schools.
- A working group of VAL & Professional Values has organized and is offering the free ACRL Presents webinar *Ethical Engagement in Learning Analytics: Lessons Learned by Campus Colleagues* (Friday, July 22, 2022, 1:00PM-2:00PM Central Time) to help libraries considering, initiating, or already engaging with campus partners in institutional learning analytics efforts. A panel of higher education experts in learning analytics, data governance, data privacy, data security, and assessment have addressed many of the questions libraries are currently grappling with and are now engaging in learning analytics and assessment with and on behalf of their students. This is part of the committee's effort to refocus attention on using data to support data-driven decision making and making sure academic libraries have a place at the table at the larger institutional level.
- VAL committee chair Becky Croxton gave an interview on ACRL's behalf to *Library Journal* for a report they issued in late April with EBSCO "Analytics Play a Key Role in Campus Library Operations." She discussed the importance of gathering user data in an ethical manner so we know if library programs and services are making an impact on users.
- Project Outcome for Academic Libraries has 4,284 users as of May 20, 2022. To date, 737 academic libraries have created surveys and collected 112,047 responses. On April 18, 2022, we hosted the

webinar “Project Outcome: Evaluating Library Instruction at 2-year and 4-Year Institutions,” which 305 people registered for, 110 of which attended live. Additionally, we hosted a private, paid introductory webinar for ARL members.

- *A working group of ACRL VAL & Professional Values Committees is working to repurpose an ALA AC proposal on Ethical Engagement in Learning Analytics: Lessons Learned by Campus Colleagues, which was not accepted, into an ACRL Presents webinar over the summer. The webinar will feature panelists outside libraries with deep experience in data analytics, data analysis, and data cyberinfrastructure. This is part of the committee's effort to refocus attention on using data to support data-driven decision making and making sure academic libraries have a place at the table at the larger institutional level.*
- *A VAL subcommittee is planning an April 8 online panel about assessment and Equity, Diversity, Inclusion, & Social Justice.*
- *A VAL subcommittee is planning a mid-May online panel about the Value of Libraries during the COVID-19 Disruption.*
- *Project Outcome for Academic Libraries has 4,194 users as of March 15, 2022. To date, 720 academic libraries have created surveys and collected 104,462 responses. On January 14, 2022, we hosted the webinar “Closing the Loop: Using Project Outcome to Assess and Improve a First-Year English Composition Information Literacy Program,” which 272 people registered for, 103 of which attended live. To celebrate International Love Data Week, we co-hosted a “Project Outcome 101” webinar with PLA, which 758 people registered for, 368 of which attended live.*
- *A VAL subcommittee on learning analytics/privacy discussed the possibility of forming an Interest Group and will continue to explore this idea and whether to move forward with gathering at least 75 digital signatures.*
- *Project Outcome (PO) for Academic Libraries has 4,032 users as of December 31, 2021. To date, 684 academic libraries have created surveys and collected 94,157 responses. This fall, Project Outcome partnered with the ALA Public Programs Office to create tutorials and resources for Libraries Transform grant recipients who wish to use the toolkit. Project Outcome for Academic Libraries also presented a workshop at the Sharjah Library Conference in the United Arab Emirate.*

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

- *A subcommittee of VAL has organized and is offering the free ACRL webinar *Beyond Words: Initiating, Implementing and Sustaining Change* (Friday, April 8, 2022, 1:00 – 2:00 PM Central) to explore what it means to integrate equity and social justice into practice and assessment in libraries. The panelists are librarians profiled on the ACRL Insider blog as part of the VAL Spotlight Series: Practices of Equity & Social Justice,*
- *A working group of VAL, with representation from the EDI committee, continues to work on updating the ACRL Proficiencies for Assessment Librarians & Coordinators. They have recommended several additional appointments to the committee for people who can focus on this work in the coming year. They also secured expressions of interest from higher education assessment leaders for participation in interviews and focus groups and/or to give comments on drafts once writing is in progress.*

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

Student Learning

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

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

- ACRL Instruction Section Inclusive Pedagogy Committee sponsored a free webcast on April 27, 2022, "Inclusive Pedagogies in Practice."
- The ACRL Framework Sandbox, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework in practice and professional development, was visited more than 3,064 times in this period. The Sandbox now provides access to 331 resources, including more than 32 resources that were added or revised in this period by the Instruction Section Framework for Information Literacy Sandbox Committee
- The ACRL Board of Directors at its April 6, 2022, Spring Board Meeting approved the "Companion Document to the ACRL Framework for Information Literacy for Higher Education: Journalism" and "Companion Document to the ACRL Framework for Information Literacy for Higher Education: Visual Literacy."
- More than 80 individuals (the registration maximum) registered for the ACRL online learning course, "Critical Information Literacy Instruction in an Age of Misinformation." The four-week course examines what information literacy instruction can be in a world increasingly beset by misinformation and disinformation, with a particular focus on ways to take a more holistic approach to information literacy instruction by integrating critical information literacy, metaliteracy, and mindfulness into librarians' pedagogical work
- The Student Learning and Information Literacy Committee published one "Perspectives on the Framework" columns in C&RL News (in May 2022).
- *Companion Documents for the ACRL Framework for Journalism and Visual Literacy are currently under review by the ACRL Board.*

- *On January 27, 2022, the ACRL Board approved the “Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology.”*
- *SLILC received final drafts from chapter authors for a new book, Exploring Inclusive & Equitable Pedagogies: Creating Space for All Learners. The completed manuscript was sent to ACRL at the end of January.*
- *The ACRL Framework Sandbox, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework in practice and professional development, was visited more than 1,303 times in this period. The Sandbox now provides access to 302 resources, including more than 3 resources that were added or revised in this period.*
- *The PRIMO Committee (Peer-Reviewed Instructional Materials Online) is in the process of identifying and updating links for active projects. Inactive projects (that are no longer accessible via the web) will be archived separately so authors can still refer to it for scholarship purposes.*
- *Three offerings of the virtual workshop, “Engaging with the ACRL Framework: A Catalyst for Exploring and Expanding Our Teaching Practices,” have been scheduled: University of British Columbia, April 11-15, 2022; Brigham Young University, May 2-6, 2022; and University of New Orleans, June 6-10, 2022.*
- *The ACRL information Literacy Framework Sandbox, an openly accessible platform and repository for librarians and their educational partners to discover, share, collect and use ongoing work related to the ACRL Framework in practice and professional development, was visited more than 30,906 times in this period. The Sandbox now provides access to 299 resources, including more than 7 resources that were added or revised in this period.*
- *PRIMO: Peer-Reviewed Instructional Materials Online is an openly accessible peer-reviewed database of instructional materials created by librarians maintained by the ACRL Instruction Section, to teach people how to discover, access, evaluate, and ethically use information. The database now lists over 350 URLs to projects that have been added to the PRIMO database, including 7 resources added this year.*
- *The Student Learning and Information Literacy Committee published two “Perspectives on the Framework” columns in C&RL News (in October and December).*

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

- *The National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force submitted final draft IL module questions to NSSE for their review process which will, if approved by NSSE, include a pilot of the survey in Fall 2022. The process consists of several iterations of staff review and cognitive interviews with students to test the draft IL module questions. The new module will be piloted by NSSE in spring 2023 and data will be available for analyses at the end of summer 2023.*
- *The 2021 Trends questionnaire (part of the ACRL Academic Library Trends and Statistics Survey currently in the field) seeks to identify the broad range of instruction-related activities undertaken by academic libraries as well as changes in delivery modes and types of educational activities offered before, during, and after the COVID-19 pandemic.*

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

Research and Scholarly Environment

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

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

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Objective 2: Enhance members’ capacity to address issues related to scholarly communication, including but not limited to data management, library publishing, open access, and digital scholarship, and power and privilege in knowledge-creation systems.

- ReSEC member leaders and staff held an initial call in late April with Kristen Totleben, Editor Designate of *College & Research Libraries*, about a potential special issue to spotlight new research advancing the priority areas established by ACRL’s 2019 research agenda *Open and Equitable Scholarly Communications: Creating a More Inclusive Future*. Subsequently they checked in with past ReSEC member leaders at the time the research agenda was issued to solicit their involvement, securing several prospective developmental editors and a prospective special issue editor. The three prospective special issue editors (Amanda Nichols Hess, Nathan Hall and Kara Malenfant) wrote a follow-up memo to Totleben in mid-May with full details on the proposal and a timeline. If accepted, the special issue of the journal would come out in January 2024.
- Louisiana State University licensed and offered the Research Data Management Off-RoadShow, May 17-18, 2022.
- ACRL’s Research and Scholarly Environment Committee began exploring with the editors the possibility of a special issue of *College and Research Libraries* that would spotlight new research advancing the priority areas established by ACRL’s 2019 research agenda *Open and Equitable Scholarly Communications: Creating a More Inclusive Future*. Guest editors could model their process after that used by the Value of Academic Libraries Committee for special issue Vol 81, No 3(2020) on ACRL’s research agenda *Academic Library Impact: Improving Practice and Essential Areas to Research*.

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

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

- The Partnership for Academic Library Collaboration and Information (PALCI) licensed the Open Educational Resources and Affordability Off-RoadShow, June 6-8, 2022.
- ReSEC’s rapid response team is working to draft comments for ACRL in response to a White House Office of Science and Technology Policy request for information on Federal Scientific Integrity Policy Framework, due April 4.
- See below, under advocacy, for activities of the Library Copyright Alliance and Open Access Working Group.

New Roles and Changing Landscapes

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

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

- On February 7, 2022, members of NRCL’s user experience subgroup offered the ACRL Presents webcast [“Hybrid Challenges in the New Normal.”](#) There were 160 registrants.
- NRCL’s user experience subgroup will offer an ACRL Presents webcast on February 7, 2022, on hybrid work challenges in the new normal.
- The Committee’s newest subgroup is centered on creating recommendations and competencies for emerging flexible and add-on roles in academic libraries. They have completed a draft survey, [“New and Emerging Roles of Academic Librarians Working in Academic Libraries,”](#) based on the survey from the C&RL article [“Reinventing Ourselves: New and Emerging Roles of Academic Librarians in Canadian Research-Intensive Universities,”](#) with approval from the original authors. The draft survey is currently under IRB review and will be distributed in spring 2022.

Objective 2: Equip the academic library workforce to effectively lead, manage, and embrace change, advocate for their communities, and serve as a catalyst for transformational change in higher education.

- The [2022 ACRL Fostering Change Cohort](#) opened registration in April 2022 for the second iteration of the Cohort, running from June 6 through August 26, 2022. A full scholarship will be awarded to one team from a minority-serving institution. Registration closes on May 27.

- The Open Educational Resources and Affordability RoadShow is virtually presenting to the Partnership for Academic Library Collaboration and Innovation organization in June 2022.
- *A working group comprised of members from the NRCL and VAL committees has been formed to create an Academic Library Workers Advocacy Toolkit, designed to help librarians and library workers advocate for themselves, the profession, and the necessity of academic libraries. An interim report will be due in June 2022, with project completion slated for January 2023.*
- *The Open Educational Resources and Affordability RoadShow team presented their virtual workshop to The American Theological Library Association March 9 through 11, 2022.*
- *The 2021 Fostering Change Cohort launched on September 20, 2021, and concluded on December 17, 2021. There were 23 participants comprising 5 institutional teams. On the cohort's conclusion, participants were sent a certificate, gift ebook of ACRL's Becoming a Library Leader, and an evaluation of the program to be completed by January 31, 2022. Facilitators will begin planning the next offering of the cohort with the NRCL change subgroup in spring 2022.*
- *The Open Educational Resources and Affordability RoadShow was adapted by the curriculum designers/presenters as a licensed virtual "Off-RoadShow" over summer 2021, and became available for institutions, consortia, and chapters in September. They are booked to present their Off-RoadShow to the American Theological Library Association in March 2022.*

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

- *NRCL's diversity subgroup, with the EDI Committee, presented the ACRL Presents webcast "Supported to Stay: A Discussion of Retention Experiences and EDI-Informed Approaches" on March 3, 2022. In order to encourage frank discussion, the session was not recorded, but a [resource list](#) was sent to 252 registrants.*
- *NRCL's diversity subgroup is collaborating with ACRL's EDI committee on an ACRL Presents webcast on retention to be offered in spring 2022.*

Core Commitment to Equity, Diversity and Inclusion (EDI)

Activities supporting the Core Commitment are listed by goal area or enabling programs and services.

Activities that directly support the Core Commitment or do not fit within another category are listed here.

- The Joint ALA/ARL Building Cultural Proficiencies for Racial Equity Framework Task Force has completed its review of the comments received during the open comment period and has submitted their final framework for review by the four organizations (ACRL, ALA, ARL, PLA). The Framework was submitted to the ACRL Standards Committee in late April and the SC's recommendation will be reviewed by the ACRL Board in June.
- The ACRL EDI Committee is reviewing applications received for free ALA/ACRL membership for 25 BIPOC library workers. The call for applications ended on May 1 and awardees were notified by June 1.
- With the University of North Carolina at Greensboro, ACRL co-sponsored a proposal, which was accepted for the 2022 Joint Conference of Librarians of Color Preconference (JCLC). The preconference, "Gathering for Action! – How to make the best of my Residency Experience," will be a full-day

program, where diversity residents will learn more about the onboarding process, the residency cohort experience, mentoring, leadership, and hear from former residents as they discuss how they used the residency experience to prepare them to be competitive when entering the job market.

- The ACRL 2023 Conference Call for Proposals included the following Equity Statement: “In the spirit of equity, ACRL seeks to provide opportunity to underrepresented groups that have been historically marginalized or excluded due to race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or disability. We also seek participants from all types of libraries, positions, and experiences, including nonlibrary faculty, staff, and administrators. Individuals are encouraged to address how their proposed sessions and their personal and professional experiences will advance these goals, promote equity and inclusion, and broaden the perspectives of conference attendees.” Additionally, participation limits were implemented to allow as many individuals as possible to participate as conference presenters, an individual may submit (or be included as a co-presenter on) a maximum of two proposals for the spring deadline (June 3, 2022) and a maximum of two proposals for the fall deadline (October 14, 2022).
- Editors and authors from ACRL’s new The Community College Library book series delivered an ACRL Presents webcast, “[The Community College Library: Integrating the Framework into Library Instruction](#),” on April 21, 2022, in celebration of Community College Month. There were 158 registrants.
- *The Joint ALA/ARL Building Cultural Proficiencies for Racial Equity Framework Task Force continues to meet regularly with facilitation by Christina Fuller-Gregory, assistant director of libraries, South Carolina Governor’s School for the Arts and Humanities. The task force held two well-attended virtual update sessions in February 2022. As the comment period closed on March 2 for the first draft, the Comment Review Working Group will be reviewing feedback in March/April. Depending on the amount of feedback, it is expected that a final draft will be sent to the four organizations for adoption by June 2022. For ACRL, the final document will go through the ACRL standards process, with review by the ACRL Standards Committee before being submitted to the ACRL Board.*
- *As a result of the board making EDI a goal area committee, board liaisons from the GACs met twice during February to work on Goals and Objectives.*
- *Executive Director Malone posted to the membership a series of EDI articles to commemorate Martin Luther King, Jr.’s birthday, Black History Month, National Developmental Disabilities Awareness Month, and Women’s History Month.*
- *ALA, ACRL, the Association of Research Libraries (ARL), the Society of American Archivists (SAA), the Association for the Study of African American Life and History (ASALH), and the 1890 Land-Grant Institutions and Tuskegee University Library Deans/Directors Association, Inc., sponsored a virtual screening of the short film [Hidden in Full View](#), the story of the lynching of Matthew Williams in Salisbury, Maryland, in 1931. The screening will take place from 2:00 p.m.–3:30 p.m. EDT on Wednesday, March 30, 2022.*
- *In March, ACRL signed a letter of support for an IMLS grant proposal that seeks to study BIPOC paraprofessionals in academic libraries.*

- On March 3, the ACRL New Roles and Changing Landscapes Committee and the ACRL Equity, Diversity, & Inclusion Committee jointly hosted an ACRL Presents webinar, [*“Supported to Stay: A Discussion of Retention Experiences and EDI-informed Approaches.”*](#) Due to the potentially sensitive topic of the session and the goal for an honest discussion, the session was not recorded.
- In March, a [*call for applications*](#) was launched for the second round of ALA/ACRL memberships for BIPOC library workers. Through the program, up to 25 individuals will receive complimentary ALA/ACRL membership paid by ACRL.
- The ACRL Diversity Alliance Task Force is hosting a series of webinars. The first two webinars, [*“ACRL Diversity Alliance: Kindly Hire Me: The Process and Impact of Inclusive Hiring,”*](#) and [*“Residency Interest Group's \(RIG\) Diversity Residency Toolkit & Resident-Centered Framework”*](#) were held in February 2022.
- The ACRL 2023 Scholarship Committee expanded the preference given to applications from underrepresented groups that have been historically marginalized or excluded due to race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability.
- The ACRL 2023 proposal rubric was revised to provide expanded preference to proposals from underrepresented groups that have been historically marginalized or excluded due to race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability.
- ACRL initiated a statement in support of HBCU libraries after the series of bomb threats made to multiple HBCUs. ACRL was joined by ALA in this statement.
- On January 19, 2022, a coordinated marketing push ([*ALA press release*](#)) launched to publicize the ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force’s start of the six-week comment period. In addition to the four organizations’ typical audiences, effort will be made to solicit feedback from stakeholders, such as rural libraries. Two public forums (Feb 16 for all libraries and Feb 23 for public libraries) will be held during the request for comment period.
- In January 2022, ACRL became an institutional member of the American Indian Library Association (AILA); Asian/Pacific American Librarians Association (APALA); Black Caucus of the American Library Association (BCALA); Chinese American Library Association (CALA); REFORMA The National Association to Promote Library and Information Services to Latinos and the Spanish-Speaking.
- In November 2021, the ACRL Board of Directors approved up to \$15,000 to fund 72 ALA and ACRL memberships for BIPOC library workers serving underrepresented groups. Funding will support memberships for year two of the first cohort (47 members), as well as funding for cohort two (25 members). The call for applicants for cohort two is expected to launch in spring 2022 and information will be posted widely on ACRL communication channels, including [*ACRL Insider*](#).
- ACRL exhibited at REFORMA’s virtual National Conference VII, from Nov 4 - 7, 2021.
- The ACRL Membership Committee worked with Core to sponsor a well-attended webcast on Nov 18, 2021: *“Core/ACRL: Bringing Intentionality and Inclusivity to the Academic Library Interview.”*
- As an in-kind contribution to the Joint Council of Librarians of Color (JCLC) Fundraising & Sponsorship Committee for their November 2021 silent auction in support of the upcoming 2022 JCLC Conference, ACRL donated one face-to-face and one virtual registration for the ACRL 2023 Conference.
- ACRL established a new Experience and Inclusion Committee for the ACRL 2023 Conference. The committee’s charge is as follows: *“To recommend to the conference chair, ACRL staff, and the other*

component committees' innovations and inclusive practices to enhance the experience of attending the in-person event for all participants. These innovations may include social, networking, and inclusion aspects, health and wellness, and/or accessibility efforts that ACRL works with professional consultants and providers to execute."

- *ACRL Director Jay Malone met with numerous members and groups in order to understand better EDI needs in ACLR. These include Yasmeen Shores (9/16/21); ARL Staff (11/16/21); Twanna Hodge (11/18/21); Alexia Hudson-Ward (12/14/21); and Wanda Brown (12/16/21) among others. Malone has also scheduled listening meetings with the chairs of the EDI committee.*

Enabling programs and services activities

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

Advocacy

Strengthening partnerships with other organizations

- On April 29, 2022, ACRL joined 7 other members of the Open Access Working Group (representing national and regional library, publishing, funding, research and advocacy organizations) in a coalition letter urging Senator Cornyn to protect the provision ensuring that taxpayers are guaranteed timely, free access to the results of publicly funded research during conference negotiations between the Senate and House regarding the U.S. Innovation & Competition Act (USICA, S. 1260) and the America COMPETES Act. Protecting Section 2527 of USICA would accomplish the goals Sen. Cornyn set out in the FASTR Act.
- On March 31, 2022, ACRL joined 11 other members of the Open Access Working Group (representing national and regional library, publishing, funding, research and advocacy organizations) in a coalition letter asking Congressional leaders to retain language ensuring that taxpayers are guaranteed timely, free access to the results of publicly-funded research. This provision (Section 2527 in the U.S. Innovation and Competition Act, S.1260), should be retained during conference negotiations between the House and Senate.
- Together with ARL and ALA, as part of the Library Copyright Alliance, ACRL, on March 24, 2022, submitted a statement opposing enactment of the SMART Copyright Act, S. 3880, explaining that it is both unnecessary and premature.
- On March 10, 2022, ACRL joined with 13 others to support the Affordable College Textbook Act, reintroduced by U.S. Senate Majority Whip Dick Durbin (D-IL) and U.S. Senators Angus King (I-ME), Tina Smith (D-MN), and Kyrsten Sinema (D-AZ), along with U.S. Representative Joe Neguse (D-CO-02). The legislation is designed to help students manage costs by making high quality textbooks easily accessible to students, professors, and the public for free.
- On February 16, 2022, ACRL joined ALA, ARL, and the Library Futures Institute in an amicus brief by the Software Preservation Network in the case *Apple Inc. v. Corellium LLC* urging the circuit court to affirm that security research is a fair use. Corellium makes software that emulates the Apple operating system to facilitate security research. Apple sued for infringement, and the court found that Corellium's emulation software was a fair use.

Apple appealed to the 11th Circuit. The amicus brief has two basic parts: a legal argument that providing access to software for research can be (and often is) transformative fair use, and a policy argument that broad fair use rights are especially important for preserving digital cultural heritage. A fair use win at the appellate level would affirm that access for research is a protected fair use of software.

- *On January 19, 2022, ACRL joined ALA, ARL, and 15 other organizations and individuals who promote functional fair uses of copyrighted works and advocate for equitable access in signing onto an amicus brief in *Green v. Department of Justice*, an Electronic Frontier Foundation lawsuit which challenges Section 1201 of the Digital Millennium Copyright Act as an unconstitutional restraint on fair use. This amicus explains that the Copyright Office's triennial review has failed to adequately protect functional fair uses in the areas of accessibility for those with disabilities, security research, and right to repair and has imposed an unreasonably burdensome process on triennial review participants.*
- *Together with ARL and ALA, as part of the Library Copyright Alliance, ACRL took the following actions:*
 - *On February 8, 2022, issued a statement of interest in participating in consultations concerning technical measures to the Copyright Office's notice of inquiry.*
 - *On January 24, 2022, submitted comments in response to the US Copyright Office's notice of inquiry concerning the merits of providing an option to defer examination of copyright registration application materials until a later request by the applicant. LCA opposed the creation of a deferred examination option.*
 - *On January 12, 2022, issued a position statement recommending a new approach to foreign commercial-scale infringement which supports balanced copyright frameworks overseas to improve the legitimacy of copyright law.*
 - *On January 12, 2022, issued a position statement opposing a proposal to establish the Copyright Office as an executive branch agency within the Department of Commerce, led by a presidentially appointed Register of Copyrights.*
 - *On January 5, 2022, submitted reply comments to the US Copyright Office on the Publishers' Protection Study after previously submitting comments on Nov 29.*
- *In a show of support for colleagues in the Ukraine, ACRL joined other AHA divisions in issuing a press release: [ALA stands with Ukrainian library community | News and Press Center. Jay Malone monitored expressions of support in the academic community, e.g.](#) Association for Slavic, East European, and Eurasian Studies, and shared these with ALA.*
- *On December 2, ACRL joined 13 other members of the Open Access Working Group (representing national and regional library, publishing, funding, research and advocacy organizations) in a statement applauding the ratification of UNESCO's Recommendation on Open Science during its 41st General Conference.*
- *On November 18, Mary Jane Petrowski and Kara Malenfant met with staff from the U.S. Census Bureau's Office of Strategic Alliances and the Economic Management Division at their invitation regarding the Census product Post-Secondary Employment Outcomes, experimental tabulations that highlight employment and earnings outcomes for college and university graduates.*
- *On October 28, 2021, ACRL joined an amicus brief by the Electronic Frontier Foundation (together with the American Library Association, the Association of Research Libraries, and the Freedom to Read Foundation among other public interest groups, small tech companies, and*

representatives of the start-up community) in support of a petition for rehearing in Hepp v. Facebook et al.

- *On October 26, ACRL staff members Kara Malenfant and Erin Nevius joined ALA's Alan Inouye in a meeting with staff from Apple responsible for government relations, strategic initiatives, and sales to the higher education market. Apple invited the perspective of ALA and ACRL as they look to engage higher education, enhance digital learning resources and affordability, and better understand how librarians engage in the development of undergraduate curricular resources.*
- *Together with ARL and ALA, as part of the Library Copyright Alliance, ACRL took the following actions:*
 - *On November 29, LCA submitted comments regarding the compliance review by the Copyright Claims Attorney (CCA) of claims before the Copyright Claims Board under the Copyright Alternative in Small-Claims Enforcement Act. The comments address the uncertainty concerning whether the CCA should consult the opt-out list when performing a review of whether a claim complies with the statute's requirements.*
 - *On November 24, LCA responded to the Copyright Office Notice and Request for Comment about the current protections for local news publications, believing a press publisher's right is not warranted. Roundtables were held, and LCA planned to supply comments on January 5, 2022.*
 - *On October 27, LCA issued a statement welcoming new exemptions to Section 1201 which are necessary for libraries and their users to exercise their fair use rights.*

Education

Immersion Institutes

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

Licensed Workshops

- In-person workshops remain on hold. Five virtual workshops are available for institutions to host on request: "[Engaging with the ACRL Framework](#)", "[Building Your RDM Toolkit](#)", "[Putting the Standards for Libraries in Higher Education into Action](#)," "[Open Educational Resources and Affordability](#)", and "[Assessment in Action](#)," with the "Scholarship of Teaching and Learning" transitioning to virtual workshops soon.
- Virtual workshops offered during this reporting period:
 - AiA Off-RoadShow – Georgia Gwinnett College, May 16-17, 2022
 - Framework Off-RoadShow – University of British Columbia, April 11-15, 2022
 - Framework Off-RoadShow – Brigham Young University, May 2-6, 2022
 - Research Data Management Off-RoadShow – Louisiana State University, May 17-18, 2022
 - Standards Off-RoadShow – University of Alberta, April 27-29, 2022
 - Standards Off-RoadShow – Boston Library Consortium, May 18-19, 2022

ACRL Conference

- The ACRL 2023 Call for Participation was announced in March 2022. June 3 is the proposal deadline for contributed paper, panel session, and workshop submissions.
- ACRL 2023 scholarship applications were announced in May 2022. ACRL anticipates providing over \$115,000 in scholarship funding for ACRL 2023. Scholarships typically include complimentary in-person or virtual registration plus an additional travel stipend of \$400 - \$600. October 14, 2022, is the scholarship application deadline.
- *The ACRL 2023 proposal rubric was revised to provide expanded preference to proposals from underrepresented groups that have been historically marginalized or excluded due to race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability.*
- *The ACRL 2023 Scholarship Committee expanded the preference given to applications from underrepresented groups that have been historically marginalized or excluded due to race, ethnicity, gender identity and expression, sexual orientation, economic background, age, and/or ability.*
- *ACRL 2023, "Forging the Future," will be offered as a hybrid conference, with the in-person conference held in Pittsburgh, March 15-18, 2023, and a complementary virtual component offered over the same dates. John Culshaw, University Librarian at the University of Iowa, is the ACRL 2023 conference chair. Co-chair and committee appointments were finalized over summer and fall 2021.*
- *The conference purpose statement was drafted and confirmed in November 2021. The conference website and Call for Participation are scheduled to launch by February 2022.*
- *ACRL has contracted with Pathable, with the platform serving as the conference website, hybrid/virtual conference platform, conference app, and scheduler.*

Conferences, Pre Conferences, and Workshops

- *The [RBMS 2022 Conference](#) entitled *What now?: Reflection, Reckoning, and Recovery*, will take place June 21 – 24, 2022 virtually. In this gathering, we will take a hard look at our field in the wake of the pandemic. Conversations will focus on continuing actions for racial, social, and environmental justice, along with examining opportunities to focus our efforts toward effecting necessary change. Almost 600 people are currently registered. In addition, a record number of sixty-four scholarships were awarded.*

Annual Conference Programs

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

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

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

Title	Type	Date	Registration	Quality	Learning Outcomes	Recommended (9 to 10 ratings)	# of eval respondents
Design Thinking for Change Management and Leadership in Libraries	Webcast	3/29/22	54	100%	92%	50%	18
Online library instruction: Best practices for live synchronous teaching	Webcast	4/12/22	57	85%	90%	45%	20
Ethnic Studies in Academic and Research Libraries Three-Part Webcast Series	Webcast series	4/13-4/27/22	23	75%	88%	66%	3
A Practical Guide to Implementing UDL in Libraries	Online course	4/18/22	50	TBD			
Critical Information Literacy Instruction in an Age of Misinformation	Online course	5/2/22	80	TBD			

In addition to a number of webcasts and courses on the schedule for spring and summer 2022, ACRL is partnering with Core to co-offer the webcast, “Cognitive Load and Instruction Design,” in June 2022 as a pilot jointly-offered online learning event.

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

ACRL member: \$50

ALA member: \$71

Nonmember: \$79

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

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

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

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

Member Engagement

Membership units/Governance

- The Technical Services Interest Group was renewed for another 3 years at the April 6, 2022, Virtual Board Meeting.
- *The Call for Volunteers closed on February 15. ACRL President-elect Erin Ellis will be working with the ACRL Appointments to complete 2022-2023 appointments for division-level committees, and it is expected that the majority of appointments will be completed in the Spring. As there are often many more volunteers than openings, all volunteers who did not receive an appointment will be sent in May/June a thank you letter with additional ways of engagement. For section appointments, training was provided for Section Vice-Chairs in January, then leaders began making appointments February 18. Section leaders have until March 31 to finalize their section appointments for the 2022-2023.*
- *In December 2021, ACRL President Julie Garrison published a [summary report](#) on the 2020-2021 division-level committee appointments process, which included race and gender demographics for volunteers.*
- *The ACRL 2022 Call for Volunteers went out on December 3, 2021, and was posted in [ACRL Insider](#).*
- *The ACRL Membership Committee sponsored a well-attended webcast (“ACRL Get Involved: Everything You Need to Know About Volunteering for an ACRL Division-Level Committee, Section Committee, Interest and Discussion Group”) on the volunteer appointments process.*
- *ACRL Director Jay Malone has been penning a series of articles for membership that focus on EDI and the value of academic libraries.*

Awards

- *The ACRL Board of Directors approved a pause to the 2022 Awards Program and formed a [task force](#) to review the program. During this review period, ACRL will not promote or jury any of its annual awards, and award committees will instead work with and provide input to a task force charged to make recommendations for the program’s future. This pause provides an opportunity to fully assess the awards program’s impact on the profession, future sustainability, and connection to ACRL’s core commitment to equity, diversity, and inclusion.*

Membership

Special events at ALA Conferences

- *The ACRL President's Program, featuring some excellent panelists, will take place on Saturday, June 25th.*

Consulting services

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

Fundraising

- FY22 fundraising from September 1, 2021 – May 18, 2022, raised \$20,566 from 187 donors. As of May 18, 2022, the Friends of ACRL fund balances were: \$39,583 (Advancement Fund), \$57,395 (ACRL Conference Scholarship Fund), and \$16,296 (RBMS Scholarship Fund).
- *FY22 fundraising from September 1, 2021 – March 18, 2022, raised \$18,284 from 155 donors. As of March 18, 2021, the Friends of ACRL fund balances were: \$39,2943 (Advancement Fund), \$56,913 (ACRL Conference Scholarship Fund), and \$26,636 (RBMS Scholarship Fund).*
- *The Giving Tuesday campaign (Nov. 23 – Dec 31, 2021) raised \$7,707 from 66 donors. Between Oct 23 – Dec 31, 2021, ACRL received \$11,529 in donations. As of Dec 31, 2021, the Friends of ACRL fund balances were: \$38,458 (Advancement Fund), \$55,868 (ACRL Conference Scholarship Fund), and \$23,266 (RBMS Scholarship Fund).*

Publications

Non-periodical Publications

- ACRL has published 16 new books in fiscal year 2022. The most recent are:
 - The Rise of AI: Implications and Applications of Artificial Intelligence in Academic Libraries (Publications in Librarianship #78), edited by Sandy Hervieux and Amanda Wheatley
 - Teaching Business Information Literacy, edited by Genifer Snipes, Marlinda Karo, Ash E. Faulkner, and Lauren Reiter
 - Interim Leadership in Libraries: Building Relationships, Making Decisions, and Moving On, edited by Jennifer E. Knievel and Leslie J. Reynolds
 - Your Craft as a Teaching Librarian: Using Acting Skills to Create a Dynamic Presence, by Jeff Sundquist, Julie Artman, and Douglas R. Dechow
- The next books to publish will be:
 - Embracing Change: Alternatives to Traditional Research Writing Assignments, edited by Silke Higgins and Ngoc-Yen Tran
 - 3D Data Creation to Curation: Community Standards for 3D Data Preservation, edited by Jennifer Moore, Adam Rountrey, and Hannah Scates Kettler
- *ACRL has published 12 new books in fiscal year 2022. The most recent are:*
 - *How to be a Peer Research Consultant: A Guide for Librarians and Students, by Maglen Epstein and Bridget Draxler*
 - *Once Upon a Time in the Academic Library: Storytelling Skills for Librarians, edited by Maria Barefoot, Sara Parme, and Elin Woods*
 - *Implementing Excellence in Diversity, Equity, and Inclusion: A Handbook for Academic Libraries, edited by Brian Lym and Corliss Lee with Tatiana Bryant, Jonathan Cain, and Kenneth Schlesinger*
 - *The Community College Library: Assessment, edited by Janet Pinkley and Kaela Casey (a 30% discount code was sent to ACRL CJCLS members upon publication)*
 - *The Community College Library: Reference and Instruction, edited by Janet Pinkley and Kaela Casey (a 30% discount code was sent to ACRL CJCLS members upon publication)*

- *The next books to publish will be:*
 - *The Rise of AI: Implications and Applications of Artificial Intelligence in Academic Libraries (Publications in Librarianship #78), edited by Sandy Hervieux and Amanda Wheatley*
 - *Teaching Business Information Literacy, edited by Genifer Snipes, Marlinda Karo, Ash E. Faulkner, and Lauren Reiter*
 - *Interim Leadership in Libraries: Building Relationships, Making Decisions, and Moving On, edited by Jennifer E. Knievel and Leslie J. Reynolds*
- *ACRL has published seven new books in fiscal year 2022 through December. The most recent are:*
 - *Ethnic Studies in Academic and Research Libraries, edited by Raymond Pun, Melissa Cardenas-Dow, and Kenya S. Flash*
 - *Academic Library Mentoring: Fostering Growth and Renewal, 3 volume set, edited by Leila June Rod-Welch and Barbara E. Weeg*
 - *Vol. 1: Fundamentals and Controversies*
 - *Vol. 2: Mentoring of Library Faculty and Librarians*
 - *Vol. 3: Mentoring of Students and Staff*
- *The next books to publish will be:*
 - *How to be a Peer Research Consultant: A Guide for Librarians and Students, by Maglen Epstein and Bridget Draxler*
 - *Once Upon a Time in the Academic Library: Storytelling Skills for Librarians, edited by Maria Barefoot, Sara Parme, and Elin Woods*
 - *Implementing Excellence in Diversity, Equity, and Inclusion: A Handbook for Academic Libraries, edited by Brian Lym and Corliss Lee with Tatiana Bryant, Jonathan Cain, and Kenneth Schlesinger*

Library Statistics

- The 2021 ACRL Academic Library Trends and Statistics Survey closed on April 20, 2022. The data is being cleaned and will be available by mid- to late June 2022.
- *The 2021 ACRL Academic Library Trends and Statistics Survey will close on March 31, 2022.*
- *ACRL and PLA launched a new peer comparison tool in late October 2021, [Benchmark: Library Metrics and Trends](#). All current subscribers to ACRL Metrics were migrated to the new platform.*
- *The 2021 ACRL Academic Library Trends and Statistics Survey data collection opened on October 12, 2021 and will close on February 28, 2022.*
- *The 2020 print edition of ACRL Academic Library Trends and Statistics was published in September 2021. This will be the last print edition of the survey.*

Standards, Guidelines, and Standards

- The ACRL Board of Directors approved two new Companion Documents to the Framework for Information Literacy for Higher Education – [Journalism](#) and [The Framework for Visual Literacy in Higher Education](#) - at its April 2022 virtual meeting.
- *The ACRL Board of Directors approved a new [Companion Document to the ACRL Framework for Information Literacy for Higher Education: Sociology](#) (PDF) at its January 2022 virtual meeting.*

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

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Framework for Information Literacy for Higher Education Stats					
Online visits	29,388	27,107	21,783		78,278
Print distribution	20	20	0		40
Standards for Libraries in Higher Education Stats					
Online visits	4,586	3,359	3,509		11,454
Print distribution	30	30	0		60
ACRL Insider Stats					
Posts	56	66	67		189
Page Views	50,403	34,328	35,418		120,149
ACRLog Stats					
Posts	11	15	8		34
Page Views	27,660	21,545	18,854		68,059
ACRL TechConnect Stats					
Posts	0	0	0		0
Page Views	NA	NA	NA		NA
VAL Blog Stats					
Posts	0	0	0		0
Page Views	1,705	1,384	1,330		4,419
College & Research Libraries					

	Q1 (Sept.-Nov.)	Q2 (Dec. – Feb.)	Q3 (March – May)	Q4 (June – August)	Total
Online Access Stats (total access across content formats)	340,103	266,824	253,518		860,455
C&RL News					
Online Access Stats (total access across content formats)	395,620	293,072	247,406		936,098
RBM					
Online Access Stats (total access across content formats)	47,085	29,703	24,134		100,922
Social Media					
Facebook Followers	8,376	8,367	8,380		NA
Twitter Followers	22,081	22,202	22,140		NA
Pinterest Followers	400	405	405		NA
Instagram Followers	1,324	1,355	1,373		NA
YouTube Subscribers	2,198	2,285	2,369		NA

College & Research Libraries

- Issues published on regular schedule.

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

C&RL News

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

RBM

- Issues published on regular schedule.
- John Henry Adams of the University of Missouri has been named the new reviews editor for the journal. Adams will begin his work starting July 1, 2022.
- *Reviews Editor Jennifer Sheehan stepped down from the post this fall. The RBM Editorial Board is conducting a search for a new reviews editor.*

Operations

Staff

- *In February 2022, Elois Sharpe and Lauren Carlton were both promoted from program coordinators to program officers. In addition to Elois's current governance and membership work, she will now manage ACRL Board elections and IFLA appointments. Lauren will now serve as staff liaison to ACRL Sections as well as manage the Section Elections and ACRL Educational/President's Program for ALA Annual Conference.*
- *In January 2022, ACRL posted a combined [job ad](#) for two open positions: ACRL Program Officer for Professional Development, ACRL Program Coordinator. In February, the Program Coordinator position was relaunched as its own [job ad](#). After strategic changes were approved by the Board with the Awards program, the Program Officer position is being re-imagined.*
- *In late November 2021, ACRL Professional Development and Outreach Specialist Chase Ollis left ACRL to take on a new role as Communications Manager in ALA's Communication and Marketing Office. Ollis spent 8 years as an integral member of the ACRL team where he most recently managed ACRL's*

RoadShow program, served as staff liaison to ACRL's extensive awards program, and managed ACRL's Conference Scholarship program.

- *ACRL's FY22 budget includes funding for Ollis's recently vacated position along with one vacated in June, which is being re-envisioned. We look forward to hiring new colleagues in the coming months.*

ACRL Staff & ALA

- ACRL Senior Strategist for Special Initiatives Kara Malenfant is serving as a facilitator, speaker, and panel moderator for an invited workshop by the ALA public policy and advocacy office on digital inclusion and broadband June 1-3, 2022, in DC.
- ACRL (including Choice) staff continue serving on and leading ALA cross-functional teams.
- ACRL Senior Strategist for Special Initiatives Kara Malenfant continues serving on the ALA Rapid Response Team: Freedom to Read & Learn Campaign.
- ACRL Senior Strategist for Special Initiatives Kara Malenfant continues serving as a staff member of the ALA Operating Agreement Working Group.
- *ACRL Director Jay Malone participated in an ALA-wide series of budget presentations for the FY23 budget.*
- *ACRL Director Jay Malone will discuss, in person, ACRL activities with the ALA board on April 9th.*
- *ACRL Associate Director Mary Jane Petrowski continues chairing the staff panel for the ALA Director of Institutional Advancement & Partnerships.*
- *ACRL Director Jay Malone began working with ALA Development Director Anne Manly to raise ALA's ranking on Guidestar.*

CHOICE

March-May 2022

The good news for the third quarter here at Choice continues to be our advertising efforts. Details follow, but we're showing year-to-date growth over the same period last year and we expect to finish better overall this fiscal year versus FY21. The bad news: We said goodbye to our Editor and Publisher, Mark Cummings, who retired on April 2nd, after nine years at the helm of Choice. Rachel Hendrick, our director of operations, has taken his role on an interim basis.

During this reporting period we hosted twelve Authority File podcast episodes, produced four webinars, and added nine hundred and thirteen reviews to *Choice Reviews*. Taken as a whole, these months continue our audience's strong engagement with our content, as shown here in Table 1:

TABLE 1: CHOICE ENGAGEMENT STATISTICS

Choice Reach March to May 2022	
Choice360	213,414 Page views (March to May 9)
Choice Reviews	User sessions: 20,586; Page Views: 166,300 (through April 30)
Webinars (Qty 4)	4,406 registrations (through May 13)
Podcasts	4,045 downloads (through May 13)
Newsletters (Qty 12)	20,646 total subscriptions/8305 unique contacts
Choice Media Channel	23,234 Video views (March to May 9)

January–February 2022

With the new year comes new projects and new staff. In what has become customary for Choice at this time of the year, we're planning a significant product launch, work continues on large sponsorship projects, and we've debuted a new season of podcasts. Our operations team has filled an open position and the editorial team has launched searches for two staff members. Meanwhile, we continue to see year-over-year growth across key audience engagement categories.

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

TABLE 1: CHOICE360 YEAR-OVER-YEAR ENGAGEMENT STATISTICS

	Jan-Feb '22	FY22 YTD	Jan-Feb '21	FY21 YTD	M/M%	Y/Y%	
Sessions	50,136	178,231	25,655	50,165	95%	255%	
Page Views	86,302	305,125	50,796	126,748	70%	141%	
Users	42,143	155,888	20,195	48,175	109%	224%	
		Dec 2021	FY22 YTD	Dec 2020	FY21 YTD	M/M %	Y/Y %
Choice360	Sessions	21,192	128,095	6,930	34,510	206%	271%
	Page Views	39,065	218,823	18,824	75,952	108%	188%
	Users	17,645	113,745	5,290	27,980	234%	307%

During this reporting period we hosted five Authority File podcasts, produced eight webinars, and added six hundred and nine reviews to Choice Reviews. Taken as a whole, the first six months of the academic year have been a period of strong engagement with our content, as shown here in Table 2:

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

TABLE 2: CHOICE ENGAGEMENT STATISTICS, ACADEMIC YTD

Choice Reach	
September 2021-February 2022	
Choice360	305,125 page views
Choice Reviews	54,345 user sessions; 452,073 page views
Webinars (25 webcasts)	22,727 registrations; 9,887 attendances
Podcasts (29 episodes)	6,887 downloads
Newsletters (12)	20,593 subscriptions; 8,205 unique subscribers
Choice Media Channel	72,721 webinar screenings

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

Toward Inclusive Excellence

In April we launched *DEIA Resources for Higher Education: Winter 2022 Edition*, this is the third installment of Choice/Toward Inclusive Excellence's rolling list of equity, diversity and inclusion resources created with the help of a number of Choice reviewers and their colleagues.

In mid-March a new TIE Podcast was launched, *The TIE Podcast Spring Semester Preview: Maintaining Humanity at Work, with Univ. of Minnesota's Dr. Michelle Duffy*. In this spring semester episode, Dr. Duffy joins Alexia Hudson-Ward, TIE's editor in chief, to discuss how team members at every level can work to ensure healthy workplace practices. Delving into the particular impact of the COVID-19 pandemic on employees' mental health, they consider how staff can maintain healthy and productive relationships in the midst of new working environments, stressful home lives, or even grief.

In April another TIE Podcast Spring Semester podcast was launched: *Discussing Diverse Representation in Children's Books with Author Kaija Langley*. This episode showcases the work of Kaija Langley, the NAACP Image Award–nominated author of the delightful children's book *When Langston Dances*. Her book tells the story of a young Black boy who is inspired to dance after seeing the Alvin Ailey Dance Company perform, and who is supported in his aspirations by his community.

Since its launch in March 2021 Toward Inclusive Excellence (TIE) our DEIA-focused content channel, continues to make great strides. The TIE team, consisting of Editor in Chief Alexia Hudson-Ward along with Choice editorial, marketing, and operations staff, have created a multi-channel presentation of topics important to the academic library community and beyond.

In January we launched A List of DEIA Resources for Higher Education – Winter 2022 Edition, this pdf is the second installment of Choice/Toward Inclusive Excellence's rolling list of equity, diversity, and inclusion resources created with the help of Association for College and Resource Librarians (ACRL) and a number of Choice reviewers. A third update to this list is planned for Spring 2022. To date we have had 200 downloads of this second list.

In late February a new TIE Podcast was launched, TIE Podcast Spring Semester: A Conversation with Deborah Caldwell-Stone. In this episode, host Alexia Hudson-Ward and Deborah Caldwell-Stone, Director of the American Library Association's Office for Intellectual Freedom and Executive Director of the Freedom to Read Foundation, discuss the drastic increase in book banning and challenges in recent years with.

We have many new ideas being fleshed out for 2022 including TIE's one-year celebration on social media, two new spring podcasts, and a Diversity Officer Round Table webinar and a white paper in the Fall.

Since its launch in March 2021 *Toward Inclusive Excellence (TIE)* our DEIA-focused content channel, continues to make great strides. The TIE team, consisting of Editor in Chief Alexia Hudson-Ward along with Choice editorial, marketing, and operations staff, have created a multi-channel presentation of topics important to the academic library community and beyond.

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

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

Choice Reviews and Choice magazine

During the period, Choice reviewers and editors added 913 reviews to the *Choice Reviews* database.

- Number of reviews as of 13 May 2022: 221,857
- *Choice Reviews*: Subscribing Institutions: 818 (As of March).
- *Choice* magazine: Subscribing Institutions: 479 (As of March)

A win back email campaign was sent in March to 95 lapsed *Choice Reviews* subscribers from 2021. The campaign yielded 13 renewals. The offer was a 10% off discount code toward renewals made by April 30th. A letter will be sent to those who have still not renewed in May.

During the period, Choice reviewers and editors added 609 reviews to the *Choice Reviews* database.

- Number of reviews as of 28 February 2022: 220,928
- *Choice Reviews*: Subscribing Institutions: 808. Registered users: 12,929
- *Choice* magazine: Subscribing Institutions: 471

TABLE 3: CHOICE REVIEWS USAGE STATISTICS, ACADEMIC YTD

	<i>Sessions</i>	<i>Page Views</i>	<i>Searches</i>	<i>Readings</i>	<i>Unique Reviews Read</i>
<i>Sep</i>	9,344	60,929	29,114	34,074	10,377
<i>Oct</i>	10,407	74,345	36,321	37,325	12,157
<i>Nov</i>	9,810	71,080	34,764	36,428	10,455
<i>Dec</i>	7,579	62,095	31,514	34,017	8,939
<i>Jan</i>	7,548	58,867	29,356	34,531	10,153
<i>Feb</i>	9,657	70,412	33,486	36,888	10,792
Total	54,345	397,728	174,555	213,263	62,873

*Our feature-length review series of racial justice titles has moved to a monthly frequency (from bimonthly) and in January we featured *Colorblindness Is Identity Theft: Acknowledging Racist Histories to Create Diverse Futures*, by Zacharia Nchinda Nchinda. February features *The 1619 Project: A New Origin Story*, by Nikole Hannah-Jones, et al. These extended reviews are also published on our website, Choice360.org, as open content available to all readers at <https://www.choice360.org/choice-picks/category/reatured-review/>.*

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

Outstanding Academic Titles 2021

Select snippets of the 2021 Outstanding Academic Titles continue to be utilized as content through June 2022 to drive traffic to Choice360.org and as a weekly eNewsletter. The weekly newsletter subscriber sign ups have grown to 960+, with continually strong open and click rates. Approximately ten percent of our Choice360.org page visits are attributed to these OAT curated mini list posts.

Choice announced the 2021 Outstanding Academic Title winners on December 1. Specially curated lists of the 2021 Outstanding Academic Titles continue to be utilized as content to populate a weekly newsletter and drive traffic to Choice360.org. The weekly newsletter subscriptions have grown to 920+, with continually strong open and click rates. Ten percent of our Choice360.org page visits are attributed to these curated mini-list posts.

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

Choice Bibliographic Essays

Our most recent essay is "The Historiography of Debsian Socialism: A Century of Interpretations, Parts 1 and 2," (April and May) authored by Edward Remus (Northeastern Illinois University). Part 1 examines the historiography of Debsian socialism and the Socialist Party of America (SPA) from a broad perspective. Part 2 focuses more narrowly on the SPA's activities in specific cities, states, and regions; its relationship to particular civil-social constituencies; and its significance in the lives of intellectuals, organizers, and officeholders who once championed the Party's politics. This and other of our over one hundred bibliographic essays can be accessed at <https://www.choice360.org/choice-picks/category/bibliographic-essays/> and are available as LibGuides at <https://ala-choice.libguides.com/>.

Our most recent essay is "Transgender Studies: Literature in an Evolving Field," authored Robert Ridinger (Northern Illinois University). It examines the patterns of monograph publication, archive creation, website use, and journal formation across the three decades of the evolution of transgender studies. This and other of our over one hundred bibliographic essays can be accessed at <https://www.choice360.org/choice-picks/category/bibliographic-essays/> and are available as LibGuides at <https://ala-choice.libguides.com/>.

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

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

Ask an Archivist

“Ask an Archivist” is an ongoing series of interviews conducted by Choice staff with directors, curators, and others responsible for special collections or exhibits of note in academic libraries.

April: “Portland Street Art Alliance”

In this interview, Choice sits down with Tiffany Conklin and Tomás Valladares, founders of the Portland Street Art Alliance (PSAA), to discuss the Pacific Northwest–based public art initiative and its efforts to support local artists, fund and preserve new and existing public art projects, and educate the public on the history and meaning of public art in the area. Interview conducted by Fatima Mohie-Eldin, our social sciences editor.

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

Data Management Project

We continue to chip away at tagging our very large Choice Webinars list (Qty 50,498 at present), with the intention of segmenting our audience more intentionally and to give our subscribers the content they prefer.

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

February: “Gather Out of Star-Dust: The Harlem Renaissance and The Beinecke Library”

In this interview, co-curators Melissa Barton and Kassidi Jones discuss “Gather Out of Star-Dust: The Harlem Renaissance and The Beinecke Library.” Originating as a highly popular exhibition in 2017, the web version uses the same narrative framework, but also provides supplementary resources and an adaptability unique to the digital format. Melissa and Kassidi explain the roots of this exhibit—the James Weldon Johnson Memorial Collection from 1941—and the archivist’s responsibility to capture the past. Interview conducted by Sabrina Cofer, our Digital Media Producer.

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

In other editorial news, we’ve begun the hiring process this period to fill two positions: a digital media assistant and a social sciences editor spot that has been open for the last two years. We’re looking forward to being back to a full staff in the editorial department!

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

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

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

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

Resources for College Libraries

RCL and RCL Career Resources subject editors added 92 titles to the database during this period (1 March – 5 May). In editorial news, annual revision materials were distributed to all subject editors; the project editor drafted and shared a deselection report; peer review recruiting for the twenty-three RCL social sciences and science and technology subjects began; and editors kicked off in a six-part discussion series. Three new editors joined the project: Erika Hosselkus (Latin American History, University of Notre Dame); Lisa Hooper (Music, Tulane University); and Jolene Manus (Native American Studies, University of New Mexico). In sales and marketing, we launched a campaign supporting the Bowker Book Analysis System and coordinated ongoing DEI outreach with ProQuest partners. In product development, ProQuest released an updated Browse page for the RCL user database with increased accessibility and subject refine filters.

During this reporting period, RCL and RCL Career Resources subject editors added 602 titles to the database. The 18-month deselection project concluded with approximately 12,500 titles across RCL and RCL Career Resources subjects, bringing the total RCL Plus holdings down to 93,249. Seven new subject editors joined the project for the 2022 editorial year (as follows, with RCL/RCL Career Resources subject and institutional affiliation): Rachel Bohlmann (American Studies, University of Notre Dame); Betsy Young (Building and Construction Trades, Austin Community College); Eileen Kramer (Engineering and Technology, Georgia Perimeter College); Hélène Huet (French and Italian Languages and Literatures, University of Florida); Larissa Garcia (Graphic and Apparel Arts, Northern Illinois University); Sam Hansen (Mathematics, University of Michigan); and Kioumars Ghereghlou (Middle Eastern History, Languages, and Literatures, Stanford University). With ProQuest partners, we developed a product roadmap for the year that included upgrades to the database user interface.

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

Choice360.org

During the reporting period, members of the Choice team continued their planning of a new content channel similar in format to *Toward Inclusive Excellence*. This new channel will focus on library technology and will incorporate blog posts, podcasts, webinars, and other content appropriate for providing practical, actionable, and instructional information to

academic librarians who need to implement technology-based solutions to services and resources. During the period, the team conducted a competitive analysis of other media brands that cover this market.

During the reporting period, members of the Choice team began planning the launch of a new content channel similar in format to Toward Inclusive Excellence. This new channel will focus on library technology and will incorporate blog posts, podcasts, webinars, and other content appropriate for providing practical, actionable, and instructional information to academic librarians who need to implement technology-based solutions to services and resources. During the period, Choice conducted an audience survey to gauge interest and topic focus to help shape the scope of the channel.

Choice Research

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

Choice Case Studies

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

The Authority File

Choice's podcast *The Authority File* featured 11 episodes in the March 18-May 13, 2022 period. In late March, *The Authority File* produced a 25-minute special interview with ITHAKA's John Lenahan. Lenahan discussed ITHAKA's 10th anniversary of offering ebooks on JSTOR and the future of the Books at JSTOR program. This episode received 131 downloads.

April featured two sponsored, four-episode series. Wilfrid Laurier University Press returned for its first series of four in the 2022 calendar year. The guest was Michelle Porter, who discussed her writing style, Métis ancestry, and memoir *Scratching River*. Our second series in April was sponsored by MIT Press, whose guests looked back at a year of MIT Press's library collective action model Direct to Open. This was MIT Press's third series on Direct to Open, the first in April 2020 to discuss creating the model, then again in March 2021 to chat about its launch. The total number of downloads in April 2022 was 1,249, a 36 percent increase over 919 downloads in April 2021. In May, Springer Nature returned with guest Bob Brinkmann, an urban sustainability researcher who talked about his latest title *Practical Sustainability: A Guide to a More Sustainable Life*.

As of fiscal year 2022, Choice has produced 41 episodes of *The Authority File* and four episodes of the *Toward Inclusive Excellence* podcast. Find all Authority File episodes here: <https://www.choice360.org/podcasts/category/the-authority-file/>

TABLE 4: THE AUTHORITY FILE PODCASTS, CURRENT REPORTING PERIOD (THROUGH MAY 13)

Date	Series Title	Episode Title
03/30/2022	Ten Years of Books at JSTOR: An Interview with ITHAKA's John Lenahan	
04/04/2022	Michelle Porter and the Métis Way	Ancestry and Arts-Based Research
04/06/2022	Direct to Open Post-Launch	Refreshers, Partnerships, and Catching Up
04/11/2022	Michelle Porter and the Métis Way	Genesis, Themes, and Healing Past Trauma
04/13/2022	Direct to Open Post-Launch	The Institutional Perspective
04/18/2022	Michelle Porter and the Métis Way	Writing Style, Voice, and "Telling It All Crooked"
04/20/2022	Direct to Open Post-Launch	Market Forces and Publisher Challenges
04/25/2022	Michelle Porter and the Métis Way	Writing Structure, History, and Bibliographies
04/27/2022	Direct to Open Post-Launch	Consortia, Goals, and the Future of Open Models
05/04/2022	Practical Sustainability	Introductions and Changes in Environmental Studies
05/11/2022	Practical Sustainability	Translating for the Layperson

Choice's podcast, *The Authority File*, posted five episodes in this reporting period, featuring a Springer Nature-sponsored series in January and one unsponsored episode in February. There were 968 total (all episodes) downloads in January, an increase of 6 percent from January 2021. Despite posting only one new episode in February, that month resulted in 741 downloads. The total number of downloads for the reporting period was 1,709. In this fiscal year to date, Choice has produced 29 episodes of *The Authority File* and two episodes of the *Toward Inclusive Excellence* podcast.

January's *Authority File* guest was Dr. Sarah Elaine Eaton, who discussed the field of educational ethics and academic integrity; the four episodes gained 498 total downloads during this period. February's guest was Uli Beutter Cohen, the founder of *Subway Book Review*, a social media project that documents the book picks of New York City subway-goers. The conversation included the history of the project, her new book, and the current rise in book banning. In February, Choice purchased a Soundcloud Pro account for the TIE Podcast to accommodate its growing output.

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

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

Webinars

In the period of March 18 to May 20, 2022, Choice held four webinars, averaging 929 registrants and 390 attendees. The average attendance rate was 37 percent. One program of note was a special event sponsored by ProQuest, FILM PLATFORM, ROCO Films, Participant Media, and National Geographic Documentary Films titled “The First Wave, A Panel Conversation: Lessons from the Pandemic for a Brighter Future.” This session was a 75-minute panel discussion on the documentary “The First Wave,” and followed a highly-coordinated marketing plan via social media and e-newsletters. The event attracted 1,932 registrants and 601 attendees. It marked the third time ProQuest has selected Choice to produce this type of program, the first of which being “Picture a Scientist” in March of 2021, followed by “Mission: JOY” in October 2021.

Another well-registered and attended program included Ex Libris’s March 24th session, “Research Information Management: Library Roles and Opportunities,” which had 950 registrants and 366 attendees for an attendance rate of 39 percent.

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

During January and February Choice hosted eight webinars, with averages of 904 registrants and 397 attendees. The average attendance rate was 43 percent with 7,230 total registrations. Two webinars gained over 1,000 registrants: “Elevate the Library – Improving Library Value and Increasing Institutional Impact” and “The Key to Modern Resource Sharing: Whole Ebook Lending and More,” which also achieved a 51 percent attendance rate. In addition, the January 20th program “How will libraries deliver a sustainable future?” featured three language interpreters, including Spanish, French, and Portuguese. This required quite a bit of behind-the-scenes work on the Zoom platform!

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

TABLE 5: CHOICE/ACRL SPONSORED WEBINARS, ACADEMIC YTD

Date	Sponsor	Title	Reg	Attend
9/9/21	MLA	Introducing MLA Handbook Plus: The Digital Subscription Platform	982	516
9/14/21	ProQuest	Drawing Disability, Framing Activism: Comics and Graphic Narratives for Interdisciplinary Teaching and Research	499	210
9/16/21	BibliU	The Future of the Digital Library: Leveraging Digital Content in an In-Person Learning Environment	868	339
9/21/21	SBRNet	Supporting Students in Sports Business with Data Analysis, Tools and Online Resources	315	142
9/28/21	RCL	What Subject Librarians Can Teach Us About Managing Collections: Perspectives and Best Practices	1,219	513
9/30/21	Springer Nature	Curating the Modern Curriculum: The Librarian’s Role in Our Transformation to Online Learning	847	300
10/5/21	ProQuest	Mission: JOY, A panel conversation on creating happiness in troubled times	3,653	1,707
10/7/20	OverDrive	How academic libraries are bringing diversity, equity and inclusion to their campuses	786	368
10/12/21	Ex Libris	Gaining a Competitive Edge Through Research Analytics	202	83

10/14/21	SNSI	Cybersecurity in Higher Education	578	212
	Adam			
10/19/21	Matthew	Settlement, Slavery and Empire: British colonial rule in the Caribbean	653	293
10/27/21	BibliU	Managing Digital Collections: How can libraries make their print and digital collections work together?	1,069	465
11/9/21	ProQuest	Making the Shift from Physical to Electronic Resources Quickly and Affordably	608	224
11/30/21	Elsevier	Open Access Pilots: Learnings from Elsevier and Pilot Partners	529	229
12/2/21	OECD	Economic Outlook: Keeping the Global Recovery on Track	690	235
12/7/21	ProQuest	Cutting-Edge Solutions Moving Libraries Forward in the Digital Age	1,047	429
12/8/21	Springer Nature	Best practices to make accessibility services more visible online and web content more accessible	952	445
1/20/22	Elsevier	How will libraries deliver a sustainable future?	506	213
1/25/22	Ithaka S+R	Leveraging the 21st Century Library: Opportunities for Collaboration to Support Student Success	940	460
1/26/22	ProQuest	Elevate the Library – Improving Library Value and Increasing Institutional Impact	1,619	754
1/27/22	OECD	Rebuilding Trust in Government and Public Institutions for a Functioning Democracy	958	343
2/3/22	OverDrive	How libraries are leveraging digital content to engage students with alternate formats	520	191
2/9/22	OECD	Post-COP26: Driving Climate Action	808	295
2/22/22	Springer Nature	Artificial Intelligence (AI) in academic libraries: How new AI services can support your library users	697	316
2/23/22	ProQuest	The Key to Modern Resource Sharing: Whole Ebook Lending and More	1,182	605
Total			22,727	9,887

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

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

Operations

In early April our Editor and Publisher, Mark Cummings, retired after nine years of service. Rachel Hendrick, the Director of Operations, has stepped in as interim Editor and Publisher. Whitney Roberts, our new Library Technical Assistant, started in late March and is settling into her new role. She brings years of cataloging experience from both academic and public libraries. In May, Daniel Pfeiffer started as editor, social sciences, filling a position that’s been held open for several years. Daniel’s appointment means the editorial department is now fully staffed. Choice’s digital staff also grew

in May when Ashley Roy joined us as digital media assistant. Ashley will be working closely with digital media producer Sabrina Cofer, supporting webinars, podcasts, social media, and newsletters.

We are in the process of applying for a trademark for our Outstanding Academic Titles brand as part of a larger effort to move distribution of the digital and physical seals to the ALA Store and Chicago Distribution Center.

After a lengthy interview process during the reporting period, the department will welcome our Library Technical Assistant (LTA), Whitney Roberts, in late March. Whitney previously worked in both public and academic libraries as an LTA and is excited to bring her talents to Choice. The hiring committee was impressed with her cataloging experience and her enthusiasm for working at the American Library Association. We feel lucky to have her and are very excited to introduce her to the rest of the Choice staff.

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

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

Subscriptions & Fulfillment

Even though we have a regular renewal effort for all Choice products through Omeda, our fulfillment company, we occasionally do a fourth and fifth effort. The most recent fourth effort, sent via email in mid-April, went to ninety-five Choice Reviews subscribers who did not renew their subscription in 2021. We received thirteen renewals from this effort, a 14% response rate. The next effort, to be sent out mid-May, will go via USPS to those remaining eighty-two subscribers.

Advertising

The third quarter results for advertising sales continue to show growth over last year by 9%. During this period ProQuest delivered another outstanding event for the latest addition to their Academic Video Online product. First Wave, an inside look at the onset of the pandemic generated 1,932 registrations and \$20,000 in advertising revenue.

The monthly sponsorship for Towards Inclusive Excellence continues to have great interest from supporters. Q3 underwriters included Rowman & Littlefield, Springer Nature & Accessible Archives and generated \$15,000 in revenue.

The year-end outlook is on track to finish 7% better than FY21 with webinars as our leading product followed by e-Blasts and newsletters.

Second FY22 continues with webinars taking the lead in sales against all other advertising products, followed by sales from sponsored e-Blasts and e-newsletters. This period brought in (3) brand new webinar sponsors including Ithaka S+R, United Nations Publications, and SirsiDynix, which generated \$25,000 in combined revenue. Overall, YTD new business has generated \$80,000.

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Enabling Programs and Services Key Performance Indicators (KPIs) Report Period: March 19, 2022 – May 20, 2022

** Note: Section A: Membership Engagement includes data through December 2021. Typically, the Board would review data through April or May at their June meetings, but ALA is only able to provide membership reports through December 2021. Section B: Education has been updated through March 18, 2022.*

Enabling programs and services key performance indicators (KPI)

ACRL is committed to assessing progress in advancing the Plan for Excellence, but acknowledges that the entire plan does not need to be measured at one time. The following goals have been identified as the measurement focus for FY22 and the progress toward each to date is reported below.

Section A: Member Engagement

Goals: Maintain 80% (6,930) of ACRL's FY21 membership in FY22 and ensure that 52.3% of new members who joined ACRL between April 2020 – March 2021 renew their membership in FY22. The target retention rate is based on the average new member retention rate in the last 5 ACRL non-conference years.

KPIs	Data					
1. Benchmark analysis of ACRL total membership number	ACRL membership has decreased 1.69% (147) since August 2021 when membership was 8,662.					
		Dec FY22	Dec FY21	Dec FY20	Dec FY19	Dec FY18
	Total membership	8,515	8,888	10,005	10,576	10,384
	Change year over year	-4.20%	-11.16%	-5.39%	-0.29%	-2.43%
2. Continue to benchmark and analyze impact of new member outreach program	First-year member renewal rate: Non-conference years are shaded for comparison.					
	Year	1 st Quarter	2 nd YTD Quarter	3 rd Quarter	4 th Quarter	Year to Date
	FY22	36.8%	38.3%			37.5%
	FY21	38.1%	45.9%	51.6%	41.0%	44.7%
	FY20	44.7%	50.1%	49.0%	40.2%	45.8%
	FY19	51.2%	48.7%	47.9%	51.1%	49.5%
	FY18	53.1%	52.2%	52.3%	51.7%	52.3%
	FY17	46.8%	50.8%	50.6%	49.4%	49.4%
	FY16	41.1%	53.2%	49.9%	47.7%	48.4%
	FY15	47.8%	52.3%	52.6%	48.6%	50.2%

FY14	50.9%	52.9%	50.8%	43.5%	49.0%
FY13	50.1%	56.1%	54.6%	53.2%	53.5%
FY12	56.8%	57.9%	54.0%	47.4%	53.5%
FY11	62.5%	60.1%	54.0%	50.6%	56.5%

**An analysis of 207 first-year members who did not renew as of December 2021 shows that 36.2% (75) were regular members, 53.1% (110) were students, and 7.7% (16) were non-salaried librarians. 77% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 41% of those were regular members and 48% were students); 2% kept their ALA membership but dropped ACRL in favor of other division/roundtable affiliations (and 25% of those were regular members and 50% were student members); 21% dropped all division and roundtable membership but retained their ALA membership (and 73% were students). The conversion rate for student members in FY22 is 27.3% (meaning that first-year members renewed for a second year) compared with 38.3% of all first-year members.

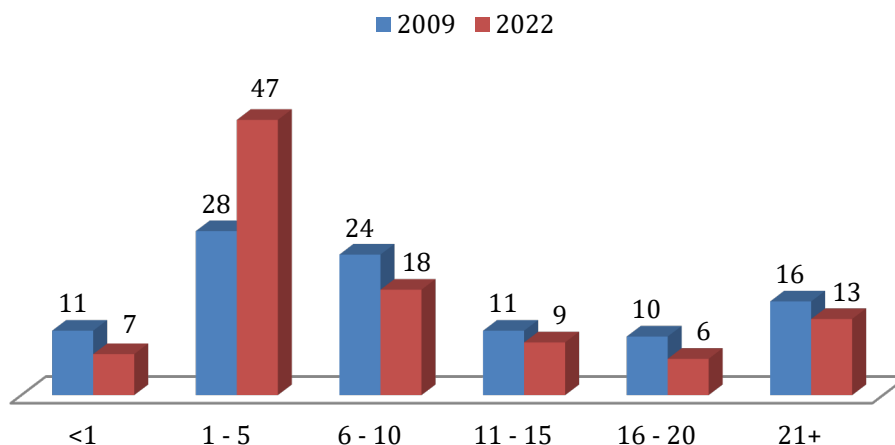
3. Benchmark by continuous years of membership

ACRL personal membership distribution for FY22 is shown below. The average ACRL membership tenure is 3.89 years (and the median length of ACRL membership is 4 years).

FY22 Q2	%	Number	FY21 Q2	%	Number
<1 yr	7	587	<1 yr	11	923
1 - 5 yrs	47	3,788	1 - 5 yrs	45	4,761
6 - 10 yrs	18	1,457	6 - 10 yrs	15	1,247
11 - 15 yrs	9	720	11 - 15 yrs	9	765
16 -20 yrs	6	446	16 -20 yrs	6	486
21+ yrs	13	1,049	21+ yrs	12	1,166
Total	100	8,047	Total	100	8,348*

*These numbers include only personal members. Reports were run on May 18, 2022, and May 27, 2021, and reflect total personal members as of those dates.

ACRL Membership Distribution: May 2009* vs. May 2022



Y axis: % of total membership

X axis: # of years of ACRL membership

*Based on survey data. 23.3% of ACRL members responded to the May 2009 membership survey (with a margin for error of +/- 1.74% at the 95% confidence level). Survey data is both statistically valid and representative of ACRL membership as a whole. Years of membership is not a proxy for workplace experience. While 57% of our members have been with us 5 years or less, only 41% are new (or relatively new) to the profession according to the 2018 membership survey.

Section B: Education

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

- ACRL offered two e-Learning webinars, one three-part webinar series, and two online courses during the reporting period, with a total of 264 individuals participating.

KPIs	Data					
4. Quality assessment and learning outcomes		1 st	2 nd	3 rd	4 th	FY22
		Quarter	Quarter	Quarter	Quarter	Overall
	Average overall quality assessment	100%	79%	87%		
	* Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.					
5. Participant learning	Self-reported learning outcomes data from professional offerings detailed above:					
		1 st	2 nd	3 rd	4 th	FY22
		Quarter	Quarter	Quarter	Quarter	Overall
	Average number of respondents who indicated at least a 20% higher confidence level in their knowledge of the topic	89%	89%	90%		
	Note: Event specific details can be found in Document 1.4 the Executive Director's Plan for Excellence Activities Report.					
6. Likely to Recommend	40% Participants enthusiastically recommend ACRL professional development.					
		1 st	2 nd	3 rd	4 th	FY22
		Quarter	Quarter	Quarter	Quarter	Overall
	Average number of participants who indicated a 9 or 10 rating for recommending this professional development, on a 10-point scale	62%	45%	54%		
	<ul style="list-style-type: none"> This includes every evaluation returned, even if a course had only 1 response. 					

Board Votes: LLX22 Proceedings

	A	B	C	D	E	F	G	H	I	J	K
1	First	Last	Do you approve the ACRL Board of Director's proceedings from the 2022 ALA LibLearnX?								
2	Mary	Mallery	Yes								
3	Jacquelyn	Bryant	Yes								
4	Cinthya	Ippoliti	Yes								
5	Julie	Garrison	Yes								
6	Yasmeen	Shorish	Yes								
7	Carolyn	Allen	Yes								
8	Toni	Anaya	Yes								
9	Faye	Chadwell	Yes								
10	April	Cunningham	Yes								
11	Jessica	Brangiel	Yes								
12	Erin	Ellis	Yes								

Association of College & Research Libraries
ALA/ACRL American Library Association
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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Contemplative Pedagogy Interest Group (CPIG)

Submitted by: Madeleine Charney, CPIG Convener

Date submitted: 4/15/22

Background

The [Contemplative Pedagogy Interest Group](#) was established in 2016. We hope the IG can be renewed for another three-year period.

Current Charge: To explore the concept of contemplative pedagogy in librarianship through demonstrating modes of integrating contemplative practices into library instruction and research life, identifying positive outcomes to this style of teaching, and designing library spaces for reflection, interfaith meditation and prayer, mindfulness and contemplative practices.

Stakeholders

The IG and current convener and incoming convener have been consulted.

Fiscal and Staffing Impact

If approved, ACRL staff will update the online directory of leadership with the renewal.

Action Recommended

That the ACRL Board of Directors approves the renewal of the ACRL Contemplative Pedagogy Interest Group for another three years.

Strategic Goal Area Supported

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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Petition for Renewing an Interest Group

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

I. NAME

Current Name of Interest Group: Contemplative Pedagogy Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: 2016

III. LEADERSHIP

Current Convener: Madeleine Charney

Name:

Institution: UMass Amherst

Email Address: mcharney@library.umass.edu

Incoming Convener:

Name: Sharon Ladenson

Institution: Michigan State

Email Address: ladenson@msu.edu

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

To explore the concepts of contemplative pedagogy and mindfulness in librarianship through integrating contemplative modes and practices into library instruction and research life, identifying positive outcomes to this style of teaching, and designing library spaces and services that support reflection, interfaith meditation and prayer, mindfulness, and other contemplative practices.

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

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

We are a unique group, opening the eyes of many teaching librarians seeking to create more humane, holistic practices for their campus community. Dovetails nicely with the Instruction Section

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

We offer two Zoom based programs per semester we call "Bite Sized Learning and Inspiration." Members sign up to give a pitch about their work and then lead 30-min break out groups. Open discussion follows. We've had great attendance (average 20 people with one at 80!) with lots of new people discovering this special space. We had FOUR people apply to be Incoming Convener!

☐ Current governance procedures attached.

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Access Services Interest Group Renewal Request

Submitted by: Renise Johnson, Co-Convener

Date submitted: April 15, 2022

Background

The ACRL Access Services Interest Group was founded by Brad Warren. Brad Warren is the current Dean of Libraries at Augusta University in 2016. It was approved by the ACRL Board of Directors at the 2016 ALA Midwinter Meeting and became an official ACRL dues product on September 1, 2016. Our charge is to provide a broad framework for discussing topics and exploring areas of development in the field of Access Services including, but not limited to, circulation, information services, reserves, resource sharing, stacks maintenance, student worker supervision, leadership/management, remote storage, and security. To develop and sponsor programs that foster education and training opportunities, encourage networking and sharing of initiatives, and contribute to and promote an understanding of access services activities. To provide a national stage for library workers in access services and enhance the overall development of access services conversations and programs within ACRL.

From its onset, Access Services Interest group have provided enriching content and opportunity for networking among access services professionals.

Stakeholders

N/A

Fiscal and Staffing Impact

N/A

Action Recommended

That the ACRL Board of Directors approves the renewal of the Access Services Interest Group for three or more years.

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

Strategic Goal Area Supported

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

☒ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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



Petition for Renewing an Interest Group

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

I. NAME

Current Name of Interest Group: Access Services Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: July 1, 2016

III. LEADERSHIP

Current Convener:

Name: Lesley Brown and H J Pedelty

Institution: Montgomery College and University of Iowa

Email Address: lesley.brown@montgomerycollege.edu and h-pedelty@uiowa.edu

Incoming Convener:

Name: TBD

Institution:

Email Address:

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

To provide an opportunity for Access Services librarians and staff a forum to discuss and share access services topics across a wide variety of areas. To provide a forum and foster support in the exploration, adaptation, and implementation of emerging trends in Access Services. To sponsor discussions or programs that share how libraries are working to meet the access needs of their respective communities.

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

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

There is no other interest group of conflict in ACRL

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

In addition to meeting every annual and mid-winter conference for ALA, the Access Services Interest groups holds 1-2 virtual programs relative to the interests and professional development needs of the interest group membership. In the past, we have hosted tours of the library spaces of our colleagues and peers. The purpose of the tours were to provide an opportunity for our membership to see how we all approach similar work flows in our individual institutions. In the past these tours took place at ALA Annual, Midwinter, and the annual Access Service Conference. In addition, we have a listserv which provides a venue for members to reach out to each other in between conferences and workshops to seek professional advice and network.



Current governance procedures attached.

Association of College & Research Libraries
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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Statement on Academic Freedom

Submitted by: Lisa Broughman, ACRL Professional Values Committee Chair

Date submitted: May 12, 2022

Background

In early 2022, it was brought to the ACRL Board of Directors attention that the [ACRL Statement on Academic Freedom](#), approved in 2015, was due for review and potential updating. The Board charged the ACRL Professional Values Committee, which developed the original version of the statement, with reviewing the document to determine if it was in need of revision, should be rescinded in favor of a unified voice with similar ALA-level documents, or should remain in force as originally approved.

In the original Board action approving the statement in 2015, the committee noted that the academic librarians face the same threat of curtailed academic freedom as our colleagues in the classroom. Existing ACRL and ALA policy statements are narrowly focused on either specific threats to academic freedom (e.g., the ALA resolution against the Academic Bill of Rights) or on specific roles of faculty librarians (i.e., teaching and research). As members of the academic community, librarians should show our support for the principles that are essential to all faculty. Therefore, the ACRL Professional Values Committee believes that our association should have a clear and unambiguous statement that supports academic freedom in general, as free expression is a central tenet of our profession.

The Professional Values Committee discussed the statement at their virtual meetings in March and April 2022. During these discussions, the committee decided that the current statement still has merit and should remain in force as originally written for the next five years, when it would be placed into the usual review process through the ACRL Standards Committee. The full committee endorsed this decision in a virtual vote through ALA Connect in May 2022.

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

● Page 1

Actions Recommended

That the ACRL Board of Directors approves allowing the ACRL Statement on Academic Freedom to continue in force without change as originally approved in 2015 for the next five years, at which time it would be placed under the review processes of the ACRL Standards Committee.

Strategic Goal Area Supported

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

☒

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☐

Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐

Above recommendation moved

☐

No motion made

☐

Motion revised (see motion form)

Action Taken

☐

Motion Approved

☐

Motion Defeated

☐

Other: _____

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

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Legislative Agenda 2022

Submitted by: Erik Nordberg, Chair, ACRL Government Relations Committee

Date submitted: 5/17/2022

Background

ACRL's Legislative Agenda provides information meant to guide legislative advocacy at the national level—specifically focusing on policy issues of concern to academic and research librarians. This year, the work of the Government Relations Committee (GRC) responded to the inconsistencies in federal legislative action due to divisive political wrangling in Washington, DC.

The proposed *ACRL Legislative Agenda 2022* provides information on a variety of issues the U.S. Congress has taken action on recently, but for which satisfactory policy solutions have yet to be reached. The body of the document includes issues for which action is likely for the year ahead. Please note, there are several issues for which the GRC recommends ACRL develop an official position and/or public-facing advocacy statement. Several issues of concern lack pending legislation but are included so that ACRL may be aware of their importance to academic libraries. ACRL is active in advocating for policy and legislation through the ALA Washington Office, as well as through coalition work with groups such as the Open Access Working Group and the Library Copyright Alliance (LCA).

Stakeholders

The committee contacted, by email and through the ALA Connect forum, the ACRL Committee Chairs, ACRL Leaders, other ACRL committees, and individual members of ACRL and ALA. From this input, the GRC updated priorities from past cycles and incorporated new items including net neutrality, public access to federally funded research, and federal funding for libraries. In developing this year's Legislative Agenda and Watch List, the ALA Public Policy and Advocacy Office was a valuable source of information. Our staff liaison, Kara Malenfant, was invaluable throughout the entire process and staff from ALA's Public Policy and Advocacy office in Washington, D.C. reviewed preliminary drafts of the Legislative Agenda and provided helpful feedback and suggestions for improvement.

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

● Page 1

Fiscal and Staffing Impact

If approved, staff will add the *ACRL Legislative Agenda 2022* to the ACRL website and promote it through ACRL marketing channels.

Action Recommended

That the ACRL Board of Directors approves the *ACRL Legislative Agenda 2022* before it concludes the current year's business.

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

ACRL Legislative Agenda 2022

The ACRL Legislative Agenda and the [ALA Legislative Agenda](#) list objectives for legislative action at the national level on issues that affect the welfare of libraries. ACRL's annual Legislative Agenda focuses on issues affecting academic and research libraries that the U.S. Congress has recently taken action on, or is expected to act on, in the year ahead. ACRL is active in advocating for policy and legislation through the ALA Public Policy and Advocacy Office, as well as through coalition work with groups such as the Open Access Working Group and the Library Copyright Alliance. The following list is in priority order and includes the issues that will be the focus of ACRL's advocacy in 2022:

1. Federal funding for libraries
2. Net neutrality
3. Affordable College Textbook Act
4. Consumer data privacy
5. Public access to federally funded research
6. Accessible Instructional Materials in Higher Education Act (AIM HIGH)
7. Federal funding for higher education
8. Environmental impact of data centers
9. Watchlist:
 - a. Changes to federal copyright laws (SMART Copyright Act of 2022)
 - b. Federal Depository Library Program (FDLP) Modernization Act
 - c. Deferred Action for Childhood Arrival (DACA)/Immigration Issues

1. Federal Funding for Libraries

Background

The Library Services and Technology Act (LSTA) is the primary source of federal funding for libraries and is administered by the Institute of Museum and Library Services (IMLS). LSTA receives its funding through the annual appropriations process, with spending limits established each year through Labor, Health and Human Services, Education, and Related Agencies Appropriations Subcommittees in the U.S. House and U.S. Senate. In FY 2022, LSTA received \$197.4 million. Most of this funding was allocated to states through the Grants to States formula funding program. Other LSTA programs are the National Leadership Grants for Libraries, the Laura Bush 21st Century Librarian Program, and Native American Library Services. Individual state priorities for the LSTA Grants to States program are reflected in each state's Five-Year Plan. The continuation of the COVID-19 pandemic has perpetuated considerable concern for libraries well into the new fiscal year.

In March 2022, Congress provided \$197.4 million for LSTA, which was included in the \$276.8 million for IMLS. In 2021, Congress included \$200 million in emergency relief for libraries in the American Rescue Plan Act (P.L. 117-2) to assist libraries in responding to COVID-19.

Impact on Libraries

On August 5, 2021, the Institute of Museum and Library Services, in association with the American Library Association, the American Alliance of Museums, the Center for Disease Control and Prevention, and the Association of Science and Technology Centers, announced an unprecedented partnership to increase awareness of vaccine safety in our communities across the country aptly titled *Communities for Immunity*. “Access to information about vaccines and trusted messengers to effectively convey it locally is a matter of life and death. America’s 117,000 libraries provide both, serving communities at greatest risk of contracting the coronavirus and those most hesitant to receive the vaccine,” said Patty Wong, ALA. “ALA is proud to join the *Communities for Immunity* initiative to offer resources and funding to supercharge the capacity of our nation’s second responders.”

On January 27, 2022, the FCC updated the definition of “library” in its E-Rate program to establish tribal libraries as candidates for affordable Internet. This program makes telecommunications services available to libraries at discounted levels. IMLS’s programs can provide the library infrastructure that supports both access to broadband and the resources and services needed for necessary digital inclusion. The Director of the IMLS, Crosby Kemper, applauded the FCC’s action. Kemper has made addressing the digital divide within under resourced communities a priority, as he recently cohosted the National Tribal Broadband Summit in collaboration with the White House Council for Native American affairs and several others, including the Department of Commerce and the Department of the Interior.

While IMLS is the primary federal funding agency that supports libraries, ACRL continues to monitor the budgets of other agencies that award grants in support of academic libraries, including the Library of Congress, National Endowment for the Humanities (NEH), the National Endowment for the Arts (NEA), the National Historical Publications and Records Commission (NHPRC), and the grant-making division of the National Archives and Records Administration (NARA). ACRL members also benefit from the Federal Work-Study Program, funded through the Department of Education, which subsidizes the wages of student assistants in academic libraries across the country.

Current Status

On March 15, President Joe Biden signed the FY 2022 Consolidated Appropriations Act, which contained only flat funding for LSTA at \$197.4 million. On March 28, the president submitted his FY 2023 budget request to Congress which included a \$3.6 million increase for LSTA and an \$8.8 million increase for IMLS. This is the first recommended presidential increase for LSTA in more than five years.

ACRL’s Position

College and university libraries are core to the academic mission of higher education, and strong libraries are key to an informed and civil society. ACRL and ALA continue the campaign to preserve and expand federal funding for libraries through IMLS and other federal agencies. ALA continues to work to protect vital programs and will continue to advocate to Congress to make federal funding for our nation’s libraries and museums a continuing priority.

Links to More Information

[Institute for Library and Museum Services \(IMLS\)](#)

[IMLS Grants](#)

[IMLS News](#) (includes announcements of recent grants funding)

[National Endowment for the Humanities \(NEH\)](#)

[NEH Grants](#)

[NEH News](#) (includes announcements of recent grants funding)

[National Endowment for the Arts \(NEA\)](#)

[NEA Grants](#)

[NEA News](#) (includes announcements of recent grants funding)

[National Historical Publications and Records Commission \(NHPRC\)](#)

[NHPRC Grants](#)

[November 2021 NHPRC Grant Awards](#)

[Library of Congress](#)

[LOC Programs and Grants](#)

[Federal Work-Study Program, Department of Education](#)

2. Net Neutrality

Background

Network neutrality is the principle that Internet service providers should treat all data equally and should not discriminate or provide preference to any data regardless of its source, content, or destination. Whether legislation is needed to ensure this kind of access has become a focal point in the debate over telecommunications reform. Those opposed to access mandates claim that such action goes against the long-standing policy to keep the Internet as free as possible from regulation and note the state of the Internet before this attempted regulation has allowed for commercial innovation and growth. In 2015, the Obama Administration asked the Federal Communications Commission (FCC) to rule in favor of net neutrality by reclassifying broadband as a common carrier under Title II of the Communications Act of 1934 and [Section 706](#) of the [Telecommunications Act of 1996](#). In February 2015, the FCC approved reclassifying high-speed Internet as a telecommunications service rather than an information one, subjecting providers to regulation. In December 2017, the FCC voted in favor of repealing these policies, 3–2, along party lines. In a March 2017 letter to the FCC before the repeal vote, ACRL joined with several other associations in asserting that “preserving the unimpeded flow of information over the public Internet and ensuring equitable access for all people is critical to our nation’s social, cultural, educational, and economic well-being.” In February 2018, ALA again affirmed that “Net Neutrality is essential to the promotion and practice of intellectual freedom and the free exercise of democracy.” On October 1, 2019, the U.S. Court of Appeals for the District of Columbia Circuit, upheld the government’s repeal of strict regulations for the companies that connect consumers to the Internet. However, the court also ruled the FCC had overstepped its legal authority when it declared that states cannot pass their own net neutrality laws and ordered the agency to review some aspects of its 2017 repeal of the rules, including public safety implications and how its decision will impact a government subsidy program for low-income users. In petitions filed in December 2019, tech and advocacy groups, along with 15 states that challenged the original decision, requested that the ruling be reconsidered. On February 7, 2020, the full U.S. Court of Appeals for the District of Columbia declined without comment to rehear the decision that upheld the repeal of net neutrality laws, as did the three-judge panel that issued the ruling in October 2019. The appeals court’s decision falls in favor of the current

position held by the FCC, allowing for the repeal of net neutrality regulations put in place by the FCC in 2015. In September 2018, the [California Internet Consumer Protection and Net Neutrality Act of 2018](#) was passed. This is the most notable of several state-level legislative actions in support of net neutrality. The California statute was challenged and preliminarily upheld in [American Cable Association et al. v. Becerra, No 2:18-cv-02684 \(E.D. Cal.\)](#). However, the Trump Department of Justice further challenged the California law, which led to a mutually agreed-upon [delay of implementation for this statute](#).

Current Status

In early 2022, Senator Ed Markey (D-MA) [indicated that he would introduce a bill](#) to make net neutrality a federal law. Jessica Rosenworcel was confirmed by the Senate as chairwoman in December 2021 and has [signaled renewed interest](#) in the issue. On February 8, 2021, Public Knowledge [petitioned the FCC](#) to reconsider the Restoring Internet Freedom Order. This reintroduces the possibility that FCC regulators may again change the classification of broadband and reimpose net neutrality rules. On February 23, 2021, the U.S. Department of Justice [voluntarily dropped its case](#) against California's net neutrality law. While the industry-led challenges remained, a preliminary injunction to block the law was denied, with the presiding judge stating that the U.S. Congress should act to resolve the matter. Industry groups agreed, citing a piecemeal approach at the state level as an untenable solution to the question of net neutrality. On January 28, 2022, a U.S. Court of Appeals [upheld](#) California's net neutrality law, saying the 2017 decision by the FCC to reverse federal Internet protections could not bar state action. The FCC could take up net neutrality once a third Democratic commissioner is confirmed, but this nomination is currently stalled in Congress, and significant movement on this issue is not likely in 2022.

Impact on Libraries

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

ACRL's Position

ACRL stands with ALA as advocates for equitable access to the Internet and for the network neutrality protections needed for libraries to fully serve their communities in the digital age. Without strong and clear net neutrality protections in place, there is nothing to stop Internet service providers from blocking or throttling legal Internet traffic or setting up commercial arrangements where certain traffic is prioritized. ACRL will continue to stand with ALA to advocate and defend the principles of net neutrality in support of equitable information access for all Americans.

Links to More Information

[Where Net Neutrality Is Today and What Comes Next: 2021 in Review](#)
[U.S. Appeals Court Will Not Block California Net Neutrality Law](#)
[U.S. Appeals Court Will Not Reconsider Net Neutrality Repeal Ruling](#)

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

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

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

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

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

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

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

3. Affordable College Textbook Act

Background

The Affordable College Textbook Act addresses a critical challenge to college affordability, expanding and updating provisions from Durbin's College Textbook Affordability Act contained in the 2008 Higher Education Opportunity Act. The increasing cost of textbooks has drawn the attention of students, parents, faculty, and institutions across the higher education sector. Textbooks are often overlooked costs for students and can ultimately be the deciding factor if students decide to go to college. As a result, legislation has been introduced to combat these rising costs and support the use of open textbooks. The bill was first introduced in the 113th, 114th, 115th and 116th Congress, but it did not advance.

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

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

The Affordable College Textbook Act aims to permanently authorize funds for a grant program for the creation of Open Educational Resources (OER). The grant money can be used in some of the following ways: provide funding for professional development around the open textbook process; the creation or adaptation of open textbooks; the development of supplemental material; or research surrounding open textbooks and OER material correlated to student success and savings. On January 20, 2022, the U.S. Department of Education released [new guidelines for use of COVID-19 relief](#) funds related to OER initiatives. Institutions can now use their grant funds to create an OER library, program, or join a partnership of an existing OER project.

- Additionally, Congress has funded the intended pilot projects through the [Open Textbook Pilot Grant Program](#), first funded in 2018. The Department of Education

awarded \$7 million to nine projects during the 2021 competition. Including funding in the FY 2022 Consolidated Appropriations Act, the total federal investment in the Open Textbooks Pilot is now \$35 million.

These projects are estimated to provide about \$220 million in savings to students.

The reintroduced Affordable College Textbook Act is supported by U.S. PIRG, Scholarly Publishing & Academic Resources Coalition (SPARC), National Association of College Stores, Young Invincibles, American Federation of Teachers, National Education Association, American Association of Community Colleges, Creative Commons, Association of Research Libraries, the Association of College & Research Libraries, Achieving the Dream, Washington Student Association, Open Oregon Educational Resources, and Institute for the Study of Knowledge Management in Education.

Current Status

On March 10, 2022, the Affordable Textbook Act was reintroduced in Congress. The Senate bill was introduced by Senate Majority Whip Dick Durbin (D-IL) with Senators Angus King (I-ME), Tina Smith (D-MN), and Kyrsten Sinema (D-AZ). The House companion was introduced by Representative Joe Neguse (D-CO-02).

Impact on Academic Libraries

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

OER are a growing part of academic library programs that support new methods of scholarly communication, open access, library publishing, and digital scholarship. They also may be a component of implementing new open pedagogies and developing digital literacy for students and faculty. Open Educational Resources greatly reduce the cost of attendance for all students and can have a positive impact on the accessibility of higher education to individuals in stressed economic conditions, particularly those from under-represented groups. During the 2020 COVID-19 pandemic, the need for electronic, open educational resources became increasingly apparent as classes were moved online.

ACRL's Position

ACRL supports legislation that makes college textbooks affordable, having most recently joined with 13 other organizations in March 2022 to [support](#) the Affordable College Textbook Act upon its reintroduction to Congress. This legislation's aim at equity of access to higher education reflects ACRL's values. Under the aegis of the proposed legislation, ACRL also supports continued funding for the Open Textbook Pilot Program.

Links to More Information

Affordable College Textbook Act

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

[SPARC Description](#)

[SPARC Fact Sheet](#)

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

Open Textbook Pilot Programs

[Program Award Age \(U.S. Department of Education\)](#)

[SPARC Description](#)

[LibreTexts Project at UC Davis \(Funded Through the Open Textbook Pilot Program\)](#)

Other OER Information

[Babson Survey Research Group National Survey on OER Adoption](#)

[“Open Educational Resources and College Textbook Choices: A Review of Research on Efficacy and Perceptions.”](#) *Educational Technology Research and Development* 64, p. 573–590 (2016).

SPARC, [“Leveraging OER to Meet Student Basic Needs with COVID Relief Dollars.”](#)

4. Consumer data privacy

Background

Consumer data privacy deals with the right of consumers to be aware and in control of how their personal data is being used and sold by online companies. Article VII of the [Library Bill of Rights](#) states “Libraries should advocate for, educate about, and protect people’s privacy, safeguarding all library use data, including personally identifiable information.” States have been working on consumer data privacy laws, such as Colorado, which passed [Protections for Consumer Data Privacy](#), and California, which passed the [California Consumer Privacy Act](#), and Virginia, which passed the [Consumer Data Protection Act](#). The California Consumer Privacy Act requires companies to provide consumers with three primary rights: 1) A consumer has a right to know what information a business is collecting and selling, 2) Consumers have the right to opt out of the sale of consumer’s information, 3) In certain circumstances, gives consumers the right to request that a business delete their information.

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

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

- [The American Data Dissemination \(ADD\) Act](#) was introduced in the U.S. Senate January 2019 and requires the Federal Trade Commission to recommend legislative action to impose privacy requirements on providers of Internet services, such as restrict a provider from disclosing a user's records, provide a user with the right to access and correct records, establish practices for the collection and maintenance of records, and exempt certain small providers from regulations' requirements.
- [Social Media Privacy Protection and Consumer Rights Act](#) was introduced in the U.S. Senate January 2019 and is intended to protect the privacy of users of social media and online platforms.
- [Protecting Consumer Information Act](#) was introduced in the U.S. House of Representatives January 2019 and requires the Federal Trade Commission to review protections of customer information against cyber threats. The bill includes provisions related to investigations, enforcement, and regulations that apply to consumer reporting agencies.
- [A bill to amend the Children's Online Privacy Protection Act of 1998 to strengthen protections relating to the online collection, use, and disclosure of personal information of children and minors, and for other purposes](#), was introduced to the U.S. Senate March 2019.

Current Status

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

USCDPA would:

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

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

In March 2019, Vicky Ludas Orlofsky wrote on the [ALA Intellectual Freedom Blog](#): “the issue of consumer data privacy is still very much in flux. While states continue to work independently, it remains to be seen whether a federal privacy bill will be passed this year and, if so, what it will look like.” Although this was written toward the beginning of 2019, it still very much applies in 2022.

Impact on Academic Libraries

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

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

ACRL’s Position

ACRL supports legislation that upholds the individual’s right to privacy, which has long been an issue of interest and advocacy for the library community because it values the principles of free speech, inquiry, personal rights, and open government. The ongoing concern over the erosion of individual privacy and predatorial online data mining practices warrants attention, engagement, and advocacy for government protections of the individual’s right to privacy.

Links to More information

[CRS Report-Data Protection Law: An Overview \(3/25/2019\)](#)

[ALA Intellectual Freedom Blog-Consumer Data Privacy and the Federal Government \(3/27/2019\)](#)

[Chairman Wicker’s Discussion Draft The United States Consumer Data Privacy Act \(12/3/2019\)](#)
[U.S. Federal Policy Perspectives on the EDUCAUSE 2020 Top 10 IT Issues](#)

5. Public access to federally funded research

Background

Several federal agencies have established guidelines for increasing access to the results of research funded through their grant programs. These include the National Science Foundation [Public Access Initiative](#) and their current guidelines [document](#) outlining requirements of grant recipients for access, and also the National Institutes of Health [Public Access Policy](#), which requires funded research to be placed into [PubMed Central](#).

The Biden administration elevated the Director of the White House Office of Science and Technology Policy (OSTP) to a cabinet-level position. Biden has voiced strong support for open access and open data policy in the past, most notably at a 2016 address to the American Association for Cancer Research. A White House executive order mandating public access to federally funded research would be a significant development in making research open and accessible to all.

In February 2020, OSTP, in conjunction with the National Science and Technology Council's (NSTC) Subcommittee on Open Science (SOS), issued a Request for Information (RFI) from stakeholders to gather input on a potential executive order "ensuring broad public access to the peer-reviewed scholarly publications, data, and code that result from federally funded scientific research." In April 2020, ALA and ACRL issued a response to the OSTP RFI, which describes the current model of restricted access as the "most significant limitation to the effective communication of research outputs, which acts as a barrier to scientific advancement and inhibits U.S. global leadership." The response outlines ALA and ACRL's position that open access to publicly funded research should be immediate and permanent. The response states that providing immediate and permanent open access to publicly funded research is necessary to ensure that the United States "retains its place as a leader in scientific innovation and development." The response cites examples from the current COVID-19 pandemic and characterizes open access as necessary to "improve the responsiveness of the scientific community and reduce the consequences for all subsequent disease outbreaks." The response also discusses the economic impact of open access and cites European studies which find significant economic benefit to providing public access to new research. The ALA/ACRL response concludes, "To advance scientific progress, student learning, U.S. global leadership and competitiveness, and quick and informed response to health threats such as COVID-19, we urge the Administration to provide for immediate open access to taxpayer-funded research."

The [Fair Access to Science and Technology Research Act \(FASTR\)](#) was the last bill intended to create a comprehensive mandate for all federal agencies and departments to preserve and make publicly available publicly funded research. The Federal Research Public Access Act (FRPAA), the predecessor to FASTR, was first introduced in 2006 and reintroduced during several subsequent legislative sessions usually with strong bipartisan support. It also received widespread support among library, higher education, advocacy, and funding organizations with a commitment to increased openness to all results of sponsored research, including both published articles and research data.

New comprehensive legislation needs to cover both, with reuse rights and immediate access (no embargoes). In addition to data gathered during the research process, access should include any code, software, algorithms, and computational tools that were developed and are necessary to perform that validation.

Current Status

On January 26, 2022, the House released H.R. 4521, its version of the [America COMPETES Act of 2022](#), with significant differences from the Senate-approved [S. 1260, U.S. Innovation and Competition Act \(USICA\)](#). While the Senate version includes a provision on public access to federally funded research, which would codify the OSTP order to extend NIH procedures to all agencies, the House bill does not. ACRL and ALA are monitoring this legislation through their membership in the [Open Access Working Group \(OAWG\)](#). The legislation was moved to conference committee, where differences are intended to be reconciled. On March 31, 2022, 12 members of OAWG, including ACRL and ALA, [asked Congressional leaders](#) to retain language ensuring that taxpayers are guaranteed timely, free access to the results of publicly funded research. The letter asks that this provision (Section 2527 in USICA) be retained during conference negotiations between the House and Senate.

Impact on Academic Libraries

Federal policy mandating open access for publicly funded research would require U.S. academic libraries to commit resources for faculty outreach and education. Librarians would likely play a large role in helping researchers understand the new requirements and their options for compliance. A federal open access policy could initiate the development of new approaches to the ways in which campuses track, manage, and report their research outputs and data. A mandate might also require institutions to commit new library resources or reshape existing resources if campuses see sharp increases in institutional repository submissions, find that researchers have new or rekindled interest in hosting open access publications, or find that there is a need for additional funds to pay article processing fees.

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

ACRL's Position

ACRL supports legislation to expand public access to federally funded research. Specifically, ACRL notes the difference between *public access*, in which a copy of an article in any format might be made accessible, and *open access*, in which an article is made available in a machine-readable format so that it can be processed and can contribute to large data sets derived from many scholarly papers. ACRL is committed to open access to all research outputs consistent with policies of other countries and supports open data policies providing access to research data in its raw form.

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

ACRL must take a proactive stance on pending federal legislation and, along with ALA and OAWG, engage with advocates in strategic states to speak with federal legislators in key offices and Congressional committees.

Links to More Information

[White House OSTP RFI](#)

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

[SPARC Response to the RFI](#)

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

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

[SPARC Statement on a U.S. National Open Access Policy](#)

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

6. Accessible Instructional Materials in Higher Education Act (AIM HIGH)

Background

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

AIM HIGH will establish an independent commission to:

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

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

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

AIM HIGH is supported by the National Federation of the Blind (NFB), the Association of American Publishers (AAP), the Software and Information Industry Association (SIIA), the American Council on Education (ACE), EDUCAUSE, and other leading higher education

associations, as well as groups such as the National Center for Learning Disabilities and the Association of University Centers on Disabilities.

On March 5, 2020, during the 116th Congress, Bill Cassidy (D-LA) reintroduced [S. 3410](#), AIM HIGH Act. It had only one cosponsor, Bob Casey (D-PA). On December 5, 2019, David Roe (R-TN) reintroduced [H.R. 5312](#), AIM HIGH Act. More than 40 cosponsors from both parties added their names to the bill but it did not advance. The bill would have created a commission to develop voluntary guidelines for postsecondary electronic instruction materials and related technologies. The Department of Education would review and update the voluntary guidelines, pilot testing framework, and information technology standards every five years.

Current Status

No legislation on accessible instructional materials has been introduced in the 117th Congress.

Impact on Academic Libraries

The ACRL [Standards for Distance Learning Library Services](#) specifically address the need for services, facilities, equipment, and technological infrastructures that provide equitable access to all researchers, including those with physical and cognitive disabilities.

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

ACRL’s position

ACRL is committed to open and equitable access to high-quality scholarly information resources, including accessibility by those with disabilities. Establishing guidelines to leverage technological tools to deliver digital content will ensure the accessibility of instructional materials to all user groups.

Links to more information

Accessible Instructional Materials in Higher Education Act (AIM HIGH Act)

[Text of S. 3410](#)

[Text of H. 5312](#)

[Text of S. 3095](#)

Article in [Inside Higher Ed](#) (April 2021)

Article in [Educause Review](#) (November 2020)

[Elizabeth Warren speaks in support of AIM High](#) (January 2020)

Brief Article in [Inside Higher Ed](#) (December 2019)

Article in [Braille Monitor](#) (March 2017)

Article in [EDUCAUSE Review](#) (September 2016)

7. Federal funding for higher education

Background

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

In a 2020 [letter to Congress](#), the American Council on Education (ACE) has identified no less than \$120 billion in pandemic-related expenses and lost revenue impacting students and institutions of higher learning. Since the onset of the pandemic, enrollment has dropped 3.3% at four-year institutions, and as much as 9.5% in the community college sector. International student enrollment is down by 43%, and the wider economic consequences of the pandemic are disproportionately affecting low-income and traditionally marginalized communities, where enrollments are down as much as 16%.

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

[As noted by ALA](#), Equity, Diversity, and Inclusion are fundamental values of the association and its members. Similarly ACRL's [core commitment](#) creates diverse and inclusive communities in the Association and in academic and research libraries, as stated in ACRL's [strategic plan](#).

Current status

Several new laws are providing COVID-19 relief to colleges and universities. On March 27, 2020, Congress passed the Coronavirus Aid, Relief, and Economic Security Act (CARES), [Public Law 116-136](#). This bill allotted \$2.2 trillion to provide economic aid to Americans impacted by the pandemic. Of that \$2.2 trillion, about \$14 billion was given to the Office of Postsecondary Education to create the Higher Education Emergency Relief Fund (HEERF). This grant provided money to specific institutions that met [certain requirements](#), such as participating Title IV schools, Historically Black Colleges and Universities (HCBUs), minority serving institutions, and others.

On December 27, 2020, additional funding was allocated to create the Higher Education Emergency Relief Fund II (HEERF II) through the Coronavirus Response and Relief Supplemental Appropriations Act 2021 (CRRSAA), [Public Law 116-260](#). This provided an additional \$81.88 billion to higher education systems and expanded the eligibility requirements to include [additional categories](#) for supporting student aid for public and nonprofit institutions.

On March 11, 2021, the Higher Education Emergency Relief Fund III (HEERF III) was authorized by the American Rescue Plan, [Public Law 117-2](#), and was signed into effect providing \$39.6 billion to support institutions in higher education. [Details of the funding](#) provide information on eligibility requirements, yet experts and higher education institutions reported that the aid fell short of actual need.

In response to the pandemic's exacerbating effects on the student debt crisis, [President Biden extended a pause on all student debt payments and collections](#) through August 31, 2022. Interest on these loans will also be held at 0% during this pause. Members of Congress have introduced several bills and resolutions in an effort to cut down on the amount of debt that Americans shoulder. Some of these include: V.E.T Student Loans Act ([H.R. 5097](#)), Student Loan Forgiveness for Frontline Health Workers Act ([H.R. 2418](#)), and Debt-Free College Act of 2021 ([H.R. 2804](#)). Most recently, a resolution was introduced to the House ([H.R. 100](#)) and Senate ([S.R. 46](#)) called on the President of the United States to take executive action to broadly cancel up to \$50,000 in federal loan debt. Yet, the Biden Administration has only [affected changes](#) to programs for Public Service Loan Forgiveness ([PSLF](#)) and income-driven repayment plans (IDR), which affect specific populations with student loan debt.

Impact on academic libraries

Academic libraries are currently positioned to experience collateral fallout of the student loan crisis. With the multidecade downward trend of public funding for colleges and universities, these institutions are forced to rely increasingly on tuition dollars as their main source of funding. Experts note this has led to the rapidly increasing costs of higher education, which in turn feeds the student debt crisis. Taken as a whole, this system of educational finance is unsustainable. Further, with the compounding effects of the COVID-19 pandemic on student debt repayment, universities should expect continued downward trends in enrollment. As tuition revenues drop, libraries have traditionally shouldered a disproportionate burden of institutional funding cuts. Therefore, any governmental action on student debt forgiveness, or the expansion of funding for educational access, which can bolster enrollment will help libraries maintain funding. Importantly, libraries will want to remain active in these conversations, as any well-meaning legislation that seeks to limit tuition rates resulting in significant funding cuts for libraries.

ACRL's position

ACRL supports increased federal funding for higher education, seeing equitable access as foundational to the work of our association and its members. The COVID-19 pandemic has dramatically affected university operating budgets, often seeing libraries at the forefront of budget cuts. Any additional higher educational funding can help libraries expand new initiatives and purchase more diverse collections to support programs. ACRL also supports student loan debt forgiveness in order to create more equitable access to higher education.

Links to more information

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

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

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

8. Environmental impact of data centers

Background

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

The 117th Congress has not yet proposed any bill that would address the environmental impact of data centers in the United States. And while previous congressional movement on this issue has been limited, a few pieces of legislation are worth noting. The Energy Efficient Government Technology Act ([H.R.1420](#)) set forth requirements aimed at increasing the energy efficiency of information technologies and data centers within the federal government. In September 2019, this bill passed in the House and was routed to the Senate's Committee on Energy and Natural Resources, who recommended the legislation pass in the Senate without amendment via [S. Rept. 116-145](#). While no further action was taken on this particular bill, minimal elements were incorporated into Division Z (Energy Act of 2020) of the Consolidated Appropriations Act of 2021 ([H.R. 133](#)) and signed into law by the President Trump in December 2020. It is important to note that these statutes only seek to establish energy efficiency standards for federally owned/operated data centers. The broader environment of privately operated data centers remains unaddressed by Congress.

Impact on academic libraries

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

ACRL's position

ACRL and its members are concerned about the environmental sustainability of Internet technologies, particularly significant energy inefficiencies of data center infrastructures and the negative impact they create through the use of nonrenewable energy sources.

Links to more information

[United States Data Center Energy Usage Report](#)
[The Environmental Footprint of Data Centers in the United States](#)
[Recalibrating Global Data Center Energy-use Estimates](#)
[Europe Edges Closer to Green Data Center Laws](#)
[ICYMI: What They're Saying About the Energy Act of 2020](#)

9. Watchlist

There are additional policy issues of great concern to academic librarians that are not included above because there is no pending legislation, because new bills were introduced during the creation of this legislative agenda, or action is not likely in the current legislative session. Should issues on the watchlist become active, ACRL will advocate for the best interests of academic and research libraries by relying on past precedent and current analysis.

a. Changes to federal copyright laws (SMART Copyright Act of 2022)

Following earlier discussion drafts, on March 17, 2022, Senator Thom Tillis (R-NC), chairman of the Senate Judiciary Committee on Intellectual Property, introduced [S. 3880](#), “Strengthening Measures to Advance Rights Technologies Copyright Act of 2022” or the “SMART Copyright Act of 2022.” The bill, cosponsored by Patrick Leahy (D-VT), suggests sweeping changes to the safe harbors for online service providers contained in the Section 512 of the Digital Millennium Copyright Act. These changes would threaten libraries’ ability to provide Internet access and would lead to increased filtering, limiting free speech and fair use rights. The Library Copyright Alliance, a partnership between ACRL, ALA, and the Association of Research Libraries (ARL), opposes this legislation and issued [a statement on March 24, 2022](#). The Author’s Alliance, which [also opposes the bill](#), believes that “because 2022 is an election year, [it has been speculated](#) that the SMART Act of 2022 is unlikely to pass during this legislative session.” As [Leahy is planning to retire](#), Tillis will need to find a new cosponsor to reintroduce the bill in a future legislative session.

b. Federal Depository Library Program (FDLP) Modernization Act

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

Congress may pass legislation to update internal policies and operations at the GPO. As of February 2021, the GPO began soliciting feedback and comment on an updated version of proposed changes to Title 44 of the U.S. Code.

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

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

With the culmination of the 2020 elections, a series of proposed bills was sent to the chambers regarding DACA and immigration policy in general. As recently as December 17, 2020, Senator Catherine Cortez Masto (D-NV) introduced [S.5055](#), a Senate bill emphasizing among other things the protection of immigrant families and promotion of citizenship. On January 20, 2021, the White House released a Memorandum for the Attorney General and the Secretary of Homeland Security, titled [Preserving and Fortifying Deferred Action for Childhood Arrivals \(DACA\)](#). On March 3, 2021, Rep. Lucille Roybal-Allard (D-CA) introduced H.R. 6, [The American Dream and Promise Act](#), a bill to provide certain undocumented noncitizens with a path to receive permanent resident status. This bill contains other provisions for immigrants, including the cancellation of removal policies and adjustment of status for certain noncitizens.

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

ACRL Legislative Agenda 2022

Assembled by the ACRL Government Relations Committee:

Erik Nordberg, Chair – The University of Tennessee-Martin

Mark Offtermatt, Vice-Chair – Navajo Technical University

Daniel Cardwell – Hillsborough Community College

Dan DeSanto – University of Vermont

Angela Hackstadt – University at Albany, State University of New York

H Pedelty – University of Iowa

Hallie Pritchett – North Dakota State University

Raymond Pun – Stanford University

Kaitlyn Tanis – University of Delaware

Kevin Walker – The University of Alabama

Carrie Dunham-LaGree – Drake University, ex-officio Member

Jacquelyn Bryant – Community College of Philadelphia, ACRL Board liaison

Kara Malenfant – ACRL staff liaison

With generous support provided by:

Ann-Christe Galloway – ACRL production editor

Virtual Votes: Spring Board 2022 Proceedings

ACRL AC22 Doc 2.5

[illegible]

Virtual Votes: 2021 Fall Executive Committee Meeting

	A	B	C	D	E	F	G	H	I
1	First	Last	Do you approve the 2021 ACRL Fall Executive Committee proceedings?						
2	Julie	Garrison	Yes						
3	Carolyn	Allen	Yes						
4	Erin	Ellis	Yes						
5	Jacquelyn	Bryant	Yes						
6	Jon	Cawthorne	Yes						

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Board of Directors Action Form Request to Establish an ACRL Task Force

To: ACRL Board of Directors

Subject: Request to establish the National Student Engagement Survey Information Literacy
Module Review Task Force

Submitted by: Merinda Kaye Hensley, ACRL NSSE IL Module Task Force, Chair

Date submitted: 5/26/22

Background

Original charge of the task force: To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021.

The Task Force has worked for the past two years (2020-2022) to investigate the background of the NSSE Information Literacy Module, gathered feedback from the community that has participated in the survey (2014-2020), invited several experts to talk about the survey module and student learning assessment, and drafted new module questions based on our processes. The newly revised module will be piloted by NSSE in Spring 2023. The TF is asking for a 2-year extension, with an updated charge.

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

Proposed Name, Charge & Tasks

- **Proposed name:** National Student Engagement Survey Information Literacy Module Review Task Force (same as original)
- **Proposed charge:** To work with the National Survey of Student Engagement (NSSE) staff to finalize the new version of the Information Literacy Module and perform engagement and outreach to membership and relevant higher education groups.
- **Specific tasks (optional):**
 1. Work on creating educational materials;
 2. Perform outreach to invested stakeholders;
 3. Complete analyses on the pilot data after summer 2023 and make final changes to the module;
 4. Report out on the data to ACRL membership and selected higher education groups; and
 5. The task force will explore proposing a new position within the Liaison's Assembly to assist with outreach to a specific higher education group (TBD).

Proposed Membership

Task Force Membership: The TF is grateful to the members for their dedicated work the past two years. Moving forward, two members will step down and we request that ACRL re-appoint four continuing members of the task force and to appoint three new members to take on the additional work as proposed. Recommendations have formally been forwarded to the ACRL Vice President, ACRL Board Liaison, and Staff Liaison.

Timeline for completion of work

- Date interim report is due: June 30, 2023
- Date final report is due: June 30, 2024

Stakeholders

The Task Force consulted a variety of members involved in administering the NSSE IL module on their campuses through a survey and a focus group as well as worked closely with representatives from NSSE. For additional details, see Doc 2.7a: ACRL NSSE Task Force – Report to the Board, Spring 2022.

Fiscal and Staffing Impact

None

Action Recommended

That the ACRL Board of Directors approves appointing the next iteration of the NSSE Information Literacy Module Review Task Force for 2022-2024 with an updated charge in order to complete the outreach activities as outlined in the final report (see Doc 2.7a).

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☒ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☐ **Equity, Diversity & Inclusion**

Goal: TBD

☐ **Enabling Programs and Services**

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

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

To: ACRL Board of Directors

From: National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force

<http://www.ala.org/acrl/aboutacrl/directoryofleadership/taskforces/acr-tfnsse>

Subject: Final Task Force Report for Spring 2022 Board Meeting

Date: May 16, 2022

Attachment A for ACRL Board Action Form

TASK FORCE MEMBERSHIP:

- Merinda Kaye Hensley (Chair, July 1, 2020, to June 30, 2022)
- Ellysa Stern Cahoy (Member, July 1, 2020, to June 30, 2022)
- Carrie Forbes (Member, July 1, 2020, to June 30, 2022)
- Craig Gibson (Member, July 1, 2020, to June 30, 2022)
- Maoria Kirker (Member, July 1, 2020, to June 30, 2022)
- Mrs. Jennifer E. Knieval (Member, July 1, 2020, to June 30, 2022)
- Ms. Kim Copenhaver (Board Liaison, July 1, 2020, to June 30, 2022)
- Mary Jane Petrowski (Staff Liaison, July 1, 2020, to June 30, 2022)

CHARGE: To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comment on the analysis of the data by August 2021.

National Survey of Student Engagement (2014-2020)

[Experiences with Information Literacy Topical Module](#)

From the NSSE site: Developed in collaboration with college and university librarians, this module asks students about their use of information and how much their instructors emphasized the proper use of information sources. This module complements questions on the core survey about higher-order learning and how much writing students do. [This module was suspended in 2021]

Original IL Module Survey Questions:

https://survey.indiana.edu/nsse/survey/2020/test/top_inl/1/edit.cfm?sectionList=top_inl,closing&packaged=true

[Two hundred thirty-eight institutions](#) participated in the IL module from 2014-2020.

The Task Force submitted an interim report to the Board on November 6, 2020.

The TF worked closely with two members of the NSSE Team, Kevin Fosnacht and Angie Miller.

TIMELINE

- The TF met 24 times between July 1, 2020 - May 9, 2022 with two additional meetings scheduled before our appointments conclude on June 30, 2022.

- Jennifer Knieval stepped down in spring 2022 due to an institutional commitment.
- The Task Force completed background work, July 2020 - January 2021.
- January 2021: The TF ran an online survey of the NSSE IL module participating institutions (2014-2020) with 40 total responses. See Appendix A for the survey questions.
- 4/21/21: Melanie Hawks conducted a follow-up focus group via Zoom with six participants. See Appendix B for the focus group questions.
- 4/1/21: The TF was led in conversation by Craig Gibson who wrote a white paper, "[Rethinking Student Engagement and Information Literacy](#)," to help the TF think more broadly about issues related to student engagement.
- 4/26/21: The TF met with Gena Parsons-Diamond (ACRL Program Officer) who presented on ACRL's Project Outcome. The TF was interested in comparing the various assessments that information literacy librarians might use in order to better understand where NSSE data might fit in.
- 5/24/21: The TF met with Ashley Finley (Vice President of Strategic Planning and Partnerships & Senior Advisor to the President, Association of American Colleges and Universities) in conversation regarding how librarians can participate and inform campus-wide assessment efforts.
- 8/16/22: The TF had a conversation with Maori Kirker (Task Force Member) who presented an analysis on current de-identified NSSE data (2014-2020).
- Fall 2021: The TF worked with the NSSE representative to draft a new version of the IL module which included saving some of the original questions, editing some of the previous questions, and adding new questions based on the TF's work to date (inc. the survey, the focus group, our readings, and several conversations with outside consultants). The questions went through several iterations and included discussion of alignment with the ACRL Framework.
- January 2021 - February 2022: The TF and NSSE representative performed an exercise to align the overarching NSSE survey with revised IL module questions, compared the previous module questions to the newly revised questions and made minor edits, and mapped the ACRL Framework to the draft questions.
- March 2022 - summer 2022: The TF submitted final draft IL module questions to NSSE for their review process which will, if approved by NSSE, include a pilot of the survey in Fall 2022. The process consists of several iterations of staff review and cognitive interviews with students to test the draft IL module questions.
- The new module will be piloted by NSSE in spring 2023 and data will be available for analyses at the end of summer 2023.

ITEMS FOR CONSIDERATION FOR THE BOARD

Given that uptake of the module has been a challenge in the past, we recommend the following:

1. Approve the Task Force to continue its work for another 2-year cycle with appointment of 2-3 additional members with the understanding that the TF will build on its momentum to work on the next stage of this project.
2. As a FY23 expense (Sept. 1, 2022 – August 2023), the TF would like to look to liaisons grant funding for four committee members to attend four library and higher education

- conferences in order to engage with the community about the importance of information literacy and student assessment. Four conferences at \$1500/each = \$6,000
3. NSSE will run a pilot of the IL module in Fall 2022 and the TF will use its prior knowledge to work with a representative from NSSE to potentially revise the questions and prepare for administration in Spring 2023.
 4. Year 1: Create educational materials and outreach including institutions that have used the IL module in the past
 - a. Construct outreach opportunities tailored to specific stakeholders e.g., ACRL membership in order to raise awareness on the background of the NSSE survey and why it's important, what changes have been made and promote understanding of the IL module so that librarians can better participate in campus-wide assessment efforts on student learning.
 - b. Propose a session for ACRL 2023 on how librarians can participate in campus-wide assessment conversations and how to utilize data from the NSSE IL module.
 - c. Perform outreach to membership when IL module is ready to pilot in order to share the TF's process of revisions and discuss updates to the IL module as well as to give colleagues a heads up that their institution could participate.
 - d. Create instructional/educational materials including guides, tutorials, etc. on several topics: 1. the best ways to use NSSE for assessment 2. show NSSE question alignment to the ACRL Framework and 3. demonstrate how NSSE is different from other standardized assessments (e.g., SAILS, TATIL).
 5. Year 2: Data analyses and reporting
 - a. Write an article for *C&RL News* on changes to NSSE IL module and results from pilot.
 - b. Explore the possibility of making the aggregate data available in ACRL Benchmark and/or Project Outcome.
 - c. Conduct research on the pilot data and prepare an article to be submitted to *College and Research Libraries* comparing the data from the first (2014-2020) and second (2023) iterations of the IL module including outlining the TF's revision process.
 - d. Present the results of pilot data at various library and higher ed conferences.

RESOURCES

NSSE module questions:

https://survey.indiana.edu/nsse/survey/2020/test/top_inl/1/edit.cfm?sectionList=top_inl,closing&packaged=true

NSSE definition of high impact practices: <https://nsse.indiana.edu/nsse/survey-instruments/high-impact-practices.html>

High impact practices: <https://www.aacu.org/node/4084>

Fosnacht, K. (2020). Information Literacy's Influence on Undergraduates' Learning and Development: Results from a Large Multi-institutional Study. *College & Research Libraries*, 81(2), 272. doi:<https://doi.org/10.5860/crl.81.2.272>

Submitted by Merinda Kaye Hensley, ACRL NSSE Task Force, Chair, 5/16/22

APPENDIX A: Survey

1. What was your role in the administration of the NSSE information literacy module? Please briefly explain how you were involved in the process.
2. How satisfied were you with the results of the NSSE information literacy module?
3. What aspects of the NSSE information literacy module could be improved?
4. How have you used the NSSE information literacy data or how are you planning on using the data?
5. Would you be willing to participate in a focus group or individual interview (up to 90 minutes) on your experiences with using the NSSE information literacy module data?
6. Would you be interested in participating in a future research project comparing NSSE information literacy data across multiple institutions?
7. Is there another employee at your institution (outside of the library) who you would recommend we talk with concerning NSSE data? If so, please provide their name and contact information below.

APPENDIX B: Focus Group Questions

Responses were used to inform revisions to the NSSE IL module; individual comments were not identified. Melanie did send a final report to the Task Force.

Question 1: The survey you took earlier this year asked, "How have you used the NSSE information literacy data or how are you planning on using the data?" I want to take a step back from that and ask you to talk about why you need data about information literacy, regardless of the source. How does (or would) having data about information literacy help you? What does (or would) it allow you to do?

Question 2: Let's explore this idea of how you might use data a little further, thinking specifically about the NSSE survey. Imagine that it's 2022 and you've just gotten the results of the latest NSSE survey. The data you've gotten is exactly the kind of data you need. What types of things have you learned from the survey?

Question 3: Some respondents to the ACRL survey stated that they thought the NSSE survey should address students' critical thinking skills in relation to information literacy. What would that look like? What types of questions would give you useful data about students' critical thinking skills?

Question 4: Some respondents to the ACRL survey stated that they thought the NSSE survey should be updated to reflect the ACRL Framework for Information Literacy. What do you see as the potential benefits of this type of change? Potential drawbacks or challenges?

Question 5: Some respondents to the ACRL survey expressed a desire for the NSSE survey to specifically ask students about their interactions with librarians/library staff, as well as their interactions with instructors. What would that look like? What types of questions would give you useful data about the library's role in student information literacy?

Question 6: I'm going to ask each of you to imagine that you have been asked to craft one question for the NSSE survey that will help you the most. Take a few moments to think of your question, and when I prompt you, please write it in the chat.

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Board of Directors Action Form Request to Establish an ACRL Task Force

To: ACRL Board of Directors

Subject: Request to extend the ACRL/ALA/ARL IPEDS Advisory Task Force term and revised charge

Submitted by: Mary Jane Petrowski, ACRL Associate Director

Date submitted: May 18, 2022

Background

In 2015 ACRL, ALA, and ARL formed a joint advisory working group to advise the director of the IPEDS Academic Library Component regarding improvements to IPEDS definitions and to update the academic library community on changes. At that time ACRL President Karen Williams informed the Board of the creation of the informal working group. The initial working group developed many recommendations regarding definitional issues and responses to questions raised by the academic library community, all of which were accepted by IPEDS and implemented in the 2015 and 2016 survey cycles. Although the advisory working group completed its original charge as of July 28, 2016, the group identified additional issues requiring further deliberation including usage of electronic serials, shared collections, institutional repositories, and working with the Bureau of Labor Statistics to modify job categories for academic librarians. In November 2016 ARL and ACRL agreed that this informal group should keep working together to continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in line with current library practices. Representatives from ACRL, ALA, and ARL were asked to continue through 2019. As this group was informal, it is not transparent to the members that there was an official group, so the ACRL Board formally created this task force in FY17. Definitions for e-serials and e-serial usage were integrated into the 2019-2020 survey and changes were made to how librarians were counted, a significant improvement over past surveys.

The ACRL Board approved a two-year extension of the Task Force in April 2019 through 2022, to align with the OMB review cycle. The charge has been updated to reflect the new work of the Task Force as well as the time frame. Although there have been discussions about shifting responsibility for the IPEDS Academic Library Component to IMLS, such a change would not happen before 2025.

The following principles guide the work of the Advisory Task Force:

- The Advisory Task Force works to ensure that IPEDS Academic Library Survey data will be collected in a way that is not overly burdensome to library staff who report the data.
- The revised definition(s) and FAQ will yield data that are useful for benchmarking among academic libraries.
- The resulting data will be useful for parents and students conducting college comparisons and research into institutions of interest.

Name, Charge & Tasks

- **Name:** ACRL/ALA/ARL IPEDS Advisory Task Force
- **Charge:** To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in line with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2021-24 survey cycles; to address definitional issues surrounding the nuances of shared print and electronic collections; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.

Membership

- ACRL and ARL will appoint co-chairs to lead the Advisory Task Force. There will be no vice chairs or past co-chairs.
- The Advisory Task Force has 12 members including ARL and ACRL staff liaisons, the IPEDS Academic Libraries Component director, the director of the ALA Library and Research Center, and six additional members, three of which will be appointed by ACRL and ARL, respectively.
- The senior director of research and analytics will serve as the ARL staff liaison.
- Advisory Task Force co-chairs and members are selected through a combination of purposeful selection of representatives from all Carnegie classifications and subject matter experts in the focus area of the task force and in response to a call for interest issued by ACRL and ARL, respectively.

Terms

- The Advisory Task Force is renewable at the conclusion of year three.
- Co-chairs and Advisory Task Force members serve three-year terms.
- Staff liaisons from ACRL and ARL serve on the committee.

Timeline for completion of work

- **Date interim report is due:** 2023 ALA Annual Conference (June 2023)
- **Date final report is due:** 2025 ALA Annual Conference (June 2025)

Action Recommended

That the ACRL Board of Directors approves the extension of ACRL/ALA/ARL IPEDS Advisory division-level task force through 2025 with the updated charge to reflect the extended time period.

Strategic Goal Area Supported

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

☒ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

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

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Dissolving the Michigan MLA Chapter

Submitted by: Lauren Carlton, Program Officer ACRL, lcarlton@ala.org

Date submitted: June 8, 2022

Background

The representative of the Michigan MLA Chapter reached out to staff to request the designation of their chapter. The rep stated in a December 2021 email: *"Michigan has 2 chapters (one through MLA since 1974, and one through the Michigan Academic Library Association – MiALA since 2015). This seems very duplicative, and we recognize that MLA has not been an active chapter for some time. We want to make sure that the work of the ACRL chapter is accomplished based on your guidelines/by-laws/duties, and we believe that MiALA is the best organization for this work."*

We are requesting that the ACRL Board vote to dissolve the ACRL Michigan MLA Chapter.

According to ACRL's [Guide to Policies and Procedures](#), Chapter 5.1:

"A chapter's affiliation may be dissolved at its request by the Board and its affiliation will be dissolved if the chapter becomes inactive or fails to comply with bylaws provisions regarding chapters. (Source: *ACRL Board, June 1998*)"

Chapter 5.3 [Retaining chapter affiliate status](#), also has relevant information:

"ACRL chapters are completely autonomous. They may (1) adopt bylaws governing officers, membership meetings, committees, and other matters; (2) develop and implement their own programs, requesting assistance from the ACRL Executive Director; (3) establish criteria for dues and membership; or (4) develop a newsletter or engage in other activity in order to improve communication within the membership. Chapters shall either incorporate or belong to a state association that is incorporated within one year of their recognition by ACRL."

Stakeholders

Deborah E. Mikula, Executive Director, Michigan Library Association, advised that the Michigan Library Association board of directors voted in December 2021 to approve the dissolution of the ACRL Michigan

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● Page 1

MLA Chapter. Mikula stated that MLA would like to notify MiALA of the dissolution pending ACRL Board approval.

Fiscal and Staffing Impact

ACRL will no longer budget annual funding for the chapter's reimbursement request, and staff time will no longer be needed to maintain the chapter records. If approved, staff will update membership materials and the online Directory of Leadership.

Action Recommended

That the ACRL Board of Directors dissolves the ACRL Michigan MLA Chapter.

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

ACRL AC22 (makeup meeting) Doc 2.10

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Companion Document to the ACRL Framework for Information Literacy for Higher Education: Science, Technology, Engineering and Mathematics

Submitted by: Amy Dye-Reeves, ACRL Standards Committee Chair

CC: Sammie Johnson, ACRL Information Literacy Frameworks and Standards Committee Chair

Date submitted: July 11, 2022

Background

The STS IL Framework Task Force (STS FTF) was appointed in March 2018 with the charge of revising the 2005 ACRL "Information Literacy Standards for Science and Technology." The STS FTF began their work by reviewing the environment around the existing and former documents guiding information literacy (IL) development in the STEM disciplines. Research and documents in the existing STEM IL Lit Review, as well as sub-discipline standards and guidelines, and new research related to STEM and IL development in higher education were all considered.

Simultaneous to this work, the STS FTF also administered a survey to a variety of stakeholders, including the STS membership, the STS Liaison committee, affiliated library and information organizations supporting the STEM disciplines, and STEM professional, research, and higher education organizations. This survey addressed the perception and use of the general Framework in the STEM disciplines, IL skill development and needs, and IL teaching and learning environments, including campus collaborations and task forces.

The task force incorporated information gathered through the survey into a draft of the new Framework Companion Document and held a series of seven online, open-discussion fora, as well as encouraging participation in online surveys to provide feedback. Additional feedback was gathered from an announcement in the STS newsletter and from a variety of science librarians and professional

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ACRL AC22 (makeup meeting) Doc 2.10

organizations along with disciplinary and information literacy experts. Additional details on the feedback process are available in the attached Standards Transmittal Form (Doc 2.10b).

Feedback was incorporated into a final draft of the document which was approved by the STS Executive Committee. The ACRL Information Literacy Standards and Frameworks Committee (ILFSC) reviewed the document and provided feedback to the task force. The task force revised the document based on the feedback and ILFSC voted to move it forward to the ACRL Standards Committee in May 2022. The Standards Committee considered the recommendation of ILFSC and approved the “Companion Document to the ACRL Framework for Information Literacy for Higher Education: Science, Technology, Engineering and Mathematics” (Doc 2.10a) in June 2022.

Actions Recommended

That the ACRL Board of Directors approves the “Companion Document to the ACRL Framework for Information Literacy for Higher Education: Science, Technology, Engineering and Mathematics” as a revision of the 2005 “Information Literacy Standards for Science and Technology.”

Strategic Goal Area Supported

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

☐

Value of Academic Libraries

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

☒

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☐

Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐

Above recommendation moved

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

ACRL AC22 (makeup meeting) Doc 2.10

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

**Companion Document to the Framework for Information Literacy for Higher Education:
Science, Technology, Engineering and Mathematics**

Table of Contents

Introduction

Goals and Objectives

Key Terms

Notes

Authority Is Constructed and Contextual

Information Creation as a Process

Information Has Value

Research as Inquiry

Scholarship as Conversation

Searching as Strategic Exploration

STS IL Framework Task Force

Appendix I

Process for the Creation and Revision of the STS IL Framework for Information Literacy in
Higher Education

Appendix II

Sources Consulted

Introduction

Goals and Objectives

Science, technology, engineering, and mathematics (STEM) disciplines require that students demonstrate information fluency not only in written research assignments and collaborative projects, but also in unique and complex information creation areas such as experimentation, computer modeling, design, and mechanical drawing visualizations. The objective of this document is to provide a framework that science, engineering, and technology librarians, their faculty collaborators, and other educational stakeholders can use and customize to align with local information-literacy-related instruction and assessment in an academic setting, as well as for lifelong learning.

Our goal is to create a learner-centered *Framework for Information Literacy* situated in the context of science and technology. This document exists in relationship to the general ACRL *Framework for Information Literacy*, while extending, adding, or contextualizing the frames, knowledge practices, and dispositions through a science lens. This includes the unique considerations required for advancing equity and justice in both the discipline of the sciences, as well as the local and global impact of the sciences. This *Framework* can be readily used by STEM educators to conceptualize information literacy in the disciplines, and by librarians and others to understand how information literacy might look in STEM fields. These groups will be able to use the Science and Technology *Framework* to tie information literacy into the context of their institution's mission, to help guide their information literacy-related instruction, to be incorporated in curricula, syllabi, and assignments, and to assess student progress at the undergraduate, graduate, and professional levels.

The STS *Framework*:

- Opens the way for librarians, faculty, and other institutional partners to redesign instruction sessions, assignments, courses, and curricula in the sciences.
- Assists STEM librarians to bridge their information literacy expertise to STEM faculty's disciplinary expertise
- Connects information literacy explicitly with STEM student success initiatives; - Informs collaboration on pedagogical research and involves students

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themselves in that research in a disciplinary context.

- Helps create wider conversations about student information literacy learning, the scholarship of teaching and learning, and the assessment of learning on local campuses and beyond.
- Positions students to create new knowledge in their domain of expertise, and critically approach science and technology problems in daily life.

Key Terms

Novice & Expert - Used to describe the relative experience of Information Literacy learners (as opposed to disciplinary experience). Note that experts are still treated as learners.

Knowledge Practices - The Information Literacy learner learns these skills and understands these are ways to ideally operate (see also *Framework for Information Literacy for Higher Education*, Note 5, pg. 9).

Dispositions - The Information Literacy learner incorporates these things as routine habits (see also *Framework for Information Literacy for Higher Education*, Note 6, pg. 9).

Notes

1. This document is written as a companion to the *Framework for Information Literacy for Higher Education* (the Framework) for the ACRL Science and Technologies Section. While there is some duplication for clarity, it is generally avoided for brevity. The two documents are meant to complement each other, and knowledge of the *Framework* is assumed.
2. The primary audience for this document is higher-education librarians who work with Science and Technologies disciplines.
3. The format selected replicates that of the *Framework* for ease of reference. As with the *Framework*, this is not a prescriptive document. The frames are presented alphabetically. While the order of Knowledge Practices and Dispositions listed is not random, no relative importance should be placed on teaching or designing learning outcomes based on the order presented. Nor is it intended that these be taught in any

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particular order. The intent is that librarians will work with concepts and skills based on the class, course, or institutional curricular need.

4. Each frame is designed to be read in its entirety. The narrative portion offers an overview, and the Knowledge Practices and Dispositions support and contextualize the narrative. As with the *Framework*, these are not exhaustive, and libraries may find it appropriate to develop specific outcomes to serve local needs.
5. This is meant to be a living document. The ideas and concepts within it should be continually evaluated and challenged. Through deeper understanding this document can be consistently improved, and IL librarianship in science and technology fields pushed forward.

Authority Is Constructed and Contextual

Authorities in science, engineering, and technology traditionally rely on evidence-based, reproducible research using the scientific method. However, it's important to recognize authority's constructed nature and be able to use critical thinking and information skills to dissect claims to authority to assess whether they are well founded, and that authority in one area does not necessarily convey authority on every subject or in every context.

Authority is traditionally conferred based on a scaffolded series of scholarship and training within higher education (e.g., BS - MS - PhD), wherein junior researchers learn from more experienced senior research faculty in order to formally join the scientific community. However, authority within science and technology can also be gained by experience and knowledge outside of traditional higher education, such as in employment in a related field; personal pursuit; and traditional, ancestral, or community knowledge, with such informal authorities contributing to the growing community science movement. Authority in science and technology is largely based on western-centric systems of scientific communication and privileges certain voices over others. Western academics operate within a system of tenure and reappointment that prioritize publication in high-impact and often English-language journals, which perpetuates those contexts of authority. Novice learners may depend on these markers of authority in their introduction to information in the field, while expert learners will consider the context, systems of power, and limitations to different definitions of authority in a broader way.

Knowledge Practices

Learners who are developing their information literate abilities:

- define different types of authority in the sciences, including scholarship, societal position, or special experience, including those not as often acknowledged outside of traditional Western systems (e.g., publication in journals);
- use indicators in determining authority, including recognizing the complexity of the value of listing author credentials (e.g., PhD) and affiliations in published information to help determine traditional academic signs of credibility;
- understand the role, as well as limitations, of high-impact journals within a scientific field or discipline;
- acknowledge that the scientific community exists in part to verify and check one another's work through standardized practices such as the peer-review process,

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replication studies, comments on pre-prints, and editorial materials on published work;

- understand that authorities in science and technology share information in a variety of formal and informal formats and mediums;
- correctly cite others' work and build on research practices from experts in the field while also developing their own authority within the discipline;
- recognize that science is a community that functions to connect experts in a field with one another and share that information with the general public, knowing that the information gained from scientific research has wide impacts on daily life;
- know there is authority in effectively applying STEM knowledge to solve problems or design something that works; and
- understand that markers of authority change and shift over time, both personal (e.g., as a person develops expertise, authority might become more granular) & historical (e.g., engineering moving from an apprenticeship model to a degree-based model).

Dispositions

Learners who are developing their information literate abilities:

- understand that scientific consensus is based on the existing body of evidence, using review and evidence synthesis publications to gain an idea of that consensus, while also recognizing that some areas of research may not have reached consensus and that there is controversy within science;
- are motivated to find authoritative sources, whether subscription or open, recognizing that authority may be conferred or manifested in unexpected ways;
- dissect claims to authority to assess whether they are well-founded for the context in which they are made;
- critically approach published research for bias, flaws in methodology or data analysis, and identify funding sources and other potential conflicts of interest;
- value updates, corrections, and retractions as part of the iterative process of scientific knowledge creation;
- value the approaches that members of non-hegemonic scientific communities (community science, Indigenous knowledge, etc.) may apply to assess or evaluate authority; have the humility to seek out and learn these methods of

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evaluation when appropriate; and

- understand that Western systems of authority are impacted by the structure of tenure and reappointment in academia (e.g., number of publications in high impact journals).

Information Creation as a Process

In the sciences, format denotes many things to an experienced user, including authority, stage of project, process, and credibility. While the dominant format in science remains the published peer-reviewed research article, scientists have taken advantage of the digital age to challenge traditional publishing practices, resulting in new processes and formats.

In STEM disciplines, the research/design lifecycle may result in different information products (e.g., data sets, code, models, plans, mathematical proofs, presentations, prototypes, articles, patents, reports, practitioner guidelines, reviews/meta-analyses) at different parts of a single research project or in science industry and design work (e.g., engineering). Expert learners recognize how each kind of information is created, reviewed, and disseminated, the stage in a project in which the information was created, and the audience it is created for. Expert learners seek out information products that fit their information needs and may look for multiple formats related to one project.

There are different kinds of organizations that create and disseminate STEM information, both in professional spaces (e.g., academic, government, professional organizations, scholarly societies, medical, industry, community science) and more broadly in society (e.g., traditional and social media). These organizations may rely on different kinds of information creation processes resulting in varying products that were created for different information needs. While novice learners may rely on more traditional formats and processes, advanced learners start to develop a deeper understanding of creation processes relevant to their work and discipline and participate in creating information in those formats. Expert learners place varying value on information depending on its creation process, and Western STEM disciplines have traditionally prioritized peer review over other modes of communication; non-Western cultural models may place more value with other information products or products at other stages of creation. Expert learners may start to challenge traditional information creation processes in order to increase speed of transmission, equitable access, and other problematic aspects of traditional modes of STEM communication, for example, the use of pre-prints, or dissemination through social media. Part of the creation process is picking a mode of dissemination, which experts realize affects the access and impact of their work.

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Finally, the dominant information creation process for STEM disciplines is based in western-centric traditions of sharing information and often favors majority groups and disadvantages those not in the dominant group. Expert learners recognize the ways in which non-majority voices may be marginalized and disadvantaged by the traditional process of creating and sharing information and take actions to address these inequalities.

Knowledge Practices

Learners who are developing their information literate abilities:

- describe the traditional and emerging processes of information creation and dissemination in STEM disciplines;
- articulate the capabilities and constraints of information developed through various creation processes, especially with regard to creation processes specific to STEM information;
- reflect on disciplinary or cultural traditions or biases that affect how different kinds of information are perceived; and
- develop, in their own creation processes, an understanding that their choices impact the purposes for which the information product will be used, the message it conveys, and the audience that may have access to it.

Dispositions

Learners who are developing their information literate abilities:

- understand that peer-reviewed articles are often, in Western tradition, considered the most credible form of communication in STEM, but other more open and immediate formats such as preprints or social media are valuable in their speed and breadth of dissemination;
- are aware that scientists must communicate information to a wide variety of audiences via different formats and voices or communication styles and select the format that best fits the audience they want to reach;
- are inclined to evaluate the advantages and disadvantages of various information creation processes and formats, in multiple cultural traditions.

Information Has Value

The production, dissemination, and application of scientific information is a complex ecosystem, in which power, monetary resources, and social capital influence how that information is accessed, used, and shared.

Science communities are both active and passive participants in the information economy. Scientists use information as a tool to solve scientific, medical, and technological problems. Novice learners will participate in this process through valuing the property and information generated by others. Novice learners will also be aware of constraints imposed by cost or availability of information; as they develop in their information and disciplinary practices, they will gain understanding of the forces behind barriers to access. As active participants in the information economy, expert users act as agents for the value of their own information, possessing and practicing knowledge of intellectual property, copyright, and the complicated aspects of the commodification of information they generate. Scientists are also affected by the larger structures of commodified information, as these systems impact research agendas, funding availability, and the larger scientific discourse.

Knowledge Practices

Learners who are developing their information literate abilities:

- give credit to the original ideas of others through proper attribution and citation, including non-traditional formats such as social media, code, data sets, government information, and etc.;
- understand that intellectual property is a legal and social construct that varies by culture and scientific discipline;
- articulate the purpose and distinguishing characteristics of copyright, fair use, open access, and the public domain within the sciences;
- understand how and why some individuals or groups of individuals may be underrepresented or systematically marginalized within the structures that produce and disseminate information, recognizing that scientific literature is usually the result of funded experimentation and that some populations, regions of the world, and disciplines are more able to fund research than others;
- understand that without regular access to published scientific literature it can be

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difficult to conduct research and publish in turn;

- decide where and how their information is published, realizing that some journals in the sciences are considered core, that metrics and alt-metrics can reflect this, and that publishing decisions for scholars in higher education are often made in view of tenure and promotion requirements;
- understand how the commodification of their personal information and online interactions affects the information they receive and the information they produce or disseminate online, including issues related to privacy;
- operate with an awareness of the impact the scientific information they generate has on the larger information systems of the discipline and the communities beyond;
- consider how Open Access impacts the perceived “value” (cost, time, effort) of different stages of the publishing cycle;
- understand that the value of information is based on cultural norms and world views as well as the commodification of intellectual effort and time investment of an individual, community, or organization such as traditional knowledge, industry standards, patents, and disciplinary frameworks;
- Understand that information products, such as articles, databases, and patents, have a cost, but that cost does not directly reflect the value of the information (the labor of creation, the labor of production, or vendor inflation); and
- Recognize that an information ecosystem exists, which can be used to support or exploit library, academic, and research work in furthering science.

Dispositions

Learners who are developing their information literate abilities:

- respect the original ideas of others;
- balance the value of open science with respect for privacy, cultural valuation of knowledge, and protection of vulnerable populations and places;
- value transparency in research to advance the scientific agenda;
- are inclined to examine their own information privilege and incorporate actions to address it;
- value each role in the research and publication process, with an awareness of how power asserts itself in research and resulting publication credit;
- use discipline and culturally specific forms of information such as patents, standards, protocols, and procedures appropriate to the value and role the information plays in the

scholarship of the field.

Research as Inquiry

The iterative nature of research mirrors that of the scientific process, in which new inquiries are scaffolded upon existing research, and the questions raised through this work leads to even more questions to explore.

In STEM fields, the iterative nature of research is fundamental and well understood by experts but is equally sometimes concealed by popular notions of scientific certainty and traditional pedagogies of science that have focused on memorization and facts. Reframing scientific research as inquiry can pose a challenge to novice learners who have primarily written reports or performed labs that “work” or “don’t work,” but the notion that scientific research is a process of continual exploration and refinement is foundational to expert participation in science.

Expert learners see inquiry as a process that focuses on problems or questions in a discipline or between disciplines that are open or unresolved. Expert learners recognize the collaborative effort within a discipline to extend the knowledge in that field, which is particularly intense in the sciences where researchers ranging from just two to thousands may serve as topical experts in a collaborative project. This effort is also present in the design and prototyping process in technical disciplines such as engineering and computer science. Many times, this process includes points of disagreement where debate and dialogue work to deepen the conversations around knowledge, although this disagreement or debate may be somewhat cloaked in the scientific language. This process of inquiry extends beyond the academic world to the community at large, and the process of inquiry may focus upon personal (for example, seeking health information), professional (for example, seeking appropriate mathematical or statistical analyses to ground a decision), or societal (for example, understanding rates of neighborhood exposure to chemical pollutants) needs. This exploration, then, can happen in multiple scientific and technological arenas including academia, industry and professional organizations, community science and broader society. The spectrum of inquiry ranges from asking simple questions that depend upon basic recapitulation of knowledge (what species belong in a local pollinator garden?) to increasingly sophisticated abilities to refine research questions (how to use fluid dynamics to understand blood flow in designing an artificial organ), use more advanced research methods, and explore more diverse disciplinary perspectives. Science education often relies on recapitulation of knowledge in early collegiate years and articulating this as an initial form of inquiry is important to help novice learners bridge into expertise. Novice learners acquire strategic perspectives on inquiry and a greater repertoire of investigative

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methods. As they progress toward expertise, learners value asking research questions without assumptions; that rather than trying to find some sources that “prove me right,” they use the literature to discover new paths of inquiry and explore their research question, building on the research that has come before.

The inquiry process both in information literacy and in science and technology research and design is based on a Western tradition of asking questions. Expert learners understand that there are other traditions in which inquiry is approached differently in other ways of knowing and learning, and that there are benefits to different approaches.

Knowledge Practices

Learners who are developing their information literate abilities:

- recognize that the scientific consensus is based on existing evidence which may change over time;
- monitor gathered information and assess for gaps or weaknesses that are opportunities for further investigation;
- synthesize ideas gathered from multiple sources; whether that be by synthesizing published research in new ways (literature reviews, meta-analysis), reusing data to build new models or answer new questions, or conducting empirical or observational research (primary research articles);
- seek multiple perspectives during information gathering and assessment, including those from non-dominant or non-Western traditions, including ethical, global, economic, environmental, and social perspectives;
- reconcile information drawn at various stages of the information creation process such as raw data, pre-prints, and published research;
- draw reasonable conclusions based on the analysis and interpretation of information;
- pose questions and seek appropriate help when needed; and
- acknowledge non-Western and/or indigenous approaches to scientific inquiry and knowledge gathering during the research process.

Dispositions

Learners who are developing their information literate abilities:

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- consider research as open-ended exploration and engagement with information, understanding that the occasional emphasis on recapitulation of knowledge is a base from which to build more complex inquiries;
- appreciate that both foundational and novel questions may be disruptive, and both are important to research;
- value intellectual curiosity in developing questions and learning new investigative methods;
- maintain an open mind and a critical stance, understanding that the objective tone of scientific writing can conceal critical debate and discussion;
- demonstrate intellectual humility (i.e., recognize their own intellectual or experiential limitations);
- approach scientific inquiry with persistence, adaptability, and flexibility, recognizing that ambiguity and iterative approaches can benefit the research process;
- adapt continuously to new information throughout the research process;
- recognize an ethical responsibility as a practitioner to consider implications of research questions and answers on society as a whole; and
- in doing the above, exhibit and exemplify the principles of scientific research and technical design and prototyping mirrored in their information research.

Scholarship as Conversation

Science communities engage in conversation giving rise to new discoveries across scholarly, research, and industry applications, using both prior and emerging discourses from a diversity of disciplines and approaches.

The scholarly conversation in the sciences is both established and in flux. A well-established system of peer-reviewed journal and conference publications coexists alongside emerging practices, such as data and code publication, and new forms of communication, such as open peer review, preprint servers, and post-publication peer review. Novice learners begin their participation in these practices in mostly passive ways but develop more active and authoritative voices as they become more comfortable with the scholarly conventions of the field. Expert STEM researchers have learned to understand the established system and appropriately deploy new practices as well. This scientific discourse also takes place beyond academic and research institutions, flourishing in communities of practice like industry, government, or other organizations. Recognition, participation, and valuing of these conversations is essential to the scholarly scientific discourse.

Knowledge Practices

Learners who are developing their information literate abilities:

- effectively read and get needed information from established written scientific formats and learn to judge the quality of that information in the context of other voices in the scholarly conversation;
- follow the scholarly conversation through time by properly citing the contribution of others in their own work and new scholarly products;
- contribute to scholarly and/or professional conversation at an appropriate level and in venues valued by their discipline and community of practice, such as local online group, guided discussion, undergraduate research journal, conference presentation/poster session;
- identify the contribution that particular articles, books, and other scholarly pieces make to disciplinary knowledge, whether those are foundational paradigm shifts or incremental advances;
- summarize the changes in scholarly perspective over time on a particular topic within a specific discipline;

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- recognize that a given scholarly work may not represent the only or even the majority perspective on the issue; and
- establish an appropriate level of authorial presence to demonstrate active participation in the scholarly conversation of their discipline.

Dispositions

Learners who are developing their information literate abilities:

- recognize that the conversation includes debate and controversy;
- seek out conversations taking place in their research and/or professional area, as well as relevant research beyond their specific discipline;
- understand the responsibility that comes with entering the conversation through participatory channels, which includes valuing disciplinary ethical standards for creating and disseminating information, academic integrity, and conflicts of interest;
- critically consider disciplinary and systemic barriers to participation in scholarly conversation; and
- acknowledge barriers in access to the products of scholarly conversation affects the conversational possibilities for and by governments, organizations, businesses, and the general public.

Searching as Strategic Exploration

The nonlinear and iterative aspect of searching for information is an essential aspect of many models of inquiry in STEM and requires not only selecting the best sources from a range of options, but also an understanding of the information structures within STEM fields across knowledge systems.

Exploratory and iterative search is part of the scientific method, the engineering design process, and the Traditional Ecological Knowledge (TEK) model. Complex research questions or design problems can be broken down into core concepts and the relationships between them identified. It is important to learn specific jargons and taxonomies of multiple disciplines and epistemologies (including TEK) to be able to effectively search for information.

As science, technology, engineering, and math become more interdisciplinary and multidisciplinary, developing a contextualized, complex skill set for searching is increasingly important. Experts understand the importance of being strategic and expansive in searching for relevant information sources. Novice learners may search a limited, familiar set of resources, while experts may search more broadly and deeply to determine the most appropriate information within the project scope. Likewise, novice learners tend to use few search strategies, while experts select from various search strategies, depending on the sources, scope, and context of the information need. This includes being able to transition between discipline-specific jargon, incorporate culturally specific concepts, multilingual search terms, and embracing curiosity when searching.

Knowledge Practices

Learners who are developing their information literate abilities:

- identify interested parties, such as scholars, organizations, governments, industries, community experts, and those with experiential knowledge who might create or hold information about a topic; and then determine how to access that information;
- understand how information systems (i.e., collections of recorded information and oral traditions) are organized in order to access relevant information; learners use critical thinking skills to navigate curated data information systems; and
- use different types of searching language such as controlled vocabulary, keywords, natural language, and specified language for the field (including

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chemical compounds and patents);

- recognize that scientific literature is filled with jargon that must be understood in order to search effectively, and that a strong search may require professional or scholarly jargon as well as common names;
- manage searching processes and results effectively, understanding how to interpret data, diagrams, and other schematics in ways that stay true to the information; and
- design and refine needs and search strategies as necessary, based on search results.

Dispositions

Learners who are developing their information literate abilities:

- integrates transferable strategies and knowledge into future searches;
- understand that first attempts at searching do not always produce adequate results, and that searching is a process just as any other form of research, and may take multiple attempts and also a variety of search terms and criteria in both scientific and common as well as structured and natural language;
- assess the scope of their information need and seek sources in accordance with that need (e.g., a search for proof of concept, versus a search across the literature to author a systematic review);
- realize that information sources vary greatly in content and format and have varying relevance and value, depending on the needs and nature of the search; and
- seek guidance from experts, such as librarians, community experts, researchers, and professionals.

STS IL Framework Task Force

Carl O. DiNardo - Co-Chair

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Allison B. Brungard - Slippery Rock University of Pennsylvania

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Appendix I

Process for the Creation and Revision of the STS IL Framework for Information Literacy in Higher Education

Following the Association of College and Research Libraries' Information Literacy Frameworks and Standards Committee (ILFSC) "Checklist for Developing and Reviewing Framework Companion Documents," the STS IL Framework Task Force (STS FTF) was appointed in March 2018. The STS FTF began their work by reviewing the environment around the existing and former documents guiding information literacy (IL) development in the STEM disciplines. Research and documents in the existing STEM IL Lit Review, as well as sub-discipline standards and guidelines, and new research related to STEM and IL development in higher education were all considered. This also included the disciplinary work around threshold concepts indexed by Meyer and Land on their Threshold Concepts website (<https://www.ee.ucl.ac.uk/~mflanaga/thresholds.html#spectop>).

Simultaneous to this work, the STS FTF also administered a survey to a variety of stakeholders, including the STS membership, the STS Liaison committee, affiliated library and information organizations supporting the STEM disciplines, and STEM professional, research, and higher education organizations. This survey addressed the perception and use of the general Framework in the STEM disciplines, IL skill development and needs, and IL teaching and learning environments, including campus collaborations and task forces.

Once this information was gathered and collated, the STS FTW drafted the document objectives and goals. The STS FTW then drafted a single frame, "Scholarship as Conversation," to set the tone and format of the document. Following the drafting and review of this frame, the STS FTF worked in pairs to draft each of the five remaining frames; the frames were reviewed as a whole, and then the pairs "rotated" to a new frame to incorporate feedback and discussion notes. Once the entire Framework was drafted, a subteam of editors reviewed and standardized each of the frames. The final first was completed and shared with the larger STS membership and stakeholder groups.

Concurrent with publicly releasing the first draft, the Task Force announced a series of seven online, open-discussion fora, as well as encouraging participation in online surveys to provide

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feedback. The forum sessions were recorded and transcribed for later review, and notes were taken during each of these meetings. Different members of the task force were present at each session, with the two co-chairs attending all of them.

The surveys, made available at the draft release, remained open for one week following the conclusion of the final forum. At that time, the task force began critically reviewing the feedback by looking for common themes and major points raised in the surveys and in our discussion notes. To facilitate this, Voyant was employed to analyze much of the qualitative data. the STS FTF was split into teams to focus and work on individual frames (two per team), armed with the results of the qualitative analysis of the feedback.

A kanban-style master list of changes to be reviewed and either incorporated or rejected was kept, and as teams dealt with critical feedback, items were checked off the list. When this work was completed, the co-chairs made several global changes for consistency and style. Finally, the task force returned to review the document as a whole.

The document was then submitted to the STS Executive Council for review and approval. The STS Council reviewed and voted to approve the document on July 16, 2021.

Appendix II

Sources Consulted

Association of College and Research Libraries Science and Technology Section- Information Literacy Committee. "Information Literacy Literature Review." Information Literacy Resources. <http://iue.libguides.com/STS-informationliteracyresources>

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Townsend, L., Brunetti, K., & Hofer, A. R. Threshold concepts and information literacy. *portal: Libraries and the Academy*, 11, no. 3 (2011): 853-869. [doi:10.1353/pla.2011.0030](https://doi.org/10.1353/pla.2011.0030).

Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

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

Title of Standard, Guideline, or Framework:

Companion Document to the Framework for Information Literacy for Higher Education:
Science, Technology, Engineering and Mathematics

Section or Committee Submitting:

Science and Technology Section

Submitting Section or Committee Chairperson:

Britt Foster and Carl DiNardo

Date of Previous Version:

2005 ([Information Literacy Standards for Science and Technology](#))

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

- ☐ Published in *C&RL News*, date: The draft and call for comment was not distributed via *C&RL News*, but published in the STS Section Research Guide as an alternative
- ☒ Disseminated on email distribution lists, (give list names and dates):

See attached list

- ☐ Published in Section newsletter, date: Spring 2021 (Volume 36, no. 1)
- ☒ Public hearing held [**optional**], date:

Introductory Open Forum: April 27, 2021
Authority is Constructed and Contextual: April 30, 2021
Information Creation as Process: May 5, 2021
Information has Value: May 13, 2021
Research as Inquiry: May 21, 2021
Scholarship as Conversation: May 26, 2021
Searching as Strategic Exploration: May 31, 2021

- ☐ Letters to "experts" requesting comments, (list names and dates): The Task Force conducted extensive solicitation of feedback not just from science librarians, but also, from disciplinary and information literacy experts, to the point where we did not feel direct solicitation of comments from

individuals was necessary.

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

See attached list

☐ Others (please list):

Date Approved by Section executive committee (if applicable):

July 16, 2021

Date Approved by Information Literacy Standards and Frameworks Committee:

May 17, 2022

Date Approved by Standards Committee:

June 10, 2022

Date Approved by ACRL Board:

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

C&RL News by:

Other (please list)

Professional and Disciplinary Listservs (same as attached list): Task Force co-chairs

STS Committees will distribute to various STS platforms as relevant, including the STS IL website and the STS IL LibGuide. The STS Information Literacy committee, Conference Planning committee, and Hot Topics committees are currently in discussions for programming for STS members to promote, discuss, and implement the *STS Framework* into their work.

ACRL STS Framework Task Force

Initial Survey Distribution List

Library Organizations

Council on Botanical and Horticultural Libraries (CBHL)

<http://www.cbhl.net/>

International Association of Aquatic and Marine Science Libraries and Information Centers (IAMSLIC)

<http://www.iamslc.org/>

International Association of Technological University Libraries (IATUL)

- Special Interest Group for Information Literacy (SIG IL)
<https://www.iatul.org/services/special-interest-groups/sig-il>

Medical Library Association (MLA)

- Information Literacy in Medical Education Special Interest Group
<http://www.mlanet.org/page/special-interest-groups-landing-page>

Special Library Association (SLA)

- Physics – Astronomy – Math Division (PAM)
<http://pam.sla1.org/>
- Special Library Association (SLA) Science – Technology Division (SciTech)
<http://scitech.sla1.org/>

United States Agricultural Information Network (USAIN)

<https://usain.org/>

Faculty/Teaching Associations

American Association of Chemistry Teachers (AACT) [K-12 only]

<https://teachchemistry.org/>

American Association of Physics Teachers (AAPT)

<http://aapt.org/index.cfm>

Association for Science Teacher Education (ASTE)

<https://theaste.org/>

National Association for Research in Science Teaching (NARST)

<https://www.narst.org/>

National Association of Biology Teachers (NABT)

<https://nabt.org/>

National Association of Geoscience Teachers (NSGT)

<https://nagt.org/index.html>

National Council of Teachers of Mathematics (NCTM)

<https://www.nctm.org/>

National Science Teachers Association (NSTA)

<http://www.nsta.org/>

Society for College Science Teachers (NCST)

<http://www.scst.org/>

Science Organizations

American Association for the Advancement of Science (AAAS)

- Information, Computing, and Communication Section (Section T)
<https://www.aaas.org/Section-T>

American Chemical Society (ACS)

- Chemical Information Section (CINF)
<http://www.acscinf.org/>

American Institute of Biological Sciences (AIBS)

<https://www.aibs.org/home/index.html>

American Physical Society (APS)

- Forum on Education (FEEd)
<https://www.aps.org/units/fed/index.cfm>

American Public Health Association (APHA)

<https://www.apha.org/>

American Society of Engineering Education (ASEE)

- Engineering Libraries Division (ELD)
<https://sites.asee.org/eld/>

Association for Information Science and Technology (ASIS&T)

- Information Needs, Seeking and Use Special Interest Group (USE)
<https://www.asist.org/groups/information-needs-seeking-and-use-use/>

Geoscience Information Society (GSIS)

<http://www.geoinfo.org/>

Institute of Electrical and Electronic Engineers (IEEE)

- Education Society (EdSoc)
<http://ieee-edusociety.org/>

March for Science

<https://www.marchforscience.com/>

National Center for Science Education

<https://ncse.com/>

Next Generation Science Standards

<http://www.nextgenscience.org/>

Accrediting Organizations

Accreditation Board for Engineering and Technology, Inc. (ABET)

<http://www.abet.org/>

Middle States Association of Colleges and Schools (MSA)

<http://www.msche.org>

National Environmental Health Science and Protection Accreditation Council (EHAC)

<http://www.ehacoffice.org>

New England Association of Schools and Colleges – Commission on Institutions of Higher Education (NEASC)

<http://www.neasc.org>

North Central Association of Schools and Colleges – Higher Learning Commission (NCA-HLC)

<http://www.ncahigherlearningcommission.org>

Northwest Association of Schools, Colleges and Universities (NWCCU)

<http://www.nwccu.org>

SACS: Southern Association of Colleges and Schools (SACS)

<http://www.sacscoc.org>

Western Association of Schools and Colleges (WASC –ACSCU)

<http://www.wascweb.org>

First Draft Distribution

Email lists

Distributed April 5, 2021

ALA/ACRL lists

- ACRL Assessment Discussion Group
- ACRL Framework for Information Literacy for Higher Education
- ILI-L Discussion List
- ACRL Science & Technology Section Discussion

Other org lists

- Council on Botanical and Horticultural Libraries (CBHL)
- United States Agricultural Information Network (USAIN)
- International Association of Aquatic and Marine Science Libraries and Information Centers (IAMSLIC)
- Medical Library Association (MLA): Information Literacy in Medical Education Special Interest Group
- Special Library Association (SLA): Physics – Astronomy – Math Division (PAM)
- Special Library Association (SLA): Science – Technology Division (SciTech)
- Special Library Association (SLA): Academic Division
- American Society for Engineering Education (ASEE): Engineering Libraries Division (ELD)
- Philadelphia Area Science Librarians (PASTEL)
- Chemistry Information (CHMINF-L)
- American Association of Health Sciences Libraries (AAHSL)
- State/Regional Organizations
 - Michigan Academic Library Association (MIALA) STEM IG
 - Michigan Health Sciences Library Association (MHSLA)

[ACRL STS IL Framework LibGuide](#)

Open Fora Events and Dates

Event Description	Date
Introductory Open Forum	April 27, 2021
Authority is Constructed and Contextual	April 30, 2021
Information Creation as Process	May 5, 2021
Information Has Value	May 13, 2021
Research as Inquiry	May 21, 2021
Scholarship as Conversation	May 26, 2021
Searching as Strategic Exploration	May 31, 2021



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

Preamble

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

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

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

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

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

Timeless Core Ideology

Core Purpose

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

Core Organizational Values

ACRL is committed to:

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

Core Commitment

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

Long-term Envisioned Future Vision

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

Vivid Description of a Desired Future

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

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Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:

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

Student Learning

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

Proposed Objectives:

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

Research and Scholarly Environment

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

Proposed Objectives:

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

New Roles and Changing Landscapes

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

Objectives:

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



ACRL Diversity Alliance Taskforce Final Report

Written by: José Aguiñaga and Annie Bélanger, Co-Chairs

Updated: June 3, 2022

Building on the work of the first Diversity Alliance Taskforce and its founding members, we have worked to fulfill our charge while centering the resident's experiences. This report outlines the culmination of the efforts of the current taskforce members. In fulfilling our charge, we acknowledge the need to have a standing committee oversee and advance the work of the Diversity Alliance and its associated programs.

Reporting on Our Charge

Charge 1 - Develop best practices checklists for leaders and organizational readiness for top organizational leaders (Deans, Directors) who commit to join, support and create residency positions through the DA. This checklist can be agreed upon as leaders join the DA annually.

- Adopted the Residency Interest Group (RIG) - [RIG Toolkit's](#) pre-residency checklist (starts on page 7 of toolkit)
- Delivered a public endorsement of the toolkit
- Hosted a RIG webinar on the toolkit

Needed from the Board: No formal Board action needed.

Charge 2 - Explore program assessment to identify the goals of these residencies and if member institutions are meeting them?

- Finalized goals for residency programs and the Diversity Alliance:
“In order to unite academic libraries committed to racial equity in their hiring and retention practices of qualified and talented individuals from underrepresented racial and ethnic groups, the Diversity Alliance fosters the:
 1. Increased adoption of inclusive employment and onboarding practices
 2. Development of inclusive healthy workplace cultures that support BIPOC colleagues
 3. Creation of paid positions with no required years of experience through early career diversity residencies and graduate student practicums
 4. Advancement of career path development of BIPOC early professionals
 5. Building of professional network connections for BIPOC individuals
 6. Retention of BIPOC librarians and archivists in the profession
 7. Commitment of library leaders to the advancement of inclusive leadership and access to the profession”
- Adopted the RIG Toolkit Residency Support Survey (starts on page 24 of the toolkit)
- Recommend use of the ALA Equity Scorecard to assess progress toward an inclusive culture

- Acknowledge the upcoming findings of the RIG Survey
- See Charge 5 Environmental Scan for more information on the impact of residencies

Needed from the Board: Approval of the updated goals (Doc 5.4) - Formal Board action to approve updated goals of the Diversity Alliance

Charge 3 - Develop leadership pledge; along with the signed letter of commitment, each leader must sign a leadership pledge.

- Updated the letter of commitment
 - Included a leadership pledge as part of the letter :
 - Support efforts to get a permanent job
 - Ensure additional mentoring and scaffolding for what may be 1st professional position
 - Engage with the residents as part of the residencies
 - Enable local service opportunities
 - Commit to travel support
 - Ensure ongoing training for the organization around DEI-A

Needed from the Board: Approval of the updated letter and associated leadership pledge (Doc 5.2) - Formal Board action to approve revised letter of commitment

Charge 4 - Develop member resources, including Diversity, Equity and Inclusion and organizational culture checklist; Coordinators, training for human resource professionals and department heads; Institutions who create residencies should identify travel support for residents; Clearinghouse for information, schedules and best practices for Mentors/Coordinators; Link institutional efforts through Skill type and other virtual platforms.

- *Develop member resources, including Diversity, Equity and Inclusion and organizational culture checklist;*
 - Adopted pre-residency checklist for institutions from the RIG Toolkit
- *Coordinators, training for human resource professionals and department heads;*
 - Adopted RIG Toolkit Guidelines for Establishing a Mentorship Program (starts on page 14 of the Toolkit)
 - Hosted a series of Coordinator calls and facilitated meetings
 - Delivered a webinar on Inclusive Hiring of Residents
- *Institutions who create residencies should identify travel funding for residents*
 - Updated letter to include this stipulation
- *Clearinghouse for information, schedules and best practices for Mentors/Coordinators;*
 - Updated of the [Diversity Alliance LibGuide](#) with samples from institutions to identify 'best practices ones'
- *Link institutional efforts through Skilltype and other virtual platforms.*
 - Explored the possibility of Skilltype connecting residents across their clients platform to promote engagement, scholarship creation, and networking
 - Recommend the standing committee continue this exploration

Needed from the Board: No formal Board action needed.

Charge 5 - Submit a report to the ACRL Board on the impact of residencies on the professional, and include stories of post-residency positions and surveys.

- Completed an environmental scan, including:
 - Conducted a survey on what institutions have changed about their hiring and retention practices as a result of what was learned through residency programs
 - Completed a literature review on residencies research
- Crafted a report on the environmental scan
- Identified a need for further research

Needed from the Board: Acceptance of the Environmental Scan report (Doc 7.0) - No formal Board action needed to accept report.

Charge 6 - Explore if/how institutions unable to create residencies can be members of the DA through contributing to equity, diversity and inclusion (EDI) in other ways and, if possible, articulate the criteria that would allow them to become members of the DA.

- Drafted membership levels that include commitments to building an inclusive culture as well as pre-career and early-career paid working experiences for individuals from underrepresented racial and ethnic groups

Needed from the Board: Approval of membership levels (Doc 5.1) - Formal Board action to approve the membership levels

Additional Charge shared verbally at 2021 Board meeting - Define the future of the Diversity Alliance beyond the Taskforce

- Drafted a recommendation for a standing committee to ensure stable oversight for continued progress of the Diversity Alliance and its associated programs

Needed from the Board: Approval of a new standing committee (Doc 6.0) - Formal Board action to approve the new standing committee charge

Related Documents to Completing Our Charge

- Charge 1, 3, and 4 - RIG Toolkit: <https://hdl.handle.net/2022/26808>
- Charge 2 - ACRL Diversity Alliance Goals (Doc 5.4)
- Charge 3 - Updated Commitment Letter (Doc 5.2)
- Charge 4 - ACRL Diversity Alliance LibGuide: <https://acrl.libguides.com/da>
- Charge 5 - Environmental Scan Report (Doc 7.0)
- Charge 6 - ACRL Diversity Alliance Membership 'Levels' (Supported at April 2022 Board Meeting) (Doc 5.1)
- Additional charge - ACRL Diversity Alliance Standing Committee Recommendation (Doc 6.0)

Association of College & Research Libraries
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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Diversity Alliance program updates

Submitted by: José Aguiñaga & Annie Bélanger, co-chair, ACRL Diversity Alliance Task Force

Date submitted: May 19, 2022

Background

The ACRL Diversity Alliance Task Force (DATF) was charged with identifying “criteria and process for Diversity Alliance membership in the absence of a residency program” (Charge item 6). To this end, the DATF investigated options that might expand membership beyond large R1 institutions that have the capacity to offer Diversity Residencies. The Diversity Alliance Membership Levels (Doc 7.1) proposes one Foundational Commitment Level for institutions who are working to build an inclusive culture, and two Bridge Commitment Levels: Pre-Career BIPOC experiences (Practicums) for MLIS/MLS graduate students and Early Career BIPOC experiences (Diversity Residencies).

The membership proposal should be considered in relation to the future of the Diversity Alliance governance.

See accompanying proposal ACRL DA Membership Levels Proposal (Doc 5.1) and updated Letter of Commitment (Doc 5.2).

If approved, staff will update the Diversity Alliance membership with the following goals, which reflect the values of the proposed levels and letter of commitment:

In order to unite academic libraries committed to racial equity in their hiring and retention practices of qualified and talented individuals from underrepresented racial and ethnic groups, the Diversity Alliance fosters the:

1. Increased adoption of inclusive employment and onboarding practices
2. Development of inclusive healthy workplace cultures that support BIPOC colleagues
3. Creation of paid positions with no required years of experience through early career diversity residencies and graduate student practicums

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

4. Advancement of career path development of BIPOC early professionals
5. Building of professional network connections for BIPOC individuals
6. Retention of BIPOC librarians and archivists in the profession
7. Commitment of library leaders to the advancement of inclusive leadership and access to the profession

At the April 6, 2022 ACRL Spring Board Virtual Meeting, the DATF co-chairs, Aguiñaga and Bélanger, met with the Board to seek feedback on the proposed levels. Overall, the Board supported the proposed membership levels and expressed appreciation for the increased accountability.

Stakeholders

The task force was involved in the development and review of the proposed membership levels and updated letter of commitment. Based on a recommendation from the ACRL Board, feedback on the proposed levels was sought from non-R1 library workers.

Fiscal and Staffing Impact

If approved, staff will update the Diversity Alliance website and membership materials to reflect the new levels and to include the update letter of commitment. The two levels have the potential to expand the program to include institutions who previously were unable to commit to a full-time diversity resident. The proposed structure has a \$250 membership fee for the Foundational Level and \$500 for the Bridge Level.

Action Recommended

That the ACRL Board of Directors approves for the ACRL Diversity Alliance two new levels, Foundational and Bridge, and an updated Letter of Commitment.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

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

☒ **Equity, Diversity & Inclusion**

Goal: TBD

☐ **Enabling Programs and Services**

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

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

ACRL Diversity Alliance (DA) Membership Proposal

March 18, 2022

Supported By ACRL Board: April 2022

Guiding Question

Hosting a Diversity Residency may only be possible for large institutions. How could smaller institutions participate in the Diversity Alliance?

Program Revision Goals

- Honor original intent of the DA while responding to ACRL Board request
- Limit duplication of effort across ACRL/ALA groups
- Limit additional investment of time/effort/workload on the part of DA members
- Build off the Residency Interest Group (RIG) Toolkit, the DA libguide, and existing resources
- Expand access to DA for a wider group of libraries
- Expand pre-career and early career work opportunities and development for BIPOC at a wider range of libraries

Recommendation Contingency

In order to accomplish the goals of the Diversity Alliance and ALA, activities require oversight, accountability, and support for the leaders who are committing to active progression towards an inclusive culture and BIPOC pre-career/early career work experiences. The DA Membership proposal should be considered in conjunction with report recommendations that the DA shift to a standing body to ensure consistent, stable governance for Diversity Alliance activities.

Glossary of Terms

Organizational Climate: Organizational climate is the perception of employees towards the formal policies of their employer and informal practices of their leadership; how employees within an organization experience the organization's culture

Organizational Culture: The collection of values, expectations, and practices that guide and inform the actions of all team members.

Inclusion: An environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success. (ALA, [ODLOS Glossary of Terms](#))

Proposal: Levels of Commitment

Foundational Level

- Building an [inclusive organizational culture](#) supportive of Black, Indigenous and People of color (BIPOC) retention in academic libraries and the profession

Costs

- Foundational Level - Building an inclusive organizational culture
 - \$250
 - Access to resources and checklists
 - Receive stock language to describe membership

Foundational Level: Building an inclusive culture supportive of BIPOC retention in academic libraries and the profession

All members of the DA must complete this level

Members will consult and implement the [RIG' Pre-Residency Checklist](#) to advance their development of an inclusive culture, with emphasis on the following:

- Implementing an [organizational climate](#) evaluation
- Developing and implementing a/an:
 - Plan to address issues identified in the climate evaluation
 - Strategic Plan with clear vision for diversity & inclusion, made publicly visible
 - Assessment to gauge progress toward an inclusive culture
 - Develop a method of sharing assessment results
- Identifying a committee/Individual tasked to assist with professional development mentorship, and leadership development (focused on increased inclusiveness?)
- Implementing a program of DEI training that includes:
 - Cultural competency
 - Preparing staff to work with individuals from diverse backgrounds
 - Understanding microaggressions
 - Training for managers/supervisors on working with BIPOC, how to address microaggressions, and managing conflict effectively
 - Issues around race and ethnicity, gender, transgender, ageism, disability, etc.
- Developing and establishing a plan/procedure for addressing employees/patrons making racial or other microaggressions
- Communicating implicitly and explicitly the institution's intentions and expectations for how DEI training will be put into practice

Additionally, members will be expected to:

- Implement inclusive hiring practices

- Establish onboarding procedures and ongoing training for staff that includes knowledge of cultural competency, working with individuals from diverse backgrounds, microaggressions, and DEI expectations

Bridge Level

- Pre-Career, paid practicum opportunities for BIPOC graduate students
- Early career work experiences for BIPOC recent graduates (preparing for and hosting Diversity Residency)

Costs

- Bridge Levels - BIPOC Pre-Career and Early Career Experiences
 - \$500
 - Access to resources and checklists
 - Access to Coordinators listserv and collaborative peer-coaching
 - Receive stock language to describe Bridge Level activities

Pre-Career Bridge Level: Creating pre-career work experiences for BIPOC Graduate Students

Members at this level will be expected to 1) meet and sustain the level 1 requirements and 2) create early career paid working opportunities for BIPOC. Members have the option of two pathways to host and coach early career BIPOC library and archives professionals. These options are meant to enable as many libraries as possible in light of their local capacity, financial reality, and institutional environment.

Hosting a Paid Student Practicum Program

1. Active commitment to developing a culture of inclusivity, equity, and accessibility. This includes implementing inclusive hiring practices
2. Establish and sustain a semester-long paid MLS/MLIS practicum program for at least one individual.
3. Identify individual(s) tasked to assist with professional development, mentorship, and leadership development
4. Commit to designing experiences to expand the practicum participant's self-defined interests and skills, including: mentorships, learning opportunities to broaden knowledge of the libraries, and inclusion in departmental meetings in order to create a "sense of belonging". These should allow practicum participants to engage librarians and or professional staff in the library. It is beneficial that a cohort of practicum participants be formed locally or across multiple institutions
5. Provide access to training required of the practicum project(s)

6. Provide pay for the practicum participant commensurate with the hourly salaries of equivalent library and archives professionals with library and archives degrees in progress
7. Agree to serve as a collegial resource (advisor and guide) to active member institutions of the Diversity Alliance

Early Career Bridge Level - Creating early career work experiences for BIPOC Recent Graduates (Diversity Residencies)

Preparing for and Hosting a Diversity Residency

1. Establish a residency program for at least one individual that lasts a minimum of two years (three years preferred).
2. Identify individual(s) tasked to coordinate the program, liaise with Library Leader (signatory), and actively engage with the resident(s) to provide coaching, career development support, identifying professional development opportunities, and mentorship.
3. Commit to designing and assessing experiences to expand the resident's self-defined interests and skills, including: mentorships, learning opportunities to broaden knowledge of the libraries, special projects or rotations across the library, and inclusion in departmental meetings in order to create a "sense of belonging". These should allow residents to engage librarians and or professional staff in the library. It is beneficial that a cohort of diversity residents be formed locally or across multiple institutions
 - a. Where policies allows, engagement in the shared governance or union proceedings is encouraged in order to provide a fuller experience of professional work
4. Agree to serve as a resource, i.e., advisors and guides, to those institutions participating in the ACRL Diversity Alliance
5. Provide training and funding needed to complete assignments and special projects
6. Provide professional development funding equal or greater to librarians or archivists
7. Provide a salary for the resident commensurate with the salaries of equivalent entry-level librarians or archivists
8. Ensure active assessment of the program's design, processes, and impacts
9. Ensure position ads articulate clearly the type of residency experiences and workload split across departments and functions

Diversity Alliance Proposed Letter of Commitment

_____ agrees to participate in the ACRL Diversity Alliance program, January 1, 2023 – December 31, 2023 to demonstrate commitment to racial equity through development of inclusive hiring practices and a culture welcoming to Black, Indigenous, and people of color (BIPOC), and in order to increase opportunities to engage in pre and early career, paid work experiences for professionally underrepresented racial and ethnic groups.

As part of this agreement, _____ will make the commitments outlined below in line with their membership level(s):

- Foundational - Building an inclusive culture - required for all levels
- Bridge - Pre-Career work experiences for BIPOC Graduate Students
- Bridge - Early-Career work experiences for BIPOC Professionals

Foundational - Building an inclusive organizational culture supportive BIPOC

Actively commit to developing a culture of diversity, equity, inclusion (DEI) throughout the library. This includes:

1. Developing and implementing a/an:
 - a. Organizational assessment
 - b. Plan to address issues identified in the organizational assessment
 - c. Strategic Plan with clear vision for diversity, equity, inclusion made publicly visible
 - d. Utilize the [ALA Diversity, Equity, and Inclusion \(DEI\) Scorecard for Library and Information Organizations](#) (April 2021) to assess and report on the Library's progress in developing an inclusive culture to the Diversity Alliance
 - e. Develop a method of sharing assessment results as transparently as possible, and at minimum through ALA Connect platform
2. Identifying a committee/individual tasked to assist with professional development mentorship, and leadership development focused on increasing the Library's culture of inclusiveness
3. Implementing a program of diversity, equity and inclusion (DEI) training that includes:
 - a. Cultural competency
 - b. Preparing staff to work with individuals from diverse backgrounds
 - c. Understanding microaggressions
 - d. Training for managers/supervisors on working with BIPOC, how to address microaggressions, and managing conflict effectively
 - e. Issues around race and ethnicity, gender, transgender, ageism, disability, etc.
4. Developing and establishing a plan/procedure for addressing employees/patrons making racial or other microaggressions
5. Communicating implicitly and explicitly the institution's intentions and expectations for how DEI training will be put into practice

6. Implement inclusive hiring practices
7. Establish onboarding procedures and ongoing training for staff that includes knowledge of cultural competency, working with individuals from diverse backgrounds, microaggressions, and DEI expectations
8. Report actions toward commitment levels to the Diversity Alliance to document progress

Initial: I agree: _____

Bridge - Pre-Career, paid practicum/internship opportunities for BIPOC graduate students

Establish and sustain paid, pre-career work experiences for BIPOC professionals through a semester-long MLIS/MLS Practicum/Internship program for at least one individual.

1. Identify individual(s) tasked to assist Practicum/Internship Students with skills development, professional development, and mentorship
2. Commit to designing experiences to expand the practicum participant's self-defined interests and skills, including: mentorships, learning opportunities to broaden knowledge of the libraries, and inclusion in departmental meetings in order to create a "sense of belonging". These should allow practicum/internship participants to engage librarians and or professional staff in the library. It is beneficial that a cohort of practicum participants be formed locally or across multiple institutions
3. Provide access to training required of the practicum/internship project(s)
4. Provide a wage for the practicum/internship participant commensurate with the hourly salaries of equivalent library and archives professionals with library and archives degrees in progress
5. Agree to serve as a collegial resource (advisor and guide) to active member institutions of the Diversity Alliance

Initial: I agree: _____ / Not applicable to my commitment level: _____

Bridge - Early career work experiences for BIPOC recent graduates (preparing for and hosting Diversity Residency)

Establish and sustain paid, early-career work experiences for BIPOC professionals through a residency program for at least one individual that lasts a minimum of two years (three years preferred).

1. Identify individual(s) tasked to coordinate the program, liaise with Library Leader (signatory) and supervisor(s), and actively engage with the resident(s) to provide coaching, career development support, identifying professional development opportunities, and mentorship.
2. Commit to designing and assessing experiences to expand the resident's self-defined interests and skills, including: mentorships, learning opportunities to broaden knowledge of the libraries, special projects or rotations throughout the library, and inclusion in departmental meetings in order to create a "sense of belonging".
 - i. These should allow residents to engage librarians and or professional staff in the library. It is beneficial that a cohort of diversity residents be formed locally or across multiple institutions. Where policies allow, engagement in shared governance or union proceedings is encouraged in order to provide a fuller experience of professional work

- ii. Use Residency Interest Group (RIG) - [RIG Toolkit's](#) pre-residency checklist (starts on page 7 of toolkit) to prepare
- iii. Use [RIG Toolkit](#) Guidelines for Establishing a Mentorship Program (starts on page 14 of the Toolkit)
3. Provide training and funding needed to complete assignments and special projects
4. Provide professional development funding equal or greater than what is offered to librarians or archivists
5. Provide a Resident's salary that is commensurate with the salaries of equivalent entry-level librarians or archivists
6. Ensure active assessment of the program's design, processes, and impacts
 - i. We recommend the use of the [RIG Toolkit](#) Residency Support Survey (starts on page 24 of the toolkit)
7. Ensure position ads articulate clearly the type of residency experiences and workload split across departments and functions
8. Agree to serve as a collegial resource (i.e. advisors and guides) to active member institutions participating in the ACRL Diversity Alliance

Initial: I agree: ____ / Not applicable to my commitment level: ____

Bridge Levels' Leadership Pledge

As the Senior Leader for the Library, I pledge to:

- Support the Practicum/Intern/Resident's efforts to get a permanent job
- Ensure additional mentoring and scaffolding for what may be their first professional position
- Engage with them as part of their work opportunities
- Enable local service opportunities for Practicum/Interns/Residents
- Commit to travel support for Practicum/Interns/Residents in line with other librarians and archivists
- Ensure ongoing training for the Library around DEI-A, particularly as it relates to creating an environment welcoming to BIPOC professionals

Initial: I agree: ____ / Not applicable to my commitment level: ____

Resident Information

If this is a renewal, please indicate the names and email addresses of residents from the previous year:

We/I understand that commitments to the ACRL Diversity Alliance are renewed annually to ensure these principles continue to be a priority.

DIRECTOR NAME (Printed):

DIRECTOR NAME (Signature):

INSTITUTION:

DATE:

Appendix - Updated ALA DEI Scorecard

For instruction on how to use the ALA DEI Scorecard, see the full document at:

<https://www.ala.org/aboutala/sites/ala.org/aboutala/files/content/2021%20EQUITY%20SCORECARD%20FOR%20LIBRARY%20AND%20INFORMATION%20ORGANIZATIONS.pdf>. Table copied from full document.

	Level of Performance				Score
	3 Excellent	2 Improved	1 Developing	0 Insufficient	
Embeddedness of DEI into the Culture and Climate of the Organization	The library has created, outlined, and implemented DEI within its strategic plan	The library has developed but not implemented DEI goals within the strategic plan	The library is in the process of developing DEI goals within its strategic plan	No plan is in place or created to include DEI in the strategic plan	
Training and Education	The library provides at least twice-yearly mandatory DEI trainings on current and systemic issues that impact equity in the organization and the greater community	The library provides annual DEI training on current and systemic issues in libraries, but staff attendance is voluntary	The library is developing but has not yet implemented DEI training	The library does not offer DEI trainings	
Recruitment, Hiring, Retention, and Promotion	The library has a plan with measurable goals to attract, retain, hire, and promote BIPOC personnel—including librarians—with clear timelines	The library has a plan for the recruitment, retention and promotion of BIPOC personnel	The library has a plan to recruit BIPOC personnel, but it does not include retention or promotion	No plan in place for recruitment, hiring, retention, and promotion of BIPOC personnel	
Budget Priorities for DEI	Funding for DEI initiatives is consistently built into the annual budget	Funding within the budget is not specifically allocated to DEI initiatives, but can be used for these initiatives	Requests for funds related to DEI initiatives is in process	DEI efforts are not outlined in the budget	
Data Practices	The organization regularly uses DEI data for decision making and monitoring progress towards achieving DEI goals	The organization has a protocol and system for collecting, analyzing, and disseminating DEI data	The organization has begun to consider developing protocols and systems for collecting, analyzing, and	The organization has no protocols or systems in place for collecting, analyzing, and disseminating DEI data	

			disseminating DEI data		
Total Score					



ACRL DIVERSITY ALLIANCE

Letter of Commitment

_____ agrees to participate in the **ACRL Diversity Alliance** program, January 1, 2022–December 31, 2022 to increase the pipeline of professionally underrepresented racial and ethnic groups. As part of this agreement, we make the following commitments:

1. Establish or sustain a residency program for at least one individual that lasts a minimum of two years (three years preferred).
2. Commit to designing experiences at the local level to expand the residents' interests and skills, e.g., mentorships, rotation through other library units, etc.
3. Agree to serve as a resource, i.e., advisors and guides, to those institutions participating in the Diversity Alliance.
4. Provide at a minimum the same level of professional development support provided other library faculty/staff/employees.
5. Provide a salary for the resident commensurate with the salaries of equivalent entry-level library professionals.

We understand that commitments to the ACRL Diversity Alliance are renewed annually to ensure these principles continue to be a priority.

DIRECTOR NAME (Printed):

DIRECTOR NAME (Signature):

INSTITUTION:

DATE:

ACRL Diversity Alliance Goals Update

April 2022

In order to unite academic libraries committed to racial equity in their hiring and retention practices of qualified and talented individuals from underrepresented racial and ethnic groups, the Diversity Alliance fosters the:

1. Increased adoption of inclusive employment and onboarding practices
2. Development of inclusive healthy workplace cultures that support BIPOC colleagues
3. Creation of paid positions with no required years of experience through early career diversity residencies and graduate student practicums
4. Advancement of career path development of BIPOC early professionals
5. Building of professional network connections for BIPOC individuals
6. Retention of BIPOC librarians and archivists in the profession
7. Commitment of library leaders to the advancement of inclusive leadership and access to the profession

Association of College & Research Libraries
ALA/ACRL American Library Association
225 N Michigan Ave, Suite 1300
Chicago, IL 60601
acrl@ala.org, <http://www.acrl.org>



Board of Directors Action Form

Request to Establish an ACRL Standing Committee

To: ACRL Board of Directors

Subject: Request to establish the ACRL EDI Committee

Submitted by: José Aguiñaga & Annie Bélanger, co-chair, ACRL Diversity Alliance Task Force

Date submitted: June 3, 2022

Background

The ACRL Diversity Alliance program unites academic libraries committed to increasing the recruitment and retention of qualified and talented individuals from underrepresented racial and ethnic groups. Established in 2017, the program has been overseen by two consecutive task forces, which are time-limited in nature. As membership has grown alongside the need to move from reflection to action in terms of inclusive cultures, the current Taskforce believes that an ACRL division-level standing committee is required to ensure oversight, developmental support, and accountability for member institutions' leaders and program coordinators.

Proposed Charge & Tasks

Charge:

The Diversity Alliance Committee oversees the ACRL Diversity Alliance program and works closely with ACRL staff to regularly evaluate program goals and materials; cultivate community and development among residency coordinators; foster engagement and support for residents in conjunction with the ACRL Residency Interest Group (RIG). Oversee and ensure accountability to Diversity Residents and for host institutions, their leaders, and their residency coordinators. Provides a reservoir of expertise and a knowledge base for diversity residents and institutions on relevant issues. Leverages a resident-centered frame in its work.

Specific Tasks (optional)

- Regularly reviews program goals, objectives and materials (including the Letter of Commitment, toolkit).

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

- Provides and recommends up-to-date content and resources for residency coordinators. Works with staff to distribute new information through ALA Connect and/or the ACRL Diversity Alliance LibGuide.
- Assists staff in identifying current diversity residents to be shared with RIG for the purpose of outreach, sharing of resources, and to offer support
- Develops a process and works with staff to implement program assessment.
- Develops a process and works with staff to implement a plan of action for members who break their signed Letter of Commitment.
- Provides a reservoir of expertise and a knowledge base for diversity residents and institutions on issues such as best practices, inclusive hiring, onboarding, retention, inclusive leadership, and inclusive meeting facilitation.
- Develops and delivers professional development related to issues such as best practices, inclusive hiring, onboarding, retention, inclusive leadership, and inclusive meeting facilitation.
- Liaises with the ACRL Equity, Diversity, and Inclusion Committee.

Proposed Membership

Specific Requirements of Membership Composition (optional):

- 1 Chair
- 1 Vice-Chair
- 2 members from the ACRL Residency Interest Group, who also act as Liaisons to RIG; will be made in consultation with RIG
- 1 ex-officio member who is a current member of the ACRL EDI Committee
- 1 Board liaison
- 1 Staff liaison
- Additional appointments at the discretion of the Vice-President/President-Elect and Appointments Committee.

It is desirable when feasible that a variety of institution types are represented on the committee, such as:

- 1 R1 Diversity Alliance member
- 1 non-R1 medium or large library Diversity Alliance member
- 1 non-R1 small library
- Representation from The National Associations of Librarians of Color (NALCo)

Stakeholders

The Diversity Alliance Task Force members reviewed and made recommendations on this request. The ACRL Equity, Diversity, and Inclusion Committee was consulted on the structure and agreed the proposed committee should be its own standing committee. We recommend a strong liaison between the two committees.

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

Fiscal and Staffing Impact

If approved, staff will update the ACRL Directory of Leadership and ALA membership materials. Staff will update the online appointments system to ensure members can volunteer in the next cycle (tentative launch date: December 2022). As this committee is being proposed mid-cycle, the ACRL President will complete appointments in summer 2022.

Action Recommended

That the ACRL Board of Directors approves the creation of the division-level ACRL Diversity Alliance Committee with the included charge.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Equity, Diversity & Inclusion**

Goal: TBD

☐ **Enabling Programs and Services**

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

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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

Residency Environmental Scan

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Introduction

The 2020-2022 Diversity Alliance Task Force was given an ambitious charge at the beginning of its term in 2020, including a charge item to develop an environmental scan of library residency programs, with a focus on assessment and success. In conversation with the ACRL Residency Interest Group (RIG), the task force found that RIG's Assessment Group was already in the midst of conducting a survey with high impact potential, about success factors in residencies and how success is identified and measured across programs.

The Task Force considered the central aspects of this charge already addressed by RIG's work, and elected to shift its focus to synthesizing a large body of existing literature on library residency programs, and collecting data to examine more deeply the impact of diversity residencies on the profession. A great deal of scholarship on library residency programs is created by library residents themselves, and is often undervalued or ephemerally valued, in part because much of it takes the form of conference presentations, and in part, we believe, because it is "me-search" research, which is often undervalued more broadly. However, overall, there is a great deal of scholarship on residencies in the written record, and we consider it an important service to synthesize it together to display its breadth and its depth.

What follows is a review of literature spanning from the 1980s through anticipated new publications of 2022. It is accompanied by the results of a survey conducted by the Task Force on the adoption of practices for recruiting, hiring, and retaining librarians who are Black, Indigenous, and People of Color (BIPOC), not just within the residency program itself, but across the host library's organization as a whole.

Literature Review

1980s-2000s

While post MLIS library residency programs were first established in the 1960s, it was not until the 1980s that they focused on recruiting librarians of minoritized or underrepresented identities (Donaldson, 2018). The earliest mention of a residency program we could find was the announcement of the University of Michigan's Residency Program in 1983, which sought to offer new librarians "a combination of instructional activities, and operational assignments geared toward a more thorough grasp of the complex changes affecting research libraries in areas such as technology, library cooperation; preservation bibliographic access, and management strategies in times of declining resources" ("Michigan to Offer Library Residency Program," 1983). This program in 1983 featured many similar characteristics to library residencies today (Dougherty & Lougee, 1983). Notably missing from its goals or description however is any mention of diversity. By contrast, in 1984, the University of Delaware established a post-MLIS internship program specifically targeted towards underrepresented groups and is considered one of the first library diversity residency programs (Donaldson, 2018; University of Delaware Library, Museums and Press, n.d.).

Early assessment considerations tended to be administrative or coordinator focused (Brewer, 1992; American Library Association, 1996). The Association for Library & Information Science Education (ALISE) defined a residency program as “post-graduate work experience designed as an entry-level program for professionals who have recently received the MLS degree” (1996). Library Personnel News published a set of guidelines for residency programs with specific roles and responsibilities outlined for both institutions and residents (American Library Association, 1996). Among the guidelines for institutions were an emphasis on learning and professional development. Guidelines for the resident, frankly, place a lot of additional labor on them. They include: “working with employing institution to develop a learning experience that will be most productive for all” and “recognizing that provision of a residency experience places considerable extra work on the host staff” (American Library Association, 1996). In terms of program evaluation, only brief general guidelines are provided. Clearly missing from much of this early literature is any centering or emphasis on resident voices or perspectives as most earlier work on this topic strongly centers the needs of the institution.

Subsequently there are notable works that highlight resident experiences and recommendations. Within much of the literature during the 1990s and early to mid 2000s similar themes extant in current or more recent research appear (precarity, being siloed, tensions around minoritized identities/diversity) though are not explored more fully or systemically (Brewer, 1998). The publication of Cogell and Gruwell’s title, *Diversity in Libraries: Academic Residency Programs* (2001) began to shift the focus of this research. While relatively overlooked, Cogell and Gruwell’s work sought to center resident voices and their experiences. This reflects one of the recurring themes within the literature of residents being tasked with and having to resort to creating and expanding the research in this area. Because so much of this literature centers resident voices via anecdotes and individual reflection and experiences we do not yet see a focus and critique of residencies at the systemic level.

2010s-present

It is notoriously difficult to take a comprehensive count of programs that can be understood as diversity residencies; some programs have ceased for a time and restarted in different forms, some ceased altogether, and some may face political barriers or simple communication barriers in being understood as diversity residencies (Rutledge et al., 2019, pp. 3–6). However, many scholars and observers have marked a noticeable increase in residency positions and popularity of residencies as a library diversity initiative in roughly the last decade (Donaldson, 2018; Barrientos, 2016). Corresponding to the growth in interest in and number of programs (and thus, the number of residents & former residents, program managers, and other stakeholders), there has also been substantial growth and development in scholarship about library residencies.

The early half of the 2010s saw a continuation of experiential research by residents and former residents, often taking the approach of encouraging administrators to consider the strengths and benefits of residencies as entry-level opportunities in academia, while also incorporating lines of constructive critique on common practices in residency programs,

especially diversity residencies (Alston, 2010; Perez & Gruwell, 2011; Scherrer, 2010; LocalHistoryGirl, 2013). By around 2015, pieces taking more explicitly critical perspectives of diversity residencies' practices began to take prevalence in the scholarly conversation around residencies.

In a piece that has become foundational to virtually all EDI work in libraries, Hathcock points out that most diversity initiatives in general (including, but not specific to residencies) are limited by their tendency to favor applicants whose excellence is legible to White evaluators, and the requirement that library workers "play at whiteness" to succeed is a large factor in the profession's overall failure to retain BIPOC library workers (2015). Two years later, Pickens and Coren authored an article containing strong recommendations to address the gaps in institutional and leadership readiness for BIPOC residents (Pickens & Coren, 2017). Alston published the first empirical study on residencies (2017), followed closely by another study by Boyd, Blue, and Im (2017). Both studies identified significant factors in the residents' satisfaction and in the retention of BIPOC librarians through residencies. Factors included the presence of mentoring and a professional support network; program organizers' efforts to prepare colleagues for the program and the residents; assignment of meaningful and appropriately challenging work duties for residents; cultural humility of colleagues and program stakeholders; and much more. Hernandez Linares and Cunningham trace diversity residency programs' rise from multiculturalism in academia (1970s through the 1990s), and point out that residencies tend to create the same contradiction that plagued the multiculturalism movement, of positioning all BIPOC and marginalized people as a homogenous "other" and placing the burden of representing every marginalized identity on new librarians of color (2018).

Brons, Riley, Henninger, and Yin's *Precarity in Libraries* project (2018) incorporates and considers diversity residencies among forms of temporary and precarious labor in libraries; their book chapter (Brons et al., forthcoming) critiques the rising trend of temporary positions in libraries, noting heightened financial, social, and physical vulnerability, as well as burnout, labor invisibility, and more. They draw on Alaniz's observations and experience in diversity residencies (2019), which points out that many diversity residencies place residents in the position of doing work that the institution purports to be highly invested in, without the security of a permanent position, and with lower "early-career" compensation. Alston, Chiu, Colbert, and Rutledge's book guide *Developing a Residency Program* discusses support for various stages of a resident's term, including their job hunt and their post-residency transition, advising planning ahead for these stages to partially mitigate the precarity of residents' term limitation (2019).

As these more recent threads of scholarship have been developing since 2014, the Diversity Alliance has also been established and has grown (Donaldson, 2018; Garrison, 2020), and many dedicated workers at member institutions have facilitated the growth of residency literature (for example, by starting the [Library Diversity and Residency Studies Journal](#)), community-building and collaboration between diversity residents, and sharing of practices between coordinators and administrators. From the Alliance's origin with four founding members, one of its unique programmatic components was its regular convening of "institutes."

Colloquially, it was known that many diversity residents experienced (and experience) isolation in their institutions, a troubling continuation of issues recorded in earlier residency literature of the 1990s; the institutes partially functioned to provide cohort-building opportunities among residents at the founding institutions to combat that isolation. The Alliance was rehomed in ACRL in 2016, and over the next two years, its membership grew from four to more than twenty member institutions. In 2019, a new iteration of the Alliance institutes began at the University of North Carolina Greensboro Libraries, built to provide the same cohort-building opportunities as the original institutes bolstered by the newly-broadened Alliance membership. It also afforded residency coordinators, administrators, and program stakeholders the opportunity to come together to build shared resources on preparing for residencies and residents (Halbert, 2020). The following year, the *Library Diversity and Residency Studies Journal* was established, serving as a continuing forum to publish new research and practices in this area of library work. Its articles on diversity residencies include perspectives and knowledge of residents (Caldwell, 2020; Tadena, 2020), research and practice informed by lived experiences of former residents (Alston, 2020; Velez, 2020), and reflections on programmatic and strategic support by coordinators and administrators (Halbert, 2020; Holmes, 2020).

The wealth of experience, reflection, and synthesized scholarship shared by residents and former residents continues to grow apace, often through collaborative conference presentations (Anantachai et al., 2021; Caldwell et al., 2019; Espinoza et al., 2019; Jackson et al., 2019; Adolpho et al., 2018). In 2021, the ACRL Residency Interest Group published the *Diversity Residency Toolkit*, providing an institutional readiness checklist, guidelines for establishing planning committees and mentoring programs for the residency, and an assessment tool, all developed through a resident-centered framework (Adolpho et al., 2021). As of the time of writing, the authors of the toolkit are coordinating beta testing on it with volunteer program representatives.

We also look forward to two forthcoming works in the near future. The first of these is the results of the ACRL Residency Interest Group's survey on factors leading to successful residencies, and how success is assessed and measured in residency programs, by Staci Ross, Jamia Williams, Willa Tavernier, José Morales-Benítez, Kristin Kerbavaz, and Lauren Stieglitz. The second of these is the monograph anthology *Residencies Revisited*, edited by Preethi Gorecki and Arielle Petrovich, a volume of perspectives from various stakeholders of residency programs, to be published by Library Juice Press in June 2022.

With the expectation that these works will greatly expand the already-deep bench of existing literature providing broad pictures of residency programs as a whole in US and Canadian academic libraries, we sought to meet our charge for providing an environmental scan of diversity residencies through this literature review, rather than by duplicating work that is already being done. To supplement the expected high impact of forthcoming literature on the profession's knowledge and understanding of residency programs, we focused a new study on the impact of residency programs on institutional culture and practices for hiring and retention. Many residency programs espouse a goal of contributing to the diversity of the field, a process that we recognize as requiring mutual effort from the resident and the institution. We sought to

understand how mutual the relationship between residents and their institutional programs is, by studying what institutional stakeholders may have learned and applied across their organization by working with their residents. Put another way, we sought to understand what institutional practices to support BIPOC hiring and retention had been implemented at residency host institutions, not just within the residency program, but across the library organization at large. The results of this study are below.

Survey Report

Purpose

Much of the discussion around the value, impact, and assessment of residencies has focused on topics such as residency practices and retention of residents in the academic library profession, and understandably so. Anecdotally, several of us on the Diversity Alliance Task Force had heard of or experienced instances of change occurring within organizations which resulted from that organization's library resident/residency, sometimes through direct causal effect, sometimes in a less direct manner, in which it was felt that the resident or the work of the program contributed to an environment which encouraged change but wasn't directly measurable by such metrics as the resident's productivity goals or bulleted line-item achievements. Rather, their impacts may have manifested through ripple effects. To extend the metaphor, if much of the existing research has been on counting and weighing the stones, what we hope to do in this survey is to begin mapping where some of the ripples of residency programs may intersect with others, and where they lead. Our goal with this survey was to supplement existing research, including RIG's 2021 survey mentioned above, to dig more deeply into how residencies are impacting their overall organizations. We sought to explore contributions and impacts of the program on its organization, beyond a resident's direct presence and labor. How have library residencies – including the work of the resident themselves, the work done to educate widely about residencies and prepare for a resident, and the work done to assess the program – affected greater change in their organizations? Is the work that should be done to ensure an equitable, prepared, functional residency also being done outside of the residency? Is the work of residents allowed to flow out of the sandbox of their residency and permeate the broader organization as a whole?

Of course, these indirect effects are enormously difficult to pinpoint, much less to quantify. Organizational change typically occurs slowly, and change at large organizations takes time to grow from idea to reality. Further, change is often a result of a multitude of synergistic factors which all individually contribute to the momentum of eventual change. Some respondents to the survey acknowledge that they felt the resident or residency contributed to overall momentum that caused change at their organization but that they felt the change could not be attributed only to the resident/residency specifically and in totality. This finding aligns with our expectations. Our survey attempts to capture some of these often ambiguous contributions, if and where they do exist, and to surface opportunities for further research.

We crafted our survey to look at potential changes to general hiring practices and retention practices stretching beyond the bounds of the residency program, including library strategy, new-hire onboarding, mentoring and networking, professional service, and

professional development and research support. Put another way, we sought to learn how residency program participants understood the impacts of the residency program, not just on themselves, but on their organization as a whole, and its capacity to hire and retain marginalized and minoritized library workers.

Survey design, recruitment, and data aggregation

Our target was participants who had familiarity with their institution's library residency programs, whether current or former residents, coordinators, or others who had some relationship with the program that could speak to potential far-reaching institutional change impacted by the resident or residency. Task force members promoted the survey through a number of listservs in an effort to reach as many of our target respondents as possible, including through various ACRL and ALA channels, Diversity Alliance residency coordinators and organizational administrators, regional library organizations, library-related forums, the members of the National Associations of Librarians of Color, alumni of the ARL Leadership and Career Development Program, and via social media.

The survey included 8 introductory questions to establish the stage and status of the residency program, the respondent's program role, the size and type of library, the program's Diversity Alliance present and past membership status, and the respondent's familiarity with the ACRL Residency Interest Group. The next block of questions asked respondents to specify how their institution had changed or reconsidered general hiring practices for library employees as a result of reflections or preparations from the residency program. Respondents selected from a list of possible mechanisms of practical changes in the hiring and recruitment process, and were then asked to elaborate further on each area of practical change that they selected in separate free-text responses. The last block of questions asked respondents to specify how their institution had changed or reconsidered retention practices for library employees as a whole beyond the residency program, as a result of reflections or preparations from the program itself. Similar to the questions regarding hiring and recruitment, respondents selected from a list of possible mechanisms of practical changes for retention, and were then invited to elaborate further on each area of practice change in separate free-text responses. We allowed for open-ended text responses to many questions so that respondents could elaborate or add qualifiers to their responses.

The survey mechanism used was Qualtrics. Participants were not compensated through monetary or other means. The survey opened January 31, 2022 and closed on March 29, 2022. We received a total of 96 responses. After filtering out respondents at institutions that didn't have current, former, or future residencies, as well as incomplete or null responses, we were left with 33 usable responses. This survey did not collect personally identifying information from respondents, in the hopes that this would encourage more participation and frankness of response.

Limitations

All research has limitations. In that tradition, we noted through reflection on our survey design and data-gathering process that there were a number of things that we could have done differently or better.

We noticed that many respondents used the free-text question sets in ways that were unexpected, including by addressing topics in response to questions that were not about that specific topic, and for which there were other questions designated elsewhere in the survey. For example, some respondents detailed organizational strategy changes in a question about how and where positions are advertised. This may have resulted from a combination of user error, as well as from the design and wording of some of the survey questions.

Some respondents explicitly chose to give responses about the residency program itself, noting that they were unsure if the changes had been implemented outside the program. From these, we came to recognize that many library organizations have cultures in which the introduction of a new practice for one position is often seen as a change to broader organizational practice, even when not implemented in broader ways.

It is also notable that our sample of participants may not necessarily be representative of residency programs. It is colloquial knowledge among residency researchers that targeted recruitment is often necessary to get a statistically significant sample of responses, and recruitment periods often need to be extended in order to accommodate that process. Our own recruitment process was bounded by our term of service, and the nature of our service as voluntary and outside the scope of our regular duties; as such, we limited our recruitment to two months, and solely to distribution in general listservs and forums. Though we estimate that the response was considerable given these constraints, we also recognize that a larger sample of residents, former residents, and program participants may be needed for external validity of this research.

Additionally, due to the anonymity of the respondents, we have no way of knowing the exact spread and range of our respondents. It is possible that multiple respondents could have responded to represent a single institution's residency program. Future research on this topic may benefit from incorporating interviews and other methods which were not possible with full anonymity.

Survey response discussion

Makeup of respondents

The first 8 questions of the survey were targeted to:

- Establish the stage and status of the residency program that the respondent was affiliated with
- Establish the respondent's program role
- Establish the size and type of the respondent's library
- The program's present and past membership status in the Diversity Alliance

- The respondent's familiarity with the ACRL Residency Interest Group
- Responses are aggregated in the tables below.

Table 1: Responses to the question "At what stage is your institution's residency program?"

Active residency program (a resident is in place, or there is an active search for a resident)	24
Formerly active residency program	9
Preparing for a future residency program	0

Table 2: Responses to the question "What is your role in the residency program? (Select any that apply)"

Residency coordinator	7
Library administrator	4
Current resident	9
Former resident	12
Resident mentor	3
Other	4
No response	1

Table 3: Responses to the question "How many full-time equivalent (FTE) employees work at your library?"

10 or fewer FTE	0
11 to 25 FTE	1
26 to 60 FTE	3
61 to 100 FTE	14
Over 100 FTE	15

Table 4: Responses to the question "What type of institution is your library?"

Academic library	32
Public library	1
Special library (medical, museum, government, etc.)	0
Other:	0

Table 5: Responses to the question "If academic, what is your Carnegie Classification?"

Doctoral Universities	26
Master's Colleges and Universities	4
Baccalaureate Colleges	2
Associate's Colleges	0
Special Focus Institutions	0
Tribal Colleges	0
No response	1

Table 6: Responses to the question “Is your program a current member of the ACRL Diversity Alliance?”

Yes	21
No	4
Unsure	8

Table 7: Responses to the question “Is your program a former/lapsed member of the ACRL Diversity Alliance?”

Yes	3
No	17
Unsure	9
No response	4

Table 8: Responses to the question “Are you familiar with the ACRL Residency Interest Group?”

Yes	29
No	3
Unsure	1

Hiring practices

In the first larger question survey respondents were asked to select what areas their institution had made changes or attempted to make changes to general hiring practices for library employees, as a result of reflections from or preparations for a residency program. The options for selection were: How or where the position is advertised, sharing of salary or compensation information, the composition of the search committee, the wording or language of the posting, how interviews are structured, how interviews are conducted, and the alignment of

required qualifications with job descriptions and hiring levels. There was also an option for “other.”

Generally, some respondents explicitly chose to give responses about the residency program, noting that they actually weren’t sure if the changes had been implemented outside the program. Many respondents used the free-text question sets in ways that were unexpected, such as by talking about organizational strategy change in a question about how and where positions are advertised. “How/where the position is advertised” engendered the widest range of these, which may have been down to the wording of the question.

18 of the 33 survey respondents selected “How/where the position is advertised” and of those, 13 respondents provided written comments for this response. Disclosing the salary or salary range information was mentioned by 3 respondents and venues/forums where the position is advertised were mentioned by 5. Specifically, We Here, APALA, and AILA were mentioned as venues for advertising positions. Other themes mentioned included:

- General changes or recommended changes to hiring process, with a focus on racial equity
- General search committee guidance for consistency in inclusion efforts across searches
- Inclusive language, driven by current residents
- Targeted recruitment
- Attention to job requirements
- Mentioning ACRL Diversity Alliance membership in job ads

8 of the survey respondents selected “Salary and compensation information shared” and of those, 5 provided written comments. 3 respondents mentioned that their institutions started sharing a salary range or minimum salary in job advertisements. While others mentioned that their institutions were exploring the assumptions, policies, and cultural pressures around salary-sharing as well as sharing the salary in the interview.

8 of the survey respondents selected “Search committee composition ” and all but 1 provided written comments. 3 of the responses mentioned forming more racially diverse search committees. Other comments mentioned were considering other of representation (i.e. gender, age, length of service, departments, types of positions), including diversity advocates, an example where an institution initially attempted to recruit early career librarians with no library experience before moving to a model where they recruited early career librarians with some experience in libraries.

16 of the survey respondents selected “Search committee composition ” and of those, 10 provided written comments. The most prevalent themes included mentions of inclusive language and a reconsideration of qualifications including how they are presented, and directing candidates to apply even if they don’t have all of the qualifications listed. Other themes mentioned included:

- Preference for candidates who have been through a residency
- Approachable language/tone

- Guidance to the candidate on what to address in the cover letter
- Specification of rotation areas
- Attention to posting language following failed searches
- Enhanced language encouraging minoritized and marginalized candidates to apply
- Inclusion of Diversity Alliance logo
- Wording/language of the posting

12 of the survey respondents selected “How interviews are structured ” and of those, 8 provided written comments. Larger themes included providing guidance about the interview process and including breaks. Other responses mentioned allowing final interviews to take place online, including an accommodations request form, allowing more time for candidates to ask questions and matching the residency interview structure to the interview structure of other librarian positions.

7 of the survey respondents selected “How interviews are conducted ” and of those, 6 provided written comments. Sending questions to candidates in advance of the interview was mentioned in 3 responses. Other themes included:

- Interview process guidance and other general support
- Asking candidates re: their commitment to EDI
- Sending presentation prompts and search committee bios to candidates in advance
- Adjusting questions to balance between engendering responses that enable an evaluation of the candidate and asking them to provide pro bono labor for the org
- Addressing pronouns and preferred names
- Mindfulness of scheduling around culturally significant holidays, such as Ramadan

7 of the survey respondents selected “Aligning required qualifications with job descriptions and hiring levels ” and of those, 3 provided written comments that included reflecting on the necessity of common job qualifications and removal of requirements that disqualified target pool as well as the removal of unnecessary experience requirements and 2nd master’s degree requirements.

8 respondents selected “other” under the first larger question with 5 of them noting that either no changes were made or unsure if changes were made. Refusals by administrators to implement recommendations were also mentioned among these. Within the written responses of note were mentions of considering discontinuing the residency program in order to focus on implementing lessons learned in tenure-track positions and building student assistantships modeling after the residency.

Retention

The second larger question asked in the survey was “As a result of past residencies, or in preparation for future residency searches, which of the following actions, changes, or attempted changes have been made to your institution’s retention practices for positions other than residencies?” The options for selection were: Library strategy, onboarding, mentoring & networking, service, professional development & research, and other. While there were still

some mentions specific to resident programs within the responses, overall respondents spoke to changes made to their institution much more compared to the first larger question.

11 respondents selected “Library strategy” and the most resonant themes within the written responses included incorporating Equity, Diversity & Inclusion into their organization’s strategic plan as well as starting or enhancing an EDI committee or task force for the institution. EDI training, climate surveys and antiracism and Critical Race Theory discussions were also mentioned.

9 respondents selected “onboarding” and the most popular themes within the written responses included having a cohort or buddy system for new hires and facilitating introductions to perceived stakeholders or potential collaborators. Other responses mentioned providing information about resources or policies, onboarding activities or plans, providing mentorship, and increasing attentiveness to new hires.

Mentoring and networking was one of the more selected options for this question with 15 respondents selecting it. Major themes within the written responses include connecting new hires with senior leaders and peer mentorship. Other responses focuses on mentorship and included providing mentors for new BIPOC colleagues, expanding mentorship programs to non tenure track librarians, and connection with mentoring programs at other institutions.

Service was the area with the lowest number of respondents selected at 5. Among the written responses was a mention of having discussions on how professional service is weighed in tenure and promotion.

Professional development and research had 9 respondents select it and themes within the written responses including allocating professional development funds to all entry level librarians and providing opportunities for research skill development.

Finally, 7 respondents selected “other” and the most resonant theme among the written responses included the possibility of change as a result of factors other than the residency program. Lack of any change was also mentioned among the respondents

Synthesis

Across the responses discussed above, we see some possible trends in inclusive recruitment practices in organizations with diversity residency programs. 55% of respondents indicated that their organizations had made changes in how and where positions are generally advertised as a result of reflections from or preparations for a residency program. Additionally, 48% of respondents indicated that their organizations had engaged in generalized changes in wording and language of job postings as a result of reflections from or preparations for a residency program. As noted above, our ability to observe trends accurately in the survey data may be affected by the limitations of our recruitment and sample, and by the way some

respondents appeared to provide responses about practices specific to the residency program, as opposed to practices that had been generalized across the organization.

Additionally, we also observed some instances of promising individual efforts toward institutional equity and inclusion reported through the survey, including efforts to document organization-wide practices for search committees, encouraging and providing opportunities for accessibility-related needs during interviews, providing explicit guidance and explanations on the interview process and its components, reflections on the necessity of common job qualifications and removal of unnecessary requirements from job descriptions, and more. We encourage researchers interested in these instances and how they trend across libraries to delve further in new studies.

However, for the vast majority of known inclusive change practices that were included in the survey, or that were discussed by respondents, fewer than half of the total number of respondents indicated that their organization made or attempted them in a way that they would attribute wholly or partially to the library's residency program. In fact, with regard to retention, 15% of the respondents saw fit to indicate that they saw no broader change in the overall organization's practices at all, not merely by passively declining to select any of the options that the survey presented them (the most convenient method to indicate this), but by actively using the "Other" option and stating so clearly in an attached free-text response.

Overall, this indicates that there is room for growth in terms of how library organizations with diversity residency programs learn and apply lessons from their programs across their organizations. We encourage residency coordinators and administrators to consider the areas of potential change surfaced in the results discussion above, and question if their own organizations have encouraged and allowed feedback from their residents and program participants to have wider impact outside of the residency sandbox.

Conclusion

As a whole, we sought to synthesize a larger picture of library diversity residency programs in general, by gathering together an already-substantial body of scholarship on residencies, and by contributing a new survey study to the current residency research.

Through literature, we find that diversity residencies are documented at least as far back as the 1980s. Early literature from the 1980s and 1990s focuses on building programmatic elements that encourage longevity of programs, including by building and sharpening definitions for residencies, focusing assessment on concerns common to administrators and coordinators, and establishing guidelines that foreground institutional goals for the program, with relatively cursory attention to resident experience. Some resident-centered and resident-authored work begins to appear in the 1990s, and with the publication of the first monograph anthology of diversity residency experiences edited by Raquel Cogell and Cynthia Gruwell in 2001, we start to see significant growth of literature that centers resident voices and experiences.

With this growth, we also see a correlating growth in constructive critique of programs, encouragement by residents and former residents to center the resident experiences in program design and assessment, and to understand the EDI issues in diversity residencies as representative of and endemic to the library organization as a whole. This is particularly true as we see a growth in the number of residency programs from the mid-2010s onward, alongside the establishment and growth of the Diversity Alliance. What is particularly notable in roughly four decades of documentation on diversity residencies is that quite a few of the issues discussed in relatively recent literature also appear in much earlier literature, including issues around tokenization, and the precarity of temporary positions. In other words, many residents and former residents have been building rich conversations about their residency experiences and the relevance of those experiences to broader EDI strategy in their organizations and across the profession, for a long time. The time is ripe for leaders and program organizers to incorporate these offerings into their residency programs, and into broader EDI strategy in their organizations.

Recognizing the richness of lessons that library organizations can apply across their organizations by listening to residents' voices and experiences, our survey research explored how program stakeholders incorporated inclusive hiring and retention practices, originally built for the residency programs, across their organizations. We observed a general trend that many organizations appear to have made changes in how and where positions are advertised, and job posting language that were informed by their residency programs. But in general, other inclusive hiring and retention practices had not been incorporated outside the residency, or respondents were unable to attribute them specifically to the residency.

From our literature review, we see that many current and former residents have been highly active in conversations about the implications of their residency experiences and their relevance to EDI in their organizations and the profession as a whole. From our survey, we see high potential for program and organization administrators to listen to and center these experiences and observations, and to more fully utilize and apply lessons learned from residencies to general recruitment and retention.

Throughout the course of gathering this literature and performing this original study, members of this task force have grounded ourselves in an understanding that diversity residencies exist and are needed because the library profession as a whole does not do well at hiring and retaining BIPOC library workers. An unspoken goal of residency programs is thus to encourage and nurture the growth and change of library work cultures and environments toward equity, inclusion, and diversity, such that libraries no longer need diversity residencies, but simply have the cultural capacity to hire BIPOC and other marginalized library workers equitably and support their work in inclusive work environments. We challenge ourselves, the ACRL Board, and future members of the Diversity Alliance's governance to ask - What can we do to no longer need diversity residency programs? How can we apply what residents and former residents know in order to build healthier organizational practices?

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Cultural Proficiencies for Racial Equity: A Framework

Submitted by: Elizabeth Burns, ACRL Standards Committee Chair

Date submitted: May 18, 2022

Background

In September 2019, the American Library Association's Office for Diversity, Literacy and Outreach Services (ODLOS); Association of College and Research Libraries (ACRL); Association of Research Libraries (ARL); and Public Library Association (PLA) announced the formation of the Building Cultural Proficiencies for Racial Equity Framework Task Force. The task force was charged to create a framework for cultural proficiencies in racial equity that can be used in public and academic libraries through: scanning the environment, including review of relevant documents (such as ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; drafting the framework; seeking comment from stakeholders and the library community on the draft; and revising as needed.

The task force developed a logic model, with facilitation by Katherine Skinner, executive director of the Educopia Institute. In May 2021, Christina Fuller-Gregory, assistant director of libraries at the South Carolina Governor's School for the Arts and Humanities, joined the task force to build on the logic model, as well as an environmental scan and findings from a cross-sector survey, to lead the framework development. As a result of this process, the task force developed an initial draft framework that includes an introduction, four frames, a glossary, and resources for further reading.

Status updates on the development of the draft framework were held at the ACRL 2021 Virtual Conference in April 2021 and at the ALA Annual Virtual Conference in June 2021.

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

● Page 1

A final draft framework was made available for public comment through a Word Press CommentPress installation in January 2022. The call for comments was promoted through ACRL Insider, social media, the ACRL Update newsletter, and through an ALA press release. The other partner associations additionally promoted the call through their channels. Additional details on the feedback process are available in the attached Standards Transmittal Form.

Following the close of the comment period, the task force reviewed and incorporated feedback for the final draft framework. Now that the framework is finalized, it will go through the approval process for adoption by the four organizations, ACRL, ARL, ALA, and PLA.

The Standards Committee approved the final framework in May 2022 and recommends that the Board of Directors rescind the 2012 “Diversity Standards: Cultural Competency for Academic Libraries” as part of the approval process. While the new “Cultural Proficiencies for Racial Equity: A Framework” document wasn’t developed as a linear one-to-one revision of the “Diversity Standards,” it represents an updated approach to the same topics.

Actions Recommended

That the ACRL Board of Directors approves the “Cultural Proficiencies for Racial Equity: A Framework” and rescinds the 2012 “Diversity Standards: Cultural Competency for Academic Libraries.”

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

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☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Equity, Diversity & Inclusion

Goal: TBD

☐ Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Cultural Proficiencies for Racial Equity: A Framework

Contents:

Introduction

Frames

Frame 1: Addressing and Interrogating How White Supremacy, White Privilege and Racism Show Up in Libraries

1.1 Understanding Historical Inequities

1.2 Methodologies for Self-Assessment

1.3 Libraries and Racial Equity

1.4 The Language of Racial Equity and White Supremacy

1.5 The Competency Continuum

Frame 2: Accountability, Assessment, and Implementation

2.1 Antiracist Objectives & Strategies for Libraries

2.2 Hiring, Retention & Advancement

2.3 Strategic Planning

2.4 Policies, Procedures, and Norms

2.5 Sharing the Work: BIPOC Communities & Allies

2.6 Accountability in Racial Equity Work

2.7 Solidarity & Librarianship

2.8 Power relationships within the field

Frame 3: Building Cross-Sector Cultural Proficiency- Influencing and Affecting Change in Other Professional, Civic, Political Spheres.

3.1 Civic

3.2 Information

3.3 Corporations

Frame 4: Antiracist Leadership

4.1 The Interconnectedness of Libraries and the Larger Institutions of ALA/ARL

4.2 Role of the Member- Advancing Member Impact

Addendum 1: Background of the Framework

Addendum 2: Glossary & Resources for Further Reading

Introduction: This framework has been developed as a tool both theoretical and practical in its orientation, as a guide for developing personal, organizational, institutional, and systems-level knowledge and understanding of the nature of racism and its many manifestations. Racism results in differential, inequitable, and devastating impacts on Black, Indigenous, and People of Color (BIPOC) in the library and information science (LIS) sector, the communities libraries serve, and beyond. The framework is not intended to be **liberatory practice** in itself,--an instrument or agent that will abolish racial inequity or a step-by-step guide--but, rather to provide the grounding needed to effect change in thinking, behavior, and **practice** that will lead to better outcomes for **racialized** and **minoritized** populations. Therefore, while the framework offers examples of implementation, these are not meant to represent an exhaustive list. Although the LIS sector cannot, on its own, solve the problem of racism in society, it can acknowledge the role it has played in contributing to and sustaining systems of inequity and oppression of communities of color, and own the responsibility for countering its effects, both historically and today. And while we acknowledge the global impacts of racism, for the purposes of this framework, we will specifically address the impacts of racism in both the United States and Canada.

We acknowledge that Equity, Diversity, and Inclusion (EDI) -centered language is frequently evolving and rooted in identity to include intersecting identities.

The primary focus of this framework is on racial inequity, but it would be remiss to neglect the ways in which white supremacy works based on interlocking systems of oppression, such as sexism, ableism, homophobia, transphobia, and others. These systems work in tandem to create intricate layers of oppressive tactics; as such, in order to be fully committed to racial equity, it is necessary to understand the intersectionality of these systems and to address them while working to enhance racial equity in libraries.

The authors of this framework aim to use language that is as universal as possible, but EDI-centered language in particular is frequently evolving and rooted in identity. As such, disagreement on language usage is natural. In many ways, the language that is used in this framework reflects the unique positionalities of the people who are writing it as well as the contemporary moment in which it is written. This framework is intended to be a living document with language updates made as necessary- at a time and by individuals to be determined by the sponsoring organizations.

1. **Addressing and Interrogating How White Supremacy, White Privilege and Racism Show Up in Libraries.**

Engaging in antiracism is multifaceted. Understanding core ideas around racial equity is one of the first steps to laying a strong foundation for racial equity work and allows us to take individual actions into a holistic practice.

1.1 Understanding Historical Inequities

The phenomenon of racism is not new, but rather is rooted in an historical trajectory of oppression and discrimination (based on **racial/ethnic identity**) that has its roots in **imperialism** and **colonialism**, and which has been supported by policies, misleading science, laws, norms, and religion for centuries. In order to understand the degree to which **racism** and **white supremacy** are embedded in contemporary systems, it is necessary to understand how systems of inequity have created and sustained disadvantage for BIPOC populations while rewarding those who identify as majority, or “white” with often unrecognized, unearned advantages. This system of white supremacy is rooted in a fabricated hierarchy of human value based on race and manifests even within communities of color. Recognizing that institutions such as slavery and colonialism have played out differently within the US and Canada, the resulting inequities and their impacts are consistent across those borders and are evidenced by disparate outcomes for BIPOC populations as they navigate threats to their survival via social systems (healthcare, education, criminal justice, housing, etc.).

Framework Implementation Example: Employees and patrons of a public library system in Ontario participate in the [KAİROS Blanket Exercise](#) to gain greater understanding of the history of oppression and genocide experienced by Indigenous populations in Canada.

1.2 Methodologies for Self Assessment - Fundamental (Adjacent to Historical Inequities)

Including self-assessment in antiracist work is critical to the success of antiracist practice. Because society is built upon systems that work to minoritize many people, individuals have been conditioned to practice implicit, internalized forms of racism that we need to address. Including self-assessment allows us to identify power and privilege in the LIS profession.

Framework Implementation Example: Library staff can take any of the Implicit Association Tests (IAT) related to race/ethnicity provided by Project Implicit at Harvard University. Please note that the purpose of IAT is to measure associations, both positive and negative, toward specific groups and identities. It is *not* intended to predict behavioral bias. More information can be found on the IAT's website listed in the resource section.

1.3 Libraries & Racial Equity

The history of Libraries and the LIS profession cannot be told without acknowledging and addressing an origin story that was built on a foundation of exclusion, not inclusion,

homogeneity, not diversity. Reverberations of these inequities must be acknowledged as BIPOC individuals continue to experience the residual harm of this past. Even as physical structures in the early 20th century were built to provide library services to People of Color, the “Separate but equal” doctrine was applied at whim in tandem with governmental policies of the time that segregated, excluded, and harmed these communities. As LIS workers, our foundational growth is strengthened by an ability to identify and acknowledge ways in which whiteness and white supremacy have impacted the field of librarianship. Beyond this, Libraries and LIS workers must actively engage in practices that address and redress these inequities.

Framework Implementation Example: Conduct a policy audit to gauge whether your library’s policies are having a differential impact on communities of color. While outside of the LIS field, the City of Seattle’s Race and Social Justice Initiative developed a [toolkit](#) that outlines a process for assessing whether a potential policy will have negative effects on BIPOC communities. The toolkit can be easily adapted for the LIS profession.

I.4 The Language of Racial Equity & White Supremacy

The process of learning, understanding, and thinking critically about EDI terminology creates a consistency around shared language. Developing a common understanding of core constructs such as racial identity, systemic racism, **structural racism, equity, inclusion, diversity,** and **social justice-** along with **internalized oppression** and **antiracism, is a necessary step in advancing racial equity.**

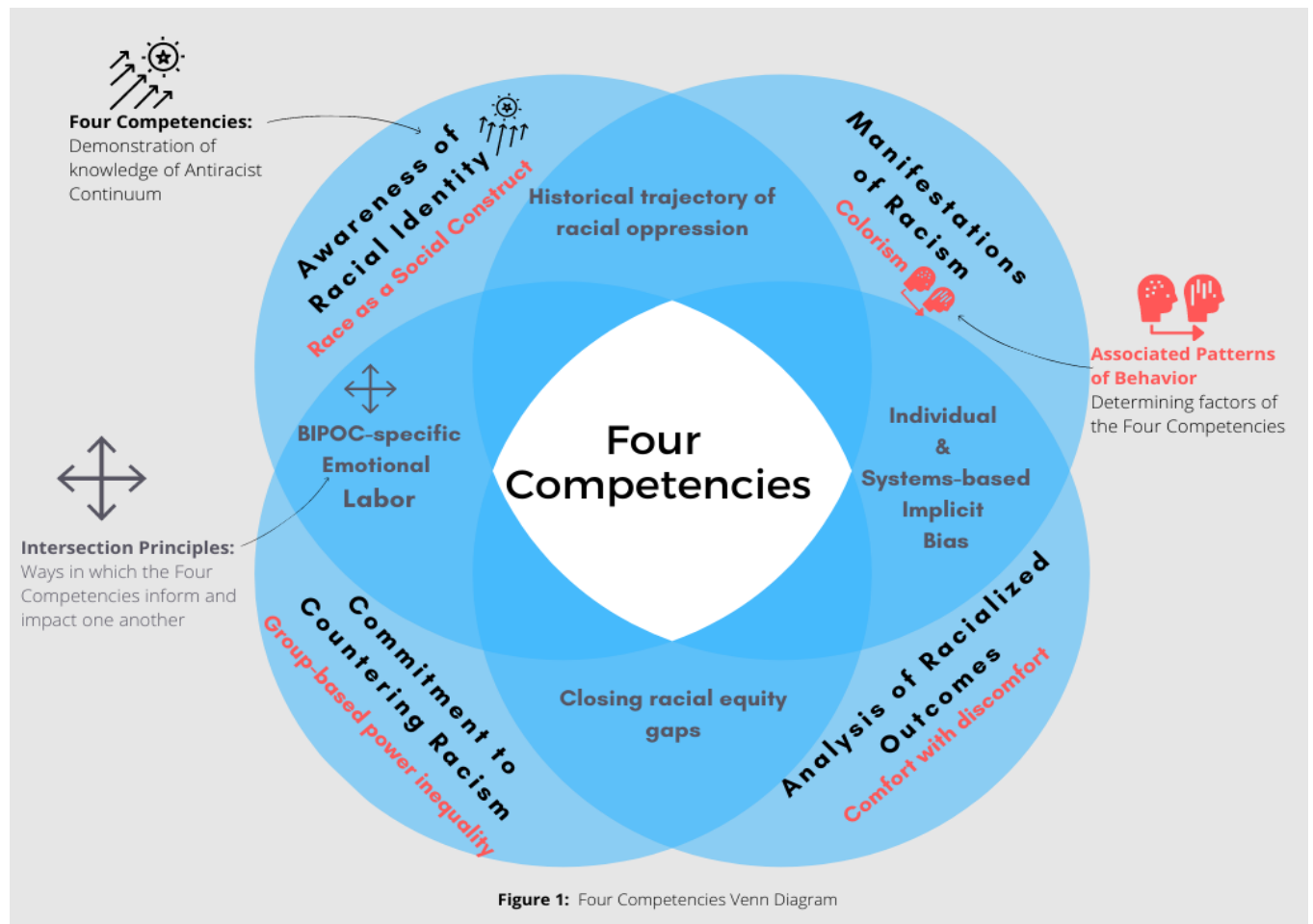
Framework Implementation Example: Host a forum in your library where employees research glossaries from anti-racist organizations to develop a list of terms and phrases related to racial equity and build consensus around those definitions for the community.

I.5. The Competency Continuum

Libraries should approach racial equity and other types of EDI work not as an end but as a practice, understanding that racial equity work is an iterative process during which we are re-learning, re-envisioning, and rebuilding. As understanding evolves and contexts and vocabulary change, libraries must reassess and revisit their practices to ensure they remain relevant, fulfill their objective, and do not cause harm. To this end libraries need to have a clear and realistic plan to evaluate cultural competencies* within their organizations and must demonstrate openness to critically look inward and make the necessary changes. Libraries must actively interrogate their practices at all levels (individual, interpersonal, organizational, structural), and continually explore how power is held and granted within their organizations to ensure an equitable distribution.

This process is reflected in the competency continuum illustrated in Figure 1, below. The diagram shows four broad categories for approaching the work moving from an awareness of

the concept of racial identity (its historical, social construction, its development as a strategy to divide cross-racial alliances who were organizing for labor solidarity in colonial times), to understanding the contemporary manifestations or realizations of racism (e.g. anti-Black racism, mass incarceration, Indigenous invisibility). From understanding of how racism shows up historically and contemporaneously, we move to analyze the profound impacts of racism on communities of color, e.g. in disparities in access to quality healthcare, the “achievement gap” in education, the lack of generational wealth for communities of color, or the lack of representation in the library sector. Once we fully understand these principles, we can begin to explore the strategies--the behavioral, policy, and systems changes--that will bring about greater racial equity.



* Please note that “competency” in this context does not mean that there is an ending to this process. The medical field has coined the term “cultural humility” to reflect an ongoing commitment to life-long learning, acknowledging and accepting our own limitations to cultural sensitivity, and recognizing power imbalances that exist in institutions and systems. The term “competency” is used above, with acknowledgement of both its ubiquity and its limitations.

Framework Implementation Example : Develop strategies that support your organization in moving beyond cultural competence (attending a single training, or reading a few journals/articles that discuss EDI) to cultural fluency (an on-going, sustained process that allows for continued growth and deeper understanding).

2. Accountability, Assessment, and Implementation

In order to engage in antiracist practices, libraries and library workers must hold themselves accountable individually, organizationally, and structurally. Effective accountability uses assessment methods to evaluate and guide where resources and energy should be directed.

2.1. Antiracist Objectives and Organization Strategies for Libraries

Libraries, their workers, and the communities that they serve are all unique, as are their needs. It is for this reason that there is not a singular plan or path that all libraries and library workers can use for assessment and accountability. Each individual, organization, and library must do the work to map out how assessment and accountability works best in their contexts. While there is no singular path forward, there are components each individual and organization should consider in order to implement change. Below are a set of key components needed for successful assessment and accountability measures.

Framework Implementation Example: Start by assessing your organization's understanding of EDI by reviewing and completing the [2021 Equity Scorecard for Libraries and Information Organizations](#).

2.2 Hiring, Retention, and Advancement

For decades, the library profession has viewed and used “diversity” or “minority” recruitment as the principal strategy for addressing the lack of representation of minoritized racial/ethnic populations in the profession. Numerous library associations (i.e. the American Library Association and the Association of Research Libraries), as well as several library and information science programs throughout the US and Canada, have long histories of hosting recruitment and career developmental programs which, in spite of some valid critique in the literature, have yielded some benefits to the participants in the programs, the associations that host them, and the profession at large. However, with rare exception and in spite of millions of dollars of investment over time, these programs have done little more than maintain stasis with respect to representation of BIPOC individuals in the LIS workforce. Strategies to retain BIPOC employees are anecdotal and are not readily found in the literature. To some degree, advancement has been addressed—at least in the academic library sector—through leadership development programs for early- and mid-career librarians, but participation in such programs is mostly limited to employees of well-resourced institutions. Libraries, library organizations, and the profession at large must remain committed to collecting demographic information about the workforce, but must also adjust categories as constructs change with respect to racial/ethnic identity. Additionally, the LIS profession must develop systematic approaches to measuring the climate of the workplace for employees from minoritized populations. This requires the disaggregation of data and the ability of leaders and managers

to accept feedback without judgment, defensiveness, or retaliation, and that they act on the input provided by measuring climate systematically (at regular intervals) and creating interventions that will improve the experiences, engagement, and the sense of belonging for employees from racialized identities. Evaluation, retention, or advancement processes should include the consideration of whether such policies have greater differential impact (short- or long-term) on employees of color than on those from majority populations.

Furthermore, data must be collected and tracked concerning the opportunities for leadership and development that are provided to library employees from minoritized groups in order to identify access gaps and uncover opportunities for improvement within organizations. Processes must be employed to help managers and supervisors analyze and track bias when assigning leadership tasks, stretch assignments, or other career-enhancing opportunities. The LIS profession must track the representation of minoritized individuals in leadership and managerial roles, whether titular roles in organizations (managers, directors, supervisors, team-leaders, etc.) or comparable roles in civic organizations, associations, professional communities of practice, and other contexts where communities of color have not had, historically, access to power, resources, or opportunities to advocate for themselves or for other marginalized people.

Framework Implementation Example: Move beyond traditional evaluative methods used for all staff to develop specialized 'temperature check' opportunities for BIPOC staff. Offered in the form of safe space conversations or anonymous surveys, temperature check questions and conversations should be used to inform and improve policies and practices that prevent BIPOC staff from finding earned success in their roles.

2.3 Strategic Planning

The work of racial equity requires that individuals and organizations not only examine the past and understand the degree to which policies and practices have created and sustained an inequitable present, but also create strategies for reenvisioning and creating a more equitable future. Traditional strategic planning processes often do not accommodate full integration of goals and objectives that advance racial equity without the explicit naming of it as an organizational and/or institutional priority. Therefore, strategic planning must articulate the development, implementation, iteration, and measurement of changes to policies, procedures, and behaviors that specifically address racial equity. Strategic plans that center racial equity are rooted in accountability and marked by an actualization of successful processes and outcomes. Conversely, a failure to identify racial equity as an organizational priority may be ineffective in creating change.

Framework Implementation Example: Strategic plans shouldn't be developed in a silo. Find ways to include the perspectives of BIPOC staff in the development of an inclusive strategic plan. If your staff is largely homogenous, find ways to turn outward and engage community members in the planning process.

2.4. Policies, Procedures, and Norms

Many of the policies, procedures, and norms employed and enforced in libraries are rooted in white supremacy, and are often exclusionary to BIPOC individuals. This stems from the fact that in most settings, including libraries, cultural practices associated with “whiteness” are normalized and considered the standard or expected behaviors. As a result, policies, procedures, and norms meant to fix a problem or improve access and service, can cause harm for BIPOC communities. While not necessarily intentional, this harm emerges as a result of organizations implementing policies without considering how they will affect the different and diverse populations they serve.

Examples include:

- Both physical police presence and internal policies that negatively impact patrons;
- Inconsistent policies around library spaces that may consciously/unconsciously create barriers to service for BIPOC communities;
- Descriptive/metadata practices that use offensive or pejorative/outdated terms;
- Library Fines & Fees;
- Requiring ID in order to access library services;
- Overemphasizing academic credentials in the hiring process.

Therefore, libraries must assess policies and procedures through a lens of racial equity to identify if and how they are causing harm to BIPOC patrons and employees. To this end, they should always consider the possible unintended consequences or adverse impacts a policy, procedure, or norm could have, which racial or ethnic groups could be affected by it, and what can be done to minimize or prevent negative consequences or impacts.

Framework Implementation Example: Before implementing new policies, procedures, and norms, administrators would consult with a diverse group of stakeholders to assess any potentially harmful consequences.

2.5. Sharing the Work: BIPOC Communities and Allies

The burden of equity, diversity, and inclusion (EDI) work, including racial equity, often falls on members of minoritized communities: Black, Indigenous, and People of Color, people with disabilities, and members of the **LGBTQIA2S+** community. While it is important to have members of these communities engaged in the work of EDI committees, working groups, or task forces, they should not be the only ones in them. Trying to ease the burden on minoritized communities by having only allies work on these groups is also faulty as it does not take into account the perspective of these communities. Therefore, successful, useful, and equitable racial equity work requires participation by BIPOC individuals and their allies. In addition to easing the burden off BIPOC employees, mixed participation ensures buy-in from multiple sectors and a sense of collective ownership, accountability, and responsibility.

Framework Implementation Example: Coalition building is central to moving the work forward. Examples of this include REFORMA, BCALA, and APALA statements in support of Black Lives Matter and their work speaking out against violence being perpetuated against Asian communities.

2.6 Accountability in Racial Equity Work

Racial equity working groups, committees, or task forces must have a clear scope and mandate as well as accountability mechanisms to ensure equity, transparency, and trust within their organizations. They must also employ equitable practices in areas like decision-making (e.g. consensus building), discussions (e.g. adjusting to different styles of communication), membership composition, and duration of terms.

Regardless of the composition of the committee, working group, or task force, it is imperative that proper compensation is offered to the members. Compensation can take different forms, including financial compensation, promotion, or a redistribution of responsibilities to provide those working in EDI with the time and space they require to do the work. This not only removes the burden of EDI work and makes it equitable, it also denotes that the organization considers the work as necessary as all the other duties and responsibilities that help the organization meet its strategic goals.

Framework Implementation Example: Organizations structure racial equity and EDI committees using the [Equity, Diversity, and Inclusion Committees: Getting Started Guide—UBC Equity & Inclusion Office](#).

2.7. Solidarity and Librarianship

The act of solidarity requires moments of stasis and movement. The practice of solidarity in libraries can be characterized by acknowledging the ways in which library policies, programs, services, and internal structures cause harm to BIPOC communities, and by actively identifying systems and structures for mitigating these harms. Solidarity in libraries is also circumstantial, requiring organizations to develop action plans in support of when and how to act as a vocal amplifier for underrepresented or minoritized voices. It is equally important that within the scope of these considerations, libraries understand when to remain silent, effectual listeners who recognize and respect the importance of providing space for BIPOC stakeholders (internal and external) to speak, be heard, and guide conversations. Of critical importance is the understanding that solidarity is not performative, experimental, or rooted in expectancy; rather, it is the sincere demonstration of libraries' authentic interest in protecting BIPOC communities.

Framework Implementation Example: Commit to providing space in conversations (whether casual, in the workplace, etc.) where the voices of BIPOC people are centered and prioritized.

This includes listening for and amplifying those messages that may be hidden, ignored, or suppressed.

2.8 Power Relationships Within the Field

Racial equity can only be realized when power differentials between BIPOC and white individuals are equalized and when communities of color have the agency, rights, opportunities, and access to resources to ensure that they can thrive. Historical and systemic inequalities exist and must be deliberately addressed and remedied. This process is facilitated by ceding power and providing opportunities for BIPOC individuals to develop and cultivate power. This can only be accomplished by guaranteeing that minoritized populations will have a significant role in envisioning and implementing their desired future *if they so choose*. Ways in which power differentials show up in everyday practice and which must be countered at a systemic level include:

- Power structures within work distribution (ability to work from home);
- Overrepresentation of people from majority cultures/identities in manager roles;
- Examining what is considered “canon” in material resources;
- Power one holds in deciding whether to commit to equity work (it's a luxury for some).

Framework Implementation Example: Do not be complicit in the silencing of BIPOC cohorts. Use your power and privilege to amplify and give credit to the work of BIPOC contributors.

3. Building Cross-Sector Cultural Proficiency- Influencing and Affecting Change in Other Professional, Civic, Political Spheres.

Libraries, archives, museums, and other cultural heritage organizations do not operate in a vacuum, or in silos. They are inextricably connected to communities whether neighborhoods, schools, colleges and universities, corporations, civic entities and beyond. They serve as microcosms of broader systems and structures and, therefore, can and should serve as models for developing and implementing transformative policies and practices that will lead to greater racial equity.

3.1 Civic

Public libraries, for example, can serve as models for civic entities with respect to the hiring and retention of a diverse workforce. Academic libraries can take the lead on campuses for developing transformative practices in climate assessment, as well as analysis of institutional policies for their impact on minoritized employees. Moreover, libraries and adjacent professional sectors should seek out opportunities to collaborate with other professional sectors such as corporations, K-12 education, health and human services sectors, and governmental agencies to develop strategies for addressing inequities, whether that be in employment opportunities, representation in collections and programming, or other intersecting domains. Cross-sector collaborations will have greater impact on communities of color and will develop champions for the LIS profession from a broad range of stake-holder groups.

Framework Implementation Example: Public libraries provide a space and resources for

community discussions on racism and racial equity, inviting civic leaders, K-12 educators, religious leaders, those from the health services sector, and others who serve communities of color.

3.2 Information

As leaders in collecting, storing, and disseminating information, librarians and library workers must support all patrons by building inclusive collections, classifying materials appropriately by centering minoritized communities, and disseminating useful information to under-resourced communities. This set of best practices, however, must also be proactively shared and encouraged among other sectors.

Framework Implementation Example: Libraries of all types are developing and conducting diversity audits to ensure that their collections or resources represent a broad range of authors from diverse racial/ethnic identities. Numerous library workers are conducting these audits in tandem with analysis of subject headings and metadata to ensure that resources are classified appropriately.

3.3 Corporations

Libraries and library consortia spend millions of dollars on services and products provided by vendors. Libraries can use their purchasing power to promote cross-sector collaboration in racial equity by refusing to engage in business with companies whose practices are antithetical to racial equity.

Examples of this include:

- Vendors profiting from the work of incarcerated or detained individuals.
- Companies that engage in user surveillance.
- Businesses whose products could cause harm to BIPOC individuals (i.e. artificial intelligence solutions that are mainly “trained” with white individuals).

Framework Implementation Example: Libraries can create and apply ethical and sustainable vendor guidelines and checklists when deciding to purchase new products and services.

4. Antiracist Leadership

Libraries and archives have an opportunity to serve as exemplars to other professions in building and sustaining antiracist climates, cultures, and practices, but must commit to the work of internal and systems change in the process. Antiracist leadership acknowledges the degree to which white supremacy culture is embedded in every aspect of our profession, and works deliberately and constructively to question dominant cultural norms and counter them when they are negatively impacting or harming communities of color. Leaders must understand that differential outcomes for BIPOC individuals are not a product of inherent deficits to those communities, but rather are an outcome of problematic systems that create a

legacy of advantage for people from majority cultures and identities, or for those who acquiesce to the phenomenon of assimilation. Leaders who are committed to social justice work- create environments where minoritized communities have agency to realize their full potential, countering--if not working to eliminate--oppressive systems and practices. Anti-racist leaders both outwardly and behind the scenes encourage and support equity efforts from groups and individuals within their organizations, and champion efforts even in the face of controversy. Moreover, leaders committed to racial equity recognize that solutions to systemic problems require proximity to and strategies that are focused on the challenges at hand. Effective leaders should acknowledge the importance of intersectionality and realize that coalescing around an antiracist agenda will have benefits for other marginalized groups and society at large. In addition, leaders must cultivate a comfort level with controversy so as to support the challenging conversations that are unavoidable when one is committed to antiracist work. Transformative leaders cultivate and sustain the work of collective action, building alliances with other groups, organizations, and sectors committed to racial equity. (Museus)

4.1. The Interconnectedness of Libraries and the Larger Institutions of ALA/ARL

The American Library Association (ALA) and the Association of Research Libraries (ARL), have long espoused commitments to equity, diversity, and inclusion. Within the last 25 years, millions of dollars of US federal grants have been secured by these and other organizations, and individuals, corporations, and institutions have committed significant funding to largely support diversity recruitment efforts. Significantly fewer resources have been dedicated to leadership development efforts for BIPOC populations in LIS. In addition, library and archive associations have convened numerous events- conferences, webinars, and other professional development and community-building activities – as well as published a great deal on the topic over the last several years, but particularly since May of 2020. While some progress has been realized through these efforts, the profession has not seen substantive change as evidenced by demographic statistics (i.e. higher BIPOC representation) within the workforce. Core to the challenge is that libraries, whether public, academic, school, or special, are situated within larger structures founded upon principles and histories of white supremacy with generations of policies and practices that were exclusionary in their intent. Often library boards, university boards of trustees, and other leadership entities articulate values in support of antiracist or EDI agendas but fail to set policy, fail to allocate resources, or otherwise display behaviors and actions that are inconsistent with those commitments. An additional challenge is that no library type or category is monolithic; each organization or institution is unique with distinct missions to diverse stakeholders and, therefore, strategies for addressing racial inequity must be customized and be responsive to those needs. Conversely, messaging and approaches are often inconsistent and diffuse, without a collective voice or a common vision. Developing consistency in vocabulary, communication, strategies, and vision will help to establish universal goals that have the potential to create deeper and enduring change for the profession.

Libraries operate independently and are not accountable to one another or to larger

institutions like ALA/ARL. As such, these and similar associations lack the ability to mandate wide-spread change in the field. However, there are other ways in which larger associations can model commitment to anti-racist work, influence organization and policy, and provide mechanisms to support collective action. In this way, organizations large and small can explore what contributions they can make that will advance racial equity within their communities. While anti-racist leadership can and should come from anywhere within an organization, professional associations like ALA and ARL greatly influence the LIS sector's attitudes, priorities, and behaviors and can lead as they set policy and model efforts to advance racial equity.

Framework Implementation Example: Associations could begin by collecting and publishing relevant statistics (e.g. disaggregated demographic data, equity audits of collections, retention statistics of BIPOC employees) or include racial equity as a component of accreditation rubrics.

4.2 . Role of the Member- Advancing Member Impact

In order to benefit from participation in ALA/ARL, and other library associations, it is imperative that library workers understand that while these larger institutions often influence and inform our work, we should not be solely reliant upon them to move this work forward. The responsibility for educating ourselves about racial equity and upholding systems of accountability falls on us as individuals and as a collective, with deep implications for the workplace and our communities. It is important to remember that each person, regardless of title or position, has the power to influence their community by modeling antiracist practices, advocating for BIPOC communities, and becoming actively involved in committee work, leadership, and governance of library associations.

Framework Implementation Example: When voting for new leadership members can choose to prioritize candidates from minoritized communities or those whose candidate statements clearly mention racial equity and EDI as a priority.

Addendum 1: Background of the Framework

In September 2019 the Association of College and Research Libraries (ACRL), along with ALA's Office for Diversity, Literacy and Outreach Services (ODLOS); the Public Library Association (PLA); and the Association of Research Libraries (ARL) formed the Building Cultural Proficiencies for Racial Equity Framework Task Force with the goal of developing a cultural proficiencies in racial equity framework.

As a result of extensive planning and research, including an environmental scan, development of a logic model, and cross-sector survey, the CPRE Task Force has developed the Building Cultural Proficiencies for Racial Equity framework. The framework is designed to provide a comprehensive set of steps and best practices that inform EDI-centered library work. Rooted in an approach that engages institutions of all types, the framework provides action steps for coalescing EDI engagement, whether those efforts are informal grassroots, formal initiatives, or in the initial planning stages.

*Read more about the Cultural Proficiencies for Racial Equity Task Force [here](#).

Cultural Proficiencies for Racial Equity Task Force members include:

- **Jennifer Garrett**, Associate Director for Organizational Design, Equity, and Talent, NC State University Libraries
- **Marcela Isuster**, Liaison Librarian and Coordinator, Digital Scholarship Hub, McGill University
- **Christina Fuller-Gregory**, Assistant Director of Libraries, SC Governor's School for the Arts and Humanities
- **Tatiana Bryant**, Research Librarian for Digital Humanities, History, and African American Studies, UC Irvine
- **Kristyn Caragher**, Assistant Professor and Reference & Liaison Librarian (STEM), University of Illinois at Chicago
- **Andrew Harbison**, Assistant Director, Collections and Access; Interim Manager, Special Collections, Seattle Culture & History, The Seattle Public Library
- **Lars Klint**, Manager for Monograph Acquisitions & Copy Cataloging - Americas & Europe 3 and Africa, Asia & the Pacific, Harvard Library
- **John Martin**, Scholarly Communication Librarian, University of North Texas
- **Pamela McCarter**, Equity Initiative Leader / Outreach Specialist, Charlotte Mecklenburg Library
- **Teresa Helena Moreno**, Undergraduate Engagement Coordinator and Liaison for Black Studies, University of Illinois at Chicago
- **Mikayla Redden**, Indigenous Research and Development Officer, Centennial College
- **Cecilia Salvatore**, Coordinator, Archives and Cultural Heritage Program School of Information Studies, Dominican University
- **Kristin Lahurd**, Interim Director/Assistant Director for Literacy and Continuing Education, Office for Diversity, Literacy and Outreach Services (ODLOS)
- **Scott Allen**, Deputy Director, Operations Public Library Association (PLA)
- **Allison Payne**, Program Manager for Strategic Initiatives, Association of College and Research Libraries (ACRL)
- **Mark A. Puente**, Associate Dean for Organizational Development, Diversity, and Inclusion, Purdue University Libraries and School of Information Studies
- **Mira Swearer**, Program Manager, Association of Research Libraries (ARL)

- **Gary Roebuck**, Deputy Director, Association of Research Libraries (ARL)

Addendum 2: Glossary & Resources for Further Reading

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Glossary

Anti-Racism

"The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, and set up in opposition to individual racist behaviors and impacts." (Race Forward 2015)

Antiracism is an approach to racial equity that begins with the assumption that all races are equal and not in need of development as a whole. It suggests that racial injustices are a result of racist policies, intentional or unintentional, and that racial equity can only come through deliberate changes in political, economic, and social structures. Antiracism implies something beyond being "not racist," and requires a more active opposition to racist structures through action.

Anti-Racist

"An anti-racist is someone who is supporting an antiracist policy through their actions or expressing antiracist ideas. This includes the expression of ideas that racial groups are equals and do not need developing, and supporting policies that reduce racial inequity." (Racial Equity Tools 2020; summarized from Kendi 2019)

Colonialism

Colonialism refers to domination through economic, political, and social policies or ideologies, especially by a non-indigenous people over indigenous, minority, or marginalized populations.

"Colonialism is a practice of domination, which involves the subjugation of one people to another." (Kohn and Reddy 2017)

"Colonialism can refer to a transnational process of domination, the policies by which it is carried out, and the ideologies that underwrite it." (Ramanath 2012)

In the Americas, colonialism refers to the invasion and large-scale theft of Indigenous lands by European powers, and the continuing domination of those lands and peoples through economic, political, and social policies or ideologies (adapted from Waziyatan 2014)

Diversity

Can refer to a range of differences between people that may include race, gender, sexual orientation, class, age, education, religion, language, culture, and physical or cognitive abilities. It may also include different ideas, perspectives, and values. In the context of institutions, organizations, or communities, it may refer to representation of these differences within the group, the active presence of different voices and perspectives, or the valuing of these differences as part of the culture. It is a necessary, but not sufficient step towards "Equity."

Equity

"Equity means fairness and justice and focuses on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and histories. It is distinct from diversity, which can simply mean variety (the presence of individuals with various identities). It is also not equality, or "same treatment," which doesn't take differing needs or disparate outcomes into account. Systemic equity involves a robust system and dynamic process consciously designed to create, support and sustain social justice." (Race Forward 2015)

Imperialism

A system of oppression that relies on nations exerting power and dominion over another nation or group either by direct territorial acquisitions or indirectly by exerting control over their political, economic, or cultural life.

Inclusion

"Inclusion means an environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success. (Adapted from Society for Human Resources Management, Hewlett Packard, and Ferris State University)" and (Office for Diversity, Literacy and Outreach Services 2017)

"Being included within a group or structure. More than simply diversity and quantitative representation, inclusion involves authentic and empowered participation, with a true sense of belonging and full access to opportunities." (Race Forward 2015)

Internalized Racism

"Internalized racism is the situation that occurs in a racist system when a racial group oppressed by racism supports the supremacy and dominance of the dominating group by maintaining or participating in the set of attitudes, behaviors, social structures, and ideologies that undergird the dominating group's power. It involves four essential and interconnected elements:

1. *Decision-making* - Due to racism, people of color do not have the ultimate decision-making power over the decisions that control our lives and resources. As a result, on a personal level, we may think white people know more about what needs to be done for us than we do. On an interpersonal level, we may not support each other's authority and power – especially if it is in opposition to the dominating racial group. Structurally, there is a system in place that rewards people of color who support white supremacy and power and coerces or punishes those who do not.
2. *Resources* - Resources, broadly defined (e.g. money, time, etc), are unequally in the hands and under the control of white people. Internalized racism is the system in place that makes it difficult for people of color to get access to resources for our own communities and to control the resources of our community. We learn to believe that serving and using resources for ourselves and our particular community is not serving "everybody."
3. *Standards* - With internalized racism, the standards for what is appropriate or "normal" that people of color accept are white people's or Eurocentric standards. We have difficulty naming, communicating and living up to our deepest standards and values, and holding ourselves and each other accountable to them.

4. *Naming the problem* - There is a system in place that misnames the problem of racism as a problem of or caused by people of color and blames the disease – emotional, economic, political, etc. – on people of color. With internalized racism, people of color might, for example, believe we are more violent than white people and not consider state-sanctioned political violence or the hidden or privatized violence of white people and the systems they put in place and support." (Bivens 1995)

Liberatory Practice

Liberation is the act of freeing people from forms of oppression on the individual and societal levels resulting in "relationships, societies, communities, organizations, and collective spaces characterized by equity, fairness, and the implementation of systems for the allocation of goods, services, benefits, and rewards that support the full participation of each human and the promotion of their full humanness." (Love, DeJong, and Hughbanks 2007). According to Paulo Freire (2000), liberation is not an end but "a reflection and action directed at the structures to be transformed."

Liberatory practice and work then represent the process of reflection and action combined with engagement in concrete liberation-inducing or liberatory behaviors that lead to societal and individual transformation (Love, DeJong, and Hughbanks 2007).

LGBTQIA2S+

Acronym for Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit, and the many different affirmative ways in which people choose to self-identify.

Minoritized

"The term, 'minoritized,' unlike 'minority' calls attention to the institutional processes through which religious, racial, and cultural groups are rendered into a minority rather than presuming this status based on prior or inherent identity." (Shalabi 2014)

Minoritized refers to "the social construction of underrepresentation and subordination in US social institutions." . . . "Persons are not born into a minority status, nor are they minoritized in every social context (e.g., their families, racially homogenous friendship groups, or places of worship). Instead, they are rendered minorities in particular situations and institutional environments that sustain an overrepresentation of Whiteness" (p.9). (Harper 2012)

Racial Identity

Racial Identity is the psychological sense of belonging perceived by oneself and others based on membership in existing racial categories. Racial identities often involve a sense of shared culture and history with others from a particular racial group, although this is not a necessary condition for all forms of racial identity.

Racial identities function at both the individual and the societal levels. For individuals, racial identities often provide a sense of group belonging as well as shared cultures and beliefs. When individuals talk about their racial identity, they often are referring to some level of connection, shared experience, and/or commonality between themselves and other members of their racial group. It is the perceived connection between members of the racial group that forms the content and meaning of racial identities ("Racial Identity" 2012).

"Racial identity is externally imposed: 'How do others perceive me?'. Racial identity is also internally constructed: 'How do I identify myself?' (National Museum for African American History and Culture, n.d.)

Racialized/Racialization

The social construction of race. To be racialized is to be defined by one's race. A social construction of races as "different and unequal in ways that matter to economic, political and social life" ("Racialization" 2008; Ontario Human Rights Commission, n.d.).

Racism

Generally means believing that a person's behavior is determined by stable inherited characteristics deriving from separate racial stocks; each of these distinctive attributes is then evaluated in relation to ideas of superiority and inferiority. This implies that there is a social construction in which certain groups of people are superior to others. This social construction is the result of social, economic, and political factors that have ascribed power to some groups, while leaving others powerless ("Racism" 2008).

"a doctrine that holds that the world's human population consists of various "races" that are the primary determinants of human traits and capacities. This doctrine typically regards one's own race as superior to other races" (Pettigrew 2020)

Social Justice

Social justice focuses on power dynamics among different groups of people while acknowledging historical and institutional inequities. It has a vision of a society with equitable distribution of resources, in which "all members are physically and psychologically safe and secure, recognized, and treated with respect." (Adams, et al. 2016)

"Researching and addressing the distributions of the social common good through the lens of historical power structures and social norms. Promoting just and equitable outcomes." (University of Minnesota College of Education and Human Development n.d.)

Structural Racism

"A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with 'whiteness' and disadvantages associated with 'color' to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead it has been a feature of the social, economic and political systems in which we all exist." (The Aspen Institute n.d.)

"the historical and contemporary policies, practices, and norms that create and maintain white supremacy" (The Urban Institute n.d.)

Systemic Racism

In some cases, systemic racism is used interchangeably with structural racism or institutional racism.

"Systemic racism includes: recurrent individual mistreatment; exclusionary or harmful institutional policies and practices; and broader societal and intergenerational injustice." (Sheppard, et al. 2020)

"societal or organizational structures and policies that privilege one race over another" (Nelson 2021)

White Supremacy

White supremacy is a term used to characterize various belief systems central to which are one or more of the following key tenets: 1) whites should have dominance over people of other backgrounds, especially where they may co-exist; 2) whites should live by themselves in a whites-only society; 3) white people have their own "culture" that is superior to other cultures; 4) white people are genetically superior to other people" (Anti-Defamation League n.d.).

A historically based, institutionally perpetuated system of exploitation and oppression of continents, nations, and peoples of color by white peoples and nations of the European continent, for the purpose of maintaining and defending a system of wealth, power, and privilege (Martinez 1998).

Whiteness

The result of a social and cultural process that situates White people in a place of power and privilege because of their skin color and White racial identity...There is more to whiteness than White

identity and racial privilege, however; it relates to a system and process that keeps those who are in dominant positions from recognizing or understanding how inequalities and racism operate in society ("Whiteness" 2008).

Though the term invokes ideas related to skin color, whiteness refers more specifically to a structural position—that is, to a racialized social identity that is positioned as superior relative to other "races" within a system of racial hierarchy. Indeed, because race is socially constructed—and not biological—whiteness can be understood as the result of social and cultural processes, rooted in a global history of European colonialism, imperialism, and transatlantic slavery, and maintained today through various institutions, ideologies, and everyday social practices (Cancelmo and Mueller 2019)

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Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

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

Title of Standard, Guideline, or Framework:

Cultural Proficiencies for Racial Equity Framework

Section or Committee Submitting:

Building Cultural Proficiencies for Racial Equity Framework Task Force

Submitting Section or Committee Chairperson:

Christina Fuller-Gregory (Task Force Facilitator)/ Marcela Isuster & Jennifer Garrett (Task Force Co-chairs)

Date of Previous Version:

This is a brand new document.

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

☐

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

☒

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

Call for comments distributed through ACRL Insider, social media, ACRL Update newsletter, and ALA press release in January 2022.

Reminders were sent prior to the comment deadline in ACRL Update and social media.

Call for comments was also posted in the main ACRL ALA Connect space in January 2022.

☐

Published in Section newsletter (date) _____

☒

Public hearing held [optional] (date) **February 23, 2022 @ 2PM CST**

☐

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

☒

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

The Cultural Proficiencies for Racial Equity Framework was developed collaboratively with PLA, ARL, and ODLOS.



Other (please list):

In addition to two open forums, the Task Force opened the CPRE for public comment using CommentPress as the vehicle for comments/ edits/feedback.

Date Approved by Section executive committee (if applicable) _____

Date Approved by Standards Committee May 17, 2022

Date Approved by ACRL Board _____

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

The Framework will be promoted on ACRL Insider, ACRL Update, social media, ALA press release, and C&RL News.

C&RL News by _____

Other (please list)

As the Framework was developed with three other organizations, it also be added to each of the organizations' (ACRL, ALA, ARL, and PLA) websites and disseminated through their communication channels.



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

From: Jay Malone, Executive Director

Date: May 20, 2022

Re: Overview of FY23 Budget

Executive Summary

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

Odd years reflect conference years.

ACRL FY23 Budget Overview

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

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

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

Net Asset Balance

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

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

Investment Budget History

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

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

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

- **Membership**

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

- **Publications:**

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

- **Education:**

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

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

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

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

Preliminary FY23 Expenses

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

The FY23 budget provides support for many of these initiatives:

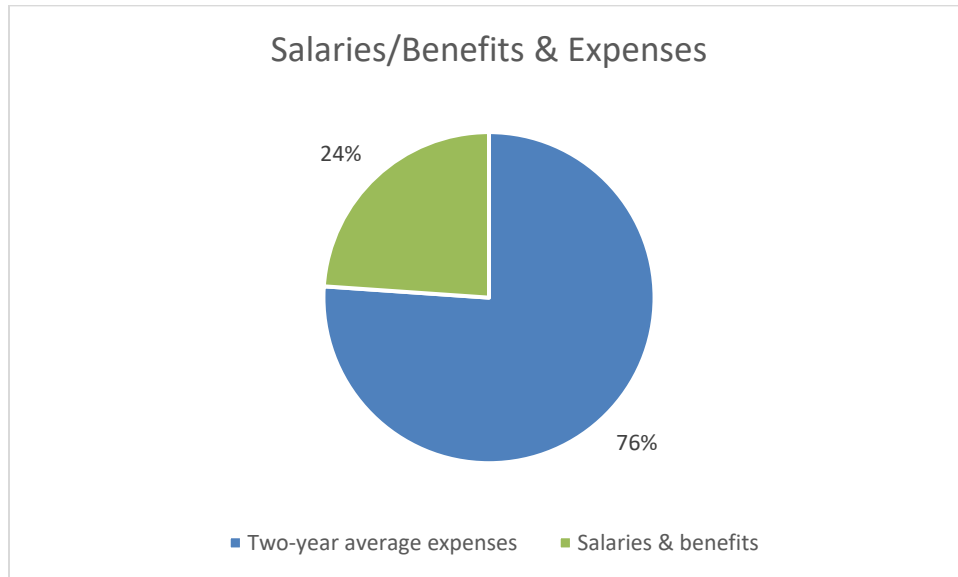
- \$88K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, and approximately \$25K to pay for ACRL's membership in other organizations. Due to budget constraints, we are proposing elimination of ACRL's membership in the Library Copyright Alliance (\$28,000);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

Salaries & Benefits

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

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

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



	A	B	C	D	E	F	G	H
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
2		Actual	Actual	Actual	Actual	Actual	Budget	Budget
3	Beginning Reserves							
4	Reserve Sept. 1: ACRL Operating	\$4,389,385	\$4,687,946	\$3,430,260	\$3,311,824	\$2,581,390	\$2,581,357	\$1,844,017
5	Reserve Sept. 1: ACRL LTIs	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,523,667	\$5,388,667
6	Reserve Sept. 1: CHOICE Operating	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,980	\$2,587,461	\$2,587,461	\$2,376,282
7	Reserve Sept. 1: CHOICE LTI	\$849,196	\$880,574	\$572,349	\$538,536	\$557,493	\$557,493	\$557,493
8	Total	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,356	\$11,250,010	\$11,249,977	\$10,166,458
9								
10	Revenues							
11								
12	Membership							
13	Dues	\$638,573	\$609,906	\$598,848	\$559,495	\$521,102	\$539,937	\$497,854
14	Standards, Licensing Fees	\$1,802	\$2,704	\$38,714	\$204	\$0	\$250	\$150
15	Advisory	\$82,350	\$27,050	\$33,490	\$73,975	\$43,000	\$52,000	\$82,000
16	Awards	\$16,300	\$17,450	\$20,750	\$13,036	\$15,900	\$0	\$22,400
17	Special Events	\$21,729	\$31,282	\$34,887	\$12,300	\$3,500	\$15,125	\$15,125
18	Diversity Alliance	\$17,450	\$25,500	\$29,930	\$14,000	\$28,000	\$17,500	\$27,500
19	Project Outcome	\$0	\$0	\$37,250	\$1,500	\$4,288	\$6,525	\$13,685
20	Subtotal	\$778,204	\$713,892	\$793,870	\$674,510	\$615,789	\$631,337	\$658,714
21								
22	Publications							
23	CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,435,934	\$2,327,415	\$2,246,444	\$2,278,902
24	C&RL	\$21,142	\$14,758	\$16,054	\$19,131	\$13,630	\$19,325	\$20,325
25	C&RL News	\$648,554	\$569,964	\$613,958	\$464,730	\$423,458	\$460,437	\$537,725
26	RBM	\$34,661	\$22,871	\$29,870	\$27,365	\$27,460	\$23,756	\$17,598
27	Nonperiodical Publications	\$288,126	\$388,475	\$338,897	\$275,831	\$251,835	\$266,120	\$273,612
28	Library Statistics	\$129,540	\$116,797	\$123,554	\$86,561	\$105,847	\$193,036	\$228,299
29	Subtotal	\$4,062,517	\$3,926,148	\$3,643,197	\$3,309,552	\$3,149,645	\$3,209,118	\$3,356,461
30								
31	Education							
32	Institutes & Liscensed Workshops	\$277,048	\$421,728	\$308,921	\$39,305	\$30,430	\$291,850	\$266,850
33	ACRL Conference	\$2,815,296	\$36,635	\$2,549,663	(\$39,552)	\$1,471,283	(\$24,000)	\$1,980,330
34	Preconferences & RBMS Conference	\$238,601	\$265,297	\$223,245	\$7,160	\$193,461	\$240,071	\$203,608
35	Annual Conference & MW Programs	\$16,300	\$19,350	\$14,000	\$500	\$600	\$14,000	\$14,000
36	Web-CE	\$118,027	\$121,416	\$103,698	\$84,217	\$96,164	\$95,623	\$63,888
37	Subtotal	\$3,465,272	\$864,426	\$3,199,528	\$91,630	\$1,791,938	\$617,544	\$2,528,676
38								
39	Special Programs							
40	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$0	\$8,206	(\$15,670)	TBD	TBD
41	Friends of ACRL-Operating	\$2,500	\$0	\$0	(\$173)	\$0	\$0	\$0
42								
43	Post-approval Budget Change: Classified Ads	N/A	N/A	N/A	N/A		N/A	N/A
44								
45	Total Revenues							
46	Total Revenues ACRL	\$5,367,999	\$2,691,183	\$5,115,731	\$1,639,585	\$3,229,958	\$2,211,555	\$4,264,949
47	Total Revenues CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,435,934	\$2,327,415	\$2,246,444	\$2,278,902
48	Total Revenues ACRL & Choice	\$8,308,493	\$5,504,466	\$7,636,594	\$4,075,519	\$5,557,373	\$4,457,999	\$6,543,851
49								

	A	B	C	D	E	F	G	H
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
2		Actual	Actual	Actual	Actual	Actual	Budget	Budget
50	Expenses							
51								
52	Membership							
53	Membership Services*	\$157,152	\$200,336	\$49,671	(\$30,473)	\$70,174	(\$14,040)	(\$104,980)
54	Exec. Cttee. & Board	\$190,578	\$212,181	\$232,282	\$190,825	\$75,044	\$176,922	\$203,082
55	Advisory	\$111,170	\$100,632	\$60,706	\$96,548	\$51,954	\$60,958	\$74,702
56	Standards Distribution	\$10,190	\$15,293	\$8,592	\$1,053	\$348	\$10,593	\$827
57	Awards	\$38,163	\$47,571	\$48,676	\$41,038	\$37,628	\$32,446	\$44,052
58	Chapters	\$10,417	\$27,541	\$18,636	\$17,287	\$9,357	\$22,272	\$19,806
59	Committees	\$109,318	\$153,752	\$134,130	\$137,392	\$98,431	\$135,661	\$134,649
60	Sections	\$94,308	\$128,865	\$117,292	\$130,178	\$87,430	\$144,470	\$140,215
61	C&RL Over Revenue	\$44,455	\$38,594	\$32,209	\$35,603	\$0	\$31,353	\$39,567
62	C&RL News Over Revenue	\$0	\$0	\$0	\$47,606	\$0	(\$21,768)	(\$152,735)
63	Liaisons to Higher Ed. Organizations	\$51,730	\$43,951	\$41,205	\$25,803	\$16,621	\$33,461	\$34,875
64	Special Events	\$32,306	\$36,513	\$40,849	\$12,107	\$100	\$22,186	\$14,200
65	Information Literacy	\$51,071	\$37,333	\$44,503	\$10,493	\$21,927	\$46,856	\$13,665
66	Scholarly Communications	\$71,476	\$119,856	\$155,076	\$87,024	\$23,924	\$85,217	\$67,204
67	Value of Academic Libraries	\$110,646	\$118,069	\$57,851	\$31,246	\$1,882	\$45,040	\$28,227
68	Government Relations	\$36,459	\$56,668	\$42,629	\$35,495	\$17,037	\$44,369	\$21,801
69	Scholarships	\$81,270	\$40,845	\$82,580	\$2,500	\$0	\$37,000	\$99,500
70	Annual Conference Programs	\$43,920	\$35,012	\$41,123	\$26,389	\$6,105	\$37,589	\$27,810
71	New Roles & Changing Landscapes	\$0	\$13,896	\$7,236	\$16,532	\$15,611	\$24,204	\$20,897
72	Diversity Alliance	\$16,429	\$32,770	\$42,920	\$15,152	\$27,019	\$45,754	\$68,362
73	Project Outcome	\$0	\$49,690	\$247,565	\$194,456	\$77,764	\$97,865	\$92,265
74	Subtotal	\$1,261,058	\$1,509,368	\$1,505,733	\$1,124,254	\$638,359	\$1,098,408	\$887,991
75								
76	Publications							
77	CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,420,453	\$1,990,631	\$2,457,623	\$2,523,200
78	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$46,712	\$19,325	\$20,325
79	C&RL News	\$429,039	\$487,139	\$550,606	\$464,730	\$411,652	\$460,437	\$537,725
80	RBM	\$32,744	\$21,400	\$19,622	\$22,066	\$18,017	\$21,583	\$21,046
81	Nonperiodical Publications	\$256,695	\$330,329	\$223,970	\$262,137	\$255,133	\$245,600	\$254,238
82	Library Statistics	\$82,569	\$70,310	\$147,932	\$59,202	\$126,401	\$180,786	\$323,295
83	Subtotal	\$3,877,448	\$3,869,220	\$3,657,038	\$3,247,570	\$2,848,545	\$3,385,354	\$3,679,829
84								
85	Education							
86	Institutes & Liscensed Workshops	\$279,929	\$367,138	\$293,394	\$92,101	\$43,321	\$285,425	\$271,713
87	ACRL Conference	\$2,166,094	\$238,096	\$2,093,753	\$155,844	\$737,177	\$290,106	\$1,824,720
88	Preconferences & RBMS Conference	\$179,508	\$243,900	\$203,473	\$53,364	\$94,223	\$227,434	\$189,328
89	Web-CE	\$51,415	\$76,078	\$49,631	\$59,841	\$57,671	\$72,070	\$44,531
90	Subtotal	\$2,676,945	\$925,212	\$2,640,251	\$361,149	\$932,392	\$875,035	\$2,330,292
91								
92	Special Programs							
93	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$67,820	\$8,206	(\$15,670)	\$60,000	\$60,000
94	Friends of ACRL-Operating	\$60,245	\$65,357	\$129,998	\$57,532	\$14,960	\$47,721	\$33,852
95	Subtotal	\$126,315	\$55,620	\$197,818	\$65,738	(\$710)	\$107,721	\$93,852
96								
97	Total Expenses							
98	Total Expenses ACRL	\$4,820,438	\$3,423,873	\$5,234,167	\$2,370,053	\$2,443,625	\$2,948,895	\$4,408,764
99	Total Expenses CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,420,453	\$1,990,631	\$2,457,623	\$2,523,200
100	Total Expenses ACRL & Choice	\$7,875,696	\$6,369,157	\$7,933,021	\$4,790,506	\$4,434,256	\$5,406,518	\$6,931,964
101								

	A	B	C	D	E	F	G	H
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
2		Actual	Actual	Actual	Actual	Actual	Budget	Budget
102	Nets							
103	Total Net ACRL	\$547,562	(\$732,690)	(\$118,436)	(\$730,468)	\$786,332	(\$737,340)	(\$143,815)
104	Total Net Choice	(\$114,764)	(\$132,001)	(\$177,990)	\$15,481	\$336,784	(\$211,179)	(\$244,298)
105								
106	Membership Net	(\$482,854)	(\$795,476)	(\$711,863)	(\$449,745)	(\$22,569)	(\$467,071)	(\$229,277)
107	Publications Net (without Choice)	\$299,833	\$188,929	\$164,150	\$46,501	(\$35,683)	\$34,943	(\$79,070)
108	Education Net	\$788,327	(\$60,786)	\$559,276	(\$269,519)	\$859,545	(\$257,491)	\$198,384
109								
110	Operating Transfers							
111	ACRL	(\$250,000)	(\$525,000)	\$0	\$157,096	\$0	\$135,000	\$135,000
112	Choice	\$40,539	\$525,000	(\$176,324)	\$43,987	\$0	\$0	\$0
113								
114	LTI Transfers, Gains, Losses							
115	ACRL	\$362,143	\$776,761	(\$2,770)	\$569,651	\$1,244,718	(\$135,000)	(\$135,000)
116	Choice	\$31,378	(\$308,226)	(\$33,813)	\$62,944	\$63,565	TBD	TBD
117								
118	Ending Reserves							
119	ACRL Mandated Operating Reserve	\$886,316	\$933,236	\$989,273	\$1,028,604	\$990,533	\$990,533	\$841,982
120	Reserve Aug 31: ACRL Operating	\$4,686,947	\$3,430,256	\$3,311,824	\$2,581,357	\$3,367,722	\$1,844,017	\$1,700,201
121	Reserve Aug 31: ACRL LTIs	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$6,768,385	\$5,388,667	\$5,253,667
122	Reserve Aug 31: CHOICE Operating	\$2,573,834	\$2,926,294	\$2,571,979	\$2,587,461	\$2,924,244	\$2,376,282	\$2,131,984
123	Reserve Aug 31: CHOICE LTI	\$880,574	\$572,348	\$538,536	\$557,493	\$621,058	\$557,493	\$557,493
124	Total	\$12,321,379	\$11,885,684	\$11,376,356	\$11,249,977	\$13,681,410	\$10,166,458	\$9,643,345

	A	B	C	D	E	F	G	H	I	J
1	ACRL General & Administrative 0000									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4429	OVRRD-EXMPT REVENUE/DIVISIONS					-\$500			\$0
4		Revenues	\$0	\$0	\$0	\$0	-\$500	\$0		\$0
5										
6	5000	SALARIES & WAGES	(2,208)	(1,780)	(4,872)	-\$27	-\$337	\$7,618	Salaries: Memo only; will be allocated to programs at year end.	\$10,712
7	5001	WAGES/TEMPORARY EMPLOYEES			2,195					
8	5002	OVERTIME WAGES	2,180	1,780	2,607	\$27	\$337	\$1,500	Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual.	\$1,500
9	5005	ATTRITION FACTOR						\$0		\$0
10	5009	ACCURED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	(0)	0	(0)			\$2,580	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	\$3,428
12	5015	TUITION REIMBURSEMENT						\$0		\$0
13	5016	PROFESSIONAL MEMBERSHIPS	2,052	3,022	1,094	\$369		\$2,000	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$375).	\$2,110
14	5019	HEALTH INSURANCE						\$0		\$0
15	5041	BLUE CROSS REFUND								
16	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$2,500	TEMPORARY EMPLOYEES/OUTSIDE	\$2,500
17	5110	PROFESSIONAL SERVICES	28					\$0		\$0
18	5120	LEGAL FEES						\$0		\$0
19	5121	AUDIT/TAX FEES						\$0		\$0
20	5122	BANK S/C						\$0		\$0
21	5130	LOBBYING / CONSULTING								
22	5140	EQUIP/FURN REPAIRS			49			\$100	Shared	\$100
23	5141	MAINTENANCE AGREEMENTS								
24	5150	MESSENGER SERVICE	136	371	83		\$65	\$300	Messenger service	\$300
25	5151	DUPLICATION/OUTSIDE								
26	5210	TRANSPORTATION	4,677	7,972	3,918	\$2,633		\$500	Travel expenses for ED to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visit); 1 flight at (\$400); and local transportation \$100 each trip. \$2,000 for Executive Director travel to IFLA.	\$2,500
27	5212	LODGING & MEALS	6,915	4,901	1,815	\$5,129		\$350	Lodging and meals for ED when on business for association; avg 1 night each (\$250 sleeping room, internet, taxes) and meals for ED (\$50 per diem) avg 2 days each. \$2,000 for ED IFLA attendance.	\$2,350
28	5214	ENTERTAINMENT			128			\$0		\$0
29	5216	BUSINESS MEETINGS	1,019	826	420			\$750	Business meetings and IFLA registration fee.	\$750
30	5219	UNALLOCATED AMERICAN EXPRESS								
31	5300	FACILITIES RENT						\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL General & Administrative 0000									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
32	5301	CONFERENCE EQUIPMENT RENTAL	603					\$100	Conference equipment rental	\$0
33	5302	MEAL FUNCTIONS	1,253	1,256	1,612	\$278		\$1,000	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.	\$1,000
34	5303	EXHIBITS						\$0	Exhibits in 3200	\$0
35	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
36	5350	PROGRAM ALLOCATION		0	(400)			\$0		\$0
37	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
38	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	Typesetting for ACRL letterhead, envelopes, business cards, etc.	\$0
39	5402	PRINTING-OUTSIDE	2,224	852	1,512			\$1,600	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300	\$1,600
40	5403	BINDING-OUTSIDE						\$0	-Share of ACRL Briefing Book (1/3 of \$700)	\$0
41	5404	DESIGN SERVICE-OUTSIDE						\$0	Design service	\$0
42	5406	REVIEW SERVICE						\$0		\$0
43	5410	MAIL SERVICE-OUTSIDE	225					\$0		\$0
44	5411	ADVERTISING/SPACE						\$0	Advertising/space for recruitment	\$0
45	5420	COPYRIGHT FEES						\$0	General Copyright Fees	\$0
46	5430	WEB OPERATING EXPENSES	3,120	710	1,749	\$3,222	\$2,292	\$4,212	Domain name fees for acrl.org and acrlg.xxx (\$300); bulk email provider (now provided by ALA); survey software subscription (SurveyMonkey or other \$1,008); Zoom \$2,184 = Zoom Pro at \$864/year (\$72/month) and Pro Webinar at \$2,040/year.	\$4,212
47	5499	INVENTORY RESERVE ADJUSTMENT						\$0		\$0
48	5030	STAFF RECRUITMENT/RELOCATION	712					\$0		\$0
49	5031	STAFF DEVELOPMENT	15,075	17,520	16,191	\$9,622	\$6,150	\$15,000	Staff Development for area workshops and seminars. Previously was budgeted at 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance.	\$15,000
50	5500	SUPPLIES/OPERATING	2,355	3,041	1,105	\$1,055	\$1,217	\$3,000	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.	\$3,000
51	5501	EQUIPMENT & SOFTWARE/MINOR	3,098	2,239	6,831	\$4,104	\$3,009	\$7,717	Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$3717.	\$7,717
52	5502	REFERENCE MATERIAL/PERIODICALS						\$0	Reference materials and subscriptions to professional journals.	\$0
53	5510	INSURANCE						\$0		\$0
54	5520	EQUIPMENT RENTAL/LEASE						\$0		\$0
55	5521	SPACE RENT						\$0		\$0
56	5522	TELEPHONE/FAX	734	791	996	\$280		\$700	Reimbursement for Remote Access at ALA LLX & AC. LLX: 3 staff * 35 = \$105. AC: 5 staff * 35 = \$175. ED cell reimbursement: 12 * 35 = \$420.	\$700
57	5523	POSTAGE/E-MAIL	10	1,759	603		\$60	\$1,000	Postage	\$1,000
58	5525	UTILITIES						\$0		\$0
59	5530	DEPRECIATION F/E	0	0	(0)	\$0	-\$1	\$1,000	Depreciation	\$1,000

	A	B	C	D	E	F	G	H	I	J
1	ACRL General & Administrative 0000									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
60	5531	DEPRECIATION BUILDING						\$0		\$0
61	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS						\$0		\$0
62	5533	DO NOT USE N/S Intangible Assets								
63	5540	ROYALTY EXPENSE	230	51				\$0		\$0
64	5541	COLLECTION EXPENSE								
65	5543	BAD DEBT EXPENSE						\$0		\$0
66	5544	INTEREST EXPENSE						\$0		\$0
67	5545	TAXES/PROPERTY						\$0		\$0
68	5550	PROMOTION						\$0		\$0
69	5560	ORG SUPPORT/CONTRIBUTION	5,000					\$0	ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY23.	\$0
70	5599	MISC EXPENSE	(59,111)	(49,602)	(42,522)	-\$20,115	-\$12,906	(\$66,911)	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	(\$79,081)
71									Reverse out charges to projects (memo includes CHOICE amount)	
72									-\$79,793	
73	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
74	5901	IUT/CPU						\$0		\$0
75	5902	IUT/DATA PROC						\$0		\$0
76	5903	IUT/SUBS PROC						\$0		\$0
77	5904	TRANSFER TO/FROM ENDOWMENT						\$0		\$0
78	5905	IUT/TELEPHONE	2,163	1,826	1,553			\$0	IUT telephone; ALA moving to VoIP	\$0
79	5906	IUT/ORDER BILLING						\$0		\$0
80	5908	IUT/MAINTENANCE						\$0		\$0
81	5909	IUT/DIST CTR	532	688	552			\$750	IUT distribution	\$750
82	5910	IUT/REPRO CTR	6,979	1,777	2,367	\$394	\$16	\$2,000	IUT reprographics	\$2,000
83	5912	IUT-Copyediting/Proofreading				\$662	\$98	\$0		\$0
84	5913	IUT-Composition/Alteration						\$0		\$0
85	5940	IUT/REGISTRATION PROCESSING						\$0		\$0
86	5941	IUT/CHOICE				-\$7,636		\$10,634	Transfer from CHOICE	\$14,852
87	5942	IUT/ADVERTISING						\$0		\$0
88	5999	IUT/MISC						\$0		\$0
89	5911	IUT/OVERHEAD						\$0		\$0
90	5998	IUT/ALLOCATIONS						\$0		\$0
91	5600	TAXES/INCOME								
92		Expenses	(0)	0	(416)	-\$1	-\$1	\$0		\$0
93										
94		Net	0	(0)	416	\$1	-\$499	\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Membership FY2023 3200									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
10	5000	SALARIES & WAGES	\$47,110	\$57,764	\$59,484	\$76,878	\$39,298	\$54,779	Salaries calculated % of ACRL total salaries detailed in the salary matrix	\$52,368
11	5001	WAGES/TEMPORARY EMPLOYEES								
12	5002	OVERTIME WAGES								
13	5005	ATTRITION FACTOR					-\$11,450	\$0		\$0
14	5009	ACCRUED VACATION WAGES						\$0		\$0
15	5010	EMPLOYEE BENEFITS	\$14,395	\$17,329	\$18,303	\$23,944	\$12,871	\$18,551	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$16,758
16	5110	PROFESSIONAL SERVICES	\$43,429	\$54,740	\$24,222	\$10,113	\$9,613	\$2,000	Booth graphics refresh (\$2,500)	\$2,500
17	5122	BANK S/C	\$15,624	\$13,420	\$14,383	\$11,802	\$13,513	\$15,658	Bank service fees (2.9% of dues)	\$14,438
18	5130	LOBBYING / CONSULTING								
19	5302	MEAL FUNCTIONS	\$4,722	\$4,206	\$9,793			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0
20	5350	PROGRAM ALLOCATION	\$20,352	\$37,605	\$37,594	-\$4,543	\$5,063	\$23,000	Strategic initiatives (\$10,000) Feathr marketing campaign for 2023 Conference (60/40 split with 3808 - \$12,000 x .40 = \$4,800) Three Emerging Leader sponsorships (\$1,000 x 3 = \$3,000) ALA Membership Booth (\$5,000)	\$22,800
21	5402	PRINTING-OUTSIDE	\$4,421	\$3,703	\$4,764	\$4,911	\$223	\$0		\$0
22	5410	MAIL SERVICE-OUTSIDE				\$240				
23	5430	WEB OPERATING EXPENSES	\$1,199	\$89	\$0	\$250	\$300	\$0		\$0
24	5500	SUPPLIES/OPERATING	\$1,238	\$6,298	\$1,228			\$500		\$500
25	5523	POSTAGE/E-MAIL						\$550	Postage (based on FY21 actual)	\$223
26	5530	DEPRECIATION F/E				\$524	\$224			
27	5599	MISC EXPENSE	\$2,944	\$2,377	\$2,153	\$1,791	\$520	\$3,137	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$3,480
28	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
29	5901	IUT/CPU						\$0		\$0
30	5902	IUT/DATA PROC	\$360	\$405	\$405	\$270		\$405		\$0
31	5903	IUT/SUBS PROC						\$0		\$0
32	5904	TRANSFER TO/FROM ENDOWMENT			(125,000.00)	-\$157,096	0.00	(135,000.00)	Payout approved by the ALA Board of the interest/appreciation/dividends/contributions from ACRL's LTI calculated as five percent of the average of the previous twenty quarters. This number will be updated in February when payouts are approved by the Endowment Trustees.	(218,047)
33	5905	IUT/TELEPHONE						\$0	IUT-telephone (based on FY21 actual)	\$0
34	5906	IUT/ORDER BILLING						\$0		\$0
35	5908	IUT/MAINTENANCE						\$0		\$0
36	5909	IUT/DIST CTR	\$346	\$355	\$547	\$443		\$550	IUT-distribution (based on FY21 actual)	\$0
37	5910	IUT/REPRO CTR	\$784	\$159	\$576			\$580	IUT-reprographics (based on FY21 actual)	\$0
38	5912	IUT-Copyediting/Proofreading						\$0		\$0
39	5600	TAXES/INCOME								
40	Expenses		\$156,923	\$198,449	\$48,452	-\$30,473	\$70,174	(\$14,040)		(\$104,980)
41										
42	Net		\$481,650	\$411,457	\$550,396	\$590,002	\$451,017	\$553,977		\$602,834

	A	B	C	D	E	F	G	H	I	J
1	ACRL Board/Exec. Ctte. FY2023 3201									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4490	MISCELLANEOUS REVENUE				\$0	\$0	\$0		\$0
4		Revenues	0	0	0	\$0	\$0	\$0		\$0
5										
6	5000	SALARIES & WAGES	71,685	92,253	85,020	\$93,008	\$64,371	\$88,200	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$77,719
7	5005	ATTRITION FACTOR					-\$18,755			
8	5010	EMPLOYEE BENEFITS	21,905	27,674	26,191	\$28,967	\$21,084	\$29,869	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$24,870
9	5011	LIFE INSURANCE								
10	5041	BLUE CROSS REFUND								
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	12,573	9,348	33,250	\$8,187	\$5,963	\$3,000	SPOS Facilitator \$3,000	\$3,000
13	5150	MESSENGER SERVICE	274	557	629			\$700	Shipping and hotel handling fee for Board documents to conference. Shipment to LLX and AC \$250 x 2 = \$500 1/3 of briefing book shipment.	\$700
14	5210	TRANSPORTATION	17,045	21,807	18,202	\$12,216		\$5,940	Total transportation expenses for the SPOS, President and ED liaison travel, and President-Elect and ED training at ASAE. LLX: Staff air travel 3 ppl x \$450 ea. (\$400 airfare + \$50 luggage fee) = \$1,350. Ground transportation 3 ppl x \$100 ea.= \$300. Total = \$1,680. SPOS (assuming Chicago): 34 total ppl = 13 Board members air travel + 1 facilitator+ 10 committee chairs/vice-chairs; 10 staff attending, but no flights if holding in Chicago. 24 ppl X \$450 (\$400 airfare + \$50 luggage fee) = \$10,800. Ground transportation 24 ppl x \$100 ea.= \$2,400. Grand total = \$13,200. ARL/CNI/ACLS for ACRL Board President and Executive Director. 6 air travel trips at \$450 (\$400 airfare + \$50 luggage fee) = \$2,700. Local ground transportation, mileage and parking reimbursement 6 trips x \$100 = \$600. Grand total = \$3,300 total. ASAE: (ASAE training not available in FY23 -- will use training through ACLS) Air travel for Executive Director and President elect (removed, as PE and President covered by institution) to attend meeting. 1 ppl x \$700 (\$700 airfare + \$50 luggage fee) = \$750. Local transporation: 1 ppl x \$50 = \$50. Reimbursement for mileage and parking: 0 ppl x \$50 = \$50 (removed in FY23). Grand total = \$800 total.	\$18,950

	A	B	C	D	E	F	G	H	I	J
1	ACRL Board/Exec. Cttee. FY2023 3201									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
			23,409	20,136	23,333	\$15,902		\$13,915	<p>Total lodging and per diem reimbursement expenses for SPOS, President and ED liaison travel, President-Elect and ED training at ASAE, and ACRL Board Presidential Suite at ALA Annual.</p> <p>LLX: Staff hotel 3 ppl x 1 night x \$267 ea.= \$801. Per Diem: Staff meals 3 ppl x 1.5 days x \$50 per diem = \$225. Total = \$1,026.</p> <p>AC: Per ALA Operating Agreement, ALA will cover staff expenses to attend Annual.</p> <p>SPOS (Chicago): 34 ppl @ 90 total room nights X \$215 = \$19,350</p> <p>ARL/CNI/ACLS for President and ED: 6 trips x 2 nights ea. x \$250 = \$4,000. Meal reimbursement: 6 trips x 3 days x \$50 per diem = \$1,200. (\$3,900 total)</p> <p>ASAE: Pres Elect & ED: 2 ppl x at 3 nights at \$250 each = \$1,500. Meal Reimbursement: 2 ppl x 4 days x \$50 per diem = \$400. (\$1,900 total)</p> <p>ACRL suite at AC: \$340/night/5 nights = \$1,700</p>	\$27,876
15	5212	LODGING & MEALS								
16	5214	ENTERTAINMENT						\$0		\$0
17	5216	BUSINESS MEETINGS	1,990	1,990	2,429	\$0	\$498	\$2,095	Registration fees for ASAE symposium for president-elect and ED.	\$2,650
18	5219	UNALLOCATED AMERICAN EXPRESS						\$0		\$0
19	5300	FACILITIES RENT				\$750		\$0	SPOS facility rental. See line 5301.	\$0
			6,823	4,353	2,050	\$2,780		\$18,000	<p>LLX: AV per max 2 hr mtg: Board Setup with Hybrid Option (projector & screen, table mics (up to 10), mixer & technician, streaming internet, video conferencing) x \$4,500 x 2 mtg = \$9,000.</p> <p>SPOS (assuming Chicago): inc. screen, LCD projector, 2 wireless mics. SPOS total = \$1,500.</p>	\$10,500
20	5301	CONFERENCE EQUIPMENT RENTAL								
			27,078	23,684	36,236	\$25,181		\$8,321	<p>LLX: Optional group dinner at local restaurant 16 ppl x \$45 ea. = \$720. Lunch catered at conv ctr/hotel 16 ppl x \$67 ea. = \$1,072. Total = \$1792.</p> <p>Board meals @ AC: AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500. Optional group dinner 16 ppl @ \$45 person = \$720. Board lunch in the suite 16 ppl @ \$75 ea = \$1,200. \$150 for ED and Pres Inaugural banquet tickets. (\$2,420 total)</p> <p>Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)</p>	\$29,722
21	5302	MEAL FUNCTIONS								

	A	B	C	D	E	F	G	H	I	J
1	ACRL Board/Exec. Cttee. FY2023 3201									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
22									SPOS (assuming Chicago) meals at hotel plus social event Wed catered breakfast for 12 ppl @ \$50 ea = \$600 catered lunch for 12 ppl @ \$60 ea = \$720 catered break for 34 ppl @ \$50 ea = \$1,700 group dinner and event for 34 ppl @ \$75 per person = \$2,550 Thurs catered breakfast and break for 34 ppl @ \$50 ea = \$1,700 catered break for 34 ppl @ \$30 ea = \$1020 catered lunch for 34 ppl @ \$80 ea = \$2720 catered break for 34 ppl @ \$60 ea = \$2040 special evening event for 34 ppl @ \$115 per person + \$750 for bus rental= \$4660 (Removed in FY23) group dinner for 34 ppl @ \$90 = \$3060 Fri catered breakfast for 34 ppl @ \$60 ea = \$2040 catered lunch for 34 ppl @ \$80 ea = \$2720 catered break for 34 ppl @ \$50 ea = \$1700	
23	5303	EXHIBITS						\$0		\$0
24	5350	PROGRAM ALLOCATION	397		139		\$236	\$100	Board program expenses.	\$100
25	5402	PRINTING-OUTSIDE	263	162	170			\$333	Printing-outside- 1/3 share of \$700 ACRL Briefing Book	\$233
26	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE						\$0	Business cards for ACRL Presidents-\$100 (Removed for FY23)	\$200
27	5420	COPYRIGHT FEES					\$27	\$30	Board group photo	\$30
28	5430	WEB OPERATING EXPENSES	1,149	1,684	0			\$0	HBR article copyright fees for Board orientation packet. \$30	\$0
29	5031	STAFF DEVELOPMENT						\$0	Zoom license fees moved to 0000.	\$0
30	5500	SUPPLIES/OPERATING	1,185	1,173	850	\$997	\$404	\$1,200	Supplies for Leadership Council (\$200), five Board meetings, and gifts for departing Board members.	\$1,200
31	5501	EQUIPMENT & SOFTWARE/MINOR						\$0		\$0
32	5502	REFERENCE MATERIAL/PERIODICALS						\$0	Reference Materials	\$0
33	5522	TELEPHONE/FAX				\$35				
34	5530	DEPRECIATION F/E	310	310	579	\$634	\$366	\$0		\$0
35	5599	MISC EXPENSE	4,479	3,796	3,116	\$2,168	\$851	\$5,051	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$5,164
36	5909	IUT/DIST CTR	9		68			\$68	IUT-Distribution	\$68
37	5910	IUT/REPRO CTR	2	3,253	21			\$100	IUT-Reprographics	\$100
38	Expenses		190,578	212,181	232,282	\$190,825	\$75,044	\$176,922		\$203,082
39										
40	Net		(190,578)	(212,181)	(232,282)	-\$190,825	-\$75,044	(\$176,922)		(\$203,082)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Trends & Statistics									
			FY2023	3202						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4003	DUES/LIFE MEMBERS-CURRENT						\$0		\$0
4	4004	DUES/CNTNUNG MBRS & DIV TRFR						\$0		\$0
5	4100	SALES/BOOKS	85,111	43,222	56,609	10,662	27,688	\$26,459		\$0
6	4600	ASSETS RELEASED FROM RESTRICTION						\$0		\$0
7	4601	RETURNS/CREDITS	(9,035)	(1,769)	(5,691)	(1,977)	(2,035)	(\$2,000)		\$0
8	4602	SALES/BOOKS-DISCOUNT	(863)	(41)				\$0		\$0
9	4101	SALES/PAMPHLETS						\$0		\$0
10								\$0		\$0
11	4103	SALES - ONLINE	52,333	75,385	72,188	77,876	79,847	\$168,577	ACRL Benchmark subscribers \$600 x 175 = \$105,000 \$540 x 175 = \$94,500 \$212.19 x 82 = \$17,407.78 \$241.66 x 24 = \$5,799.84 \$243.47 x 23 = \$5,599.81	\$228,299
12	4104	SALES/RENTL MAIL LISTS						\$0		\$0
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		\$0
14	4400	DONATIONS/HONORARIA						\$0		\$0
15	4420	INT/DIV						\$0		\$0
16	4421	ROYALTIES	1,993	0	447		346	\$0		
17	4422	ENDOWMENT GAIN/LOSS-REALIZED								
18	Revenues		129,540	116,797	123,554	86,561	105,847	\$193,036		\$228,299

	A	B	C	D	E	F	G	H	I	J
1	ACRL Trends & Statistics		FY2023	3202						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
19										
20	5000	SALARIES & WAGES	10,417	12,173	14,535	28,089	70,247	\$35,638	Salaries @ % of ACRL salaries per salary matrix	\$71,054
21	5001	WAGES/TEMPORARY EMPLOYEES								
22	5002	OVERTIME WAGES								
23	5005	ATTRITION FACTOR					(20,467)			
24	5009	ACCRUED VACATION WAGES						\$0		\$0
25	5010	EMPLOYEE BENEFITS	3,183	3,652	4,477	8,748	23,008	\$12,069	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$22,737
26	5110	PROFESSIONAL SERVICES	84,500	51,000	54,500	7500	34577.4	\$70,491	Professional Services - Omeda subscription fulfillment (\$3,000); Survey Monkey (\$3,879); Proximo hosting and support (\$750/month standard plus \$1250/month ad hoc per month); Payback to PLA (\$21,500); Depreciation (\$21,000); Proximo improvements (facility survey) (\$35,000)	\$105,379
27	5120	LEGAL FEES						\$0		\$0
28	5121	AUDIT/TAX FEES						\$0		\$0
29	5122	BANK S/C	776	527	666	95	653	\$666	Bank service charge (based on FY19 actual)	\$0
30	5130	LOBBYING / CONSULTING								
31	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
32	5402	PRINTING-OUTSIDE	4,123	1,022	2,539		1,234	\$1,000	Outside printing –	\$0
33	5403	BINDING-OUTSIDE		21	0			\$0		\$0
34	5414	SUPPLIES/PRODUCTION						\$0		\$0
35	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		23	38			\$0	Pre-Press/Photographic (FY19 actual)	\$0
36	5416	ADVERTISING PRODUCTION COST						\$0		\$0
37	5420	COPYRIGHT FEES						\$0	Copyright fees (FY18 actual)	\$0
38	5430	WEB OPERATING EXPENSES	5,000		15,131		3,625	\$3,000	Web hosting (Azzure - \$2400)	\$2,400
39	5431	WEBINAR/WEBCASTS/WEB CE EXP						\$0		\$0
40	5432	PURCHASED INVENTORY						\$0		\$0
41	5433	ORDER PROCESSING/FULFILLMENT	4,016	4,448	7,108	1,888	3,822	\$7,755	Transaction fee (4.6% x line 4103)	\$10,502
42	5480	COST OF SALES	19,868	10,237	69,307	(330)	29,771	\$50,573	Cost of sales, calculated as 30% of sales (line 4103)	\$68,490
43	5490	INVENTORY ADJUSTMENT	(74,642)	(32,319)	(37,556)		(34,000)	(\$34,000)	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420. Starting in FY23, no inventory adjustment due to no print publications.	\$0
44	5499	INVENTORY RESERVE ADJUSTMENT	4,794	1,488		934	934	\$4,046	Calculated as 2.4% of line 4103	\$5,479
45	5030	STAFF RECRUITMENT/RELOCATION								
46	5522	TELEPHONE/FAX						\$0		\$0
47	5523	POSTAGE/E-MAIL	1,878	173	250			\$0	Postage (print edition discontinued)	\$0
48	5530	DEPR/FURN & EQUIPMENT				191	400			\$0
49	5540	ROYALTY EXPENSE						\$0	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units	\$0
50	5541	COLLECTION EXPENSE								
51	5543	BAD DEBT EXPENSE	1,100	1,211	0		(2,311)	\$1,930	Bad debt (1% of gross revenues)	\$2,283
52	5599	MISC EXPENSE	651	502	527	655	928.98	\$2,041	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$4,721
53	5911	IUT/OVERHEAD	16,836	15,417	16,312	11,433	13,979	\$25,577	IUT-Overhead: 50 % ALA rate	\$30,250
54	5998	IUT/ALLOCATIONS						\$0		\$0
55	5600	TAXES/INCOME								
56	Expenses		82,499	69,574	147,833	59,202	126,401	\$180,786		\$323,295
57										
58	Net		47,040	47,222	(24,280)	27,359	(20,553)	\$12,250		(\$94,996)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Advisory Services FY2023 3203									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS						\$0		\$0
4	4430	MISCELLANEOUS FEES	0					\$0		\$0
5	4490	MISCELLANEOUS REVENUE	82,350	27,050	33,490	\$73,975	\$43,000	\$52,000	Revenue for consulting services: • 3 external reviews x \$13000/review • 2 one-day retreats (strategic planning/team building) x \$14000/retreat • 2 facilitative support for library leaders x \$7,500/each • 0 peer feedback on internal self-study reports x \$4300/peer review • 0 review of planned search for library dean/director \$11,200 • 0 input from campus stakeholders \$3,700 • 0 half-day facilitation retreats x \$3,000 • 0 one-year strategic planning quarterly follow-ups x \$3,000	\$82,000
6	Revenues		82,350	27,050	33,490	\$73,975	\$43,000	\$52,000		\$82,000
7										
8	5000	SALARIES & WAGES	39,653	50,047	15,582	\$32,217	\$10,029	\$19,864	Salaries: % of ACRL total salaries listed in the salary matrix; includes time spent on the ACRL Web site and responses to email and phone requests for information	\$19,400
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES								
11	5005	ATTRITION FACTOR					-\$2,922	\$0		\$0
12	5009	ACCRUED VACATION WAGES						\$0		\$0
13	5010	EMPLOYEE BENEFITS	12,114	15,013	4,800	\$10,034	\$3,285	\$6,727	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,208
14	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
15	5110	PROFESSIONAL SERVICES	43,500	26,825	34,255	\$41,928	\$35,347	\$24,400	Consultant Services • 3 full external reviews: 4 adjuncts x \$3,500 (assumes 2 visits @ 1 adjunct and 1 staff, 1 visit @ 2 adjuncts) • 2 one-day strategic planning retreats: 4 adjuncts x \$3,750 (assumes each retreat includes 2 adjuncts, 0 staff) • 1 facilitative support: 2 adjuncts x \$3,000	\$35,000
16	5122	BANK S/C	0	103	16	\$522	\$328	\$100		\$100

	A	B	C	D	E	F	G	H	I	J
1	ACRL Advisory Services FY2023 3203									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
17	5210	TRANSPORTATION	42	2,550	43	\$1,236		\$1,500	Nearly all travel will be paid by client. Budgeting for two new adjuncts for shadow/trial basis (we would assume costs and not charge back to client).	\$1,500
18	5212	LODGING & MEALS	(894)	72	902	\$75		\$300	Lodging & Meals	\$300
19	5501	EQUIPMENT & SOFTWARE/MINOR						\$0		\$0
20	5502	REFERENCE MATERIAL/PERIODICALS						\$0	Reference material	\$0
21	5530	DEPRECIATION F/E				\$219	\$57			
22	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
23	5599	MISC EXPENSE	2,478	2,059	565	\$515	\$133	\$1,137	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,289
24	5904	TRANSFER TO/FROM ENDOWMENT						\$0		\$0
25	5905	IUT/TELEPHONE						\$0	Telephone (based on last year's actual)	\$0
26	5906	IUT/ORDER BILLING						\$0		\$0
27	5908	IUT/MAINTENANCE						\$0		\$0
28	5909	IUT/DIST CTR	5					\$0	Postage(based on last year's actual)	\$0
29	5910	IUT/REPRO CTR	41					\$40	Copying (based on last year's actual)	\$40
30	5999	IUT/MISC						\$0		\$0
31	5911	IUT/OVERHEAD	10,870	3,571	4,437	\$9,802	\$5,698	\$6,890	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).	\$10,865
32	5998	IUT/ALLOCATIONS						\$0		\$0
33	5600	TAXES/INCOME								
34	Expenses		107,809	100,239	60,600	\$96,548	\$51,954	\$60,958		\$74,702
35										
36	Net		(25,459)	(73,189)	(27,110)	-\$22,573	-\$8,954	(\$8,958)		\$7,298

	A	B	C	D	E	F	G	H	I	J
1	ACRL Standards Distribution FY2023 3204									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4400	DONATIONS/HONORARIA				0	0	\$0		\$0
4	4420	INT/DIV				0	0	\$0		\$0
5	4421	ROYALTIES			165	0	0	\$0		\$0
6	4422	ENDOWMENT GAIN/LOSS-REALIZED								
7	4423	ENDWMNT GAIN/LOSS-UNREALIZED								
8	4429	OVHRD-EXMPT REVENUE/DIVISIONS	1,802	2,204	1,299			\$250	Overhead exempt revenue for standards distribution and Framework booklets. Expect continued negligible revenue in FY23 unless things like RoadShows etc resume on an in-person model after the pandemic.	\$150
9	4430	MISCELLANEOUS FEES				204	0	\$0		\$0
10	4490	MISCELLANEOUS REVENUE		500		0	0	\$0		\$0
11	Revenues		1,802	2,704	1,464	204	0	\$250		\$150
12										
13	5000	SALARIES & WAGES	5,421	7,585	2,082	735	319	\$7,347	Salaries % of ACRL total salaries listed in the salary matrix	\$387
14	5005	ATTRITION FACTOR					(93)			
15	5009	ACCRUED VACATION WAGES						\$0		\$0
16	5010	EMPLOYEE BENEFITS	1,657	2,276	641	229	105	\$2,488	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$124

	A	B	C	D	E	F	G	H	I	J
1	ACRL Standards Distribution FY2023 3204									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
17	5121	AUDIT/TAX FEES						\$0		\$0
18	5122	BANK S/C	51	71	39	4		\$0		\$0
19	5130	LOBBYING / CONSULTING								
20	5140	EQUIP/FURN REPAIRS						\$0		\$0
21	5141	MAINTENANCE AGREEMENTS								
22	5150	MESSENGER SERVICE		23	66			\$37	Books now sent through USPS through Distribution Center, expenses in 5909	\$0
23	5216	BUSINESS MEETINGS						\$0		\$0
24	5350	PROGRAM ALLOCATION						\$0		\$0
25	5400	EDITORIAL/PROOFREADING/OUTSIDE		102				\$0		\$0
26	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
27	5402	PRINTING-OUTSIDE	2,533	4,580	5,522			\$250	Printing of standards, guidelines/framework. Budgeting very small amount for printing due to existing inventory and lack of sales in FY20 and FY21.	\$250
28	5522	TELEPHONE/FAX						\$0		\$0
29	5523	POSTAGE/E-MAIL	60	140				\$0	Mailing of booklets now in 5909.	\$0
30	5525	UTILITIES						\$0		\$0
31	5530	DEPRECIATION F/E	23	25	14	5	2	\$0		\$0
32	5531	DEPRECIATION BUILDING						\$0		\$0
33	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
34	5599	MISC EXPENSE	339	312	75	11	4	\$421	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$26
35	5908	IUT/MAINTENANCE						\$0		\$0
36	5909	IUT/DIST CTR	106	180	153	69	11	\$50	IUT-Distribution (UPS or USPS mailing of booklets, based on FY20, FY21 actual and historical).	\$40
37	5910	IUT/REPRO CTR						\$0	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops). Don't expect expenses in this line in FY23.	\$0
38	5912	IUT-Copyediting/Proofreading						\$0		\$0
39	5999	IUT/MISC						\$0	IUT-Misc.	\$0
40	Expenses		10,190	15,293	8,592	1,053	348	\$10,593		\$827
41										
42	Net		(8,388)	(12,589)	(7,128)	(849)	(348)	(\$10,343)		(\$677)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Awards FY2023 3206									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4400	DONATIONS/HONORARIA	11,500	13,250	16,250	8,336	13,600	\$0	Normal allocation: \$3000 from GOBI Library Solutions from EBSCO for EAL ceremonies; \$4,500 from EBSCO for CJCLS awards (\$1,500) and IS Innovation award (\$3,000); \$1,000 from SCELIC for CLS award; \$2,500 from American Psychological Association for EBSS award; \$2,500 from De Gruyter for ESS Grant (estimate, actual figure in euros) \$1,000 from Carrick Enterprises for Rockman Publication award; \$1,000 from Library Juice Academy for ULS award; \$1,500 from Duke University Press for WGSS awards; All other awards given directly to winners by donors	\$17,000
4	4429	OVRHD-EXMPT REVENUE/DIVISIONS			4,500			\$0	Normal Administrative Fees: \$1000 Academic/Research Librarian of the year; \$300 for 2 CJCLS awards; \$200 for CLS; \$300 DLS award; \$500 EBSS award; \$500 ESS grant (estimate, actual figure in euros); \$600 for IS Innovation award; \$200 IS Ilene Rockman Publication of the year; \$300 PPIRS award; \$200 ULS award; \$300 WGSS awards \$500 Atkinson Endowment admin fee IUTs from unfunded awards: \$200 IS Dudley award	\$5,400

	A	B	C	D	E	F	G	H	I	J
1	ACRL Awards FY2023 3206									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
5	4430	MISCELLANEOUS FEES						\$0		\$0
6	4490	MISCELLANEOUS REVENUE	4,800	4,200	0	4,700	2,300	\$0		\$0
7	Revenues		16,300	17,450	20,750	13,036	15,900	\$0		\$22,400
8										
9	5000	SALARIES & WAGES	15,576	22,820	24,676	20,244	22,892	\$23,136	Salaries % of ACRL total salaries listed in the salary matrix	\$17,853
10	5005	ATTRITION FACTOR					(6,670)			
11	5010	EMPLOYEE BENEFITS	4,759	6,846	7,602	6,305	7,498	\$7,835	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,713
12	5122	BANK S/C		192	248			\$0		\$0
13	5150	MESSENGER SERVICE	49	159	14			\$0		\$0
14	5151	DUPLICATION/OUTSIDE								
15	5210	TRANSPORTATION	662		9			\$0		\$0
16	5212	LODGING & MEALS	874					\$0		\$0
17	5304	SPEAKER/GUEST EXPENSE						\$0	0	\$0
18	5305	SPEAKER/GUEST HONORARIUM						\$0	0	\$0
19	5306	AWARDS	11,674	13,054	14,350	14,001	13,974	\$0	Normal Monetary Prizes: \$1,500 for CJCLS awards; \$1,000 for CLS award; \$2,500 for EBSS award; \$2,500 for ESS Grant (estimate, actual figure in euros) \$3,000 for IS Innovation award; \$1,000 for Rockman Publication award; \$1,000 for ULS award; \$1,500 for WGSS awards; Normal Award Production: \$600 for Excellence Award pieces (Crystal Cave) \$1,600 for award plaques (Scribes) All other awards given directly to recipients by donors	\$16,200

	A	B	C	D	E	F	G	H	I	J
1	ACRL Awards FY2023 3206									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
21	5350	PROGRAM ALLOCATION	3,464	3,383	1,139			\$0	Travel funds for ACRL officers to attend Excellence Award ceremonies on recipients' campuses.	\$3,000
22	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
23	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
24	5402	PRINTING-OUTSIDE						\$0		\$0
25	5522	TELEPHONE/FAX						\$0		\$0
26	5523	POSTAGE/E-MAIL						\$0		\$0
27	5525	UTILITIES						\$0		\$0
28	5530	DEPRECIATION F/E	67	76	168	138	130	\$0		\$0
29	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
30	5599	MISC EXPENSE	973	939	894	324	303	\$1,325	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,186
31	5903	IUT/SUBS PROC						\$0		\$0
32	5904	TRANSFER TO/FROM ENDOWMENT			(500)		(500)	\$0		\$0
33	5905	IUT/TELEPHONE						\$0	IUT-Telephone	\$0
34	5906	IUT/ORDER BILLING						\$0		\$0
35	5908	IUT/MAINTENANCE						\$0		\$0
36	5909	IUT/DIST CTR	65	101	76	26		\$150		\$100
37	5910	IUT/REPRO CTR						\$0		\$0
38	5942	IUT/ADVERTISING						\$0		\$0
39	5999	IUT/MISC						\$0	IUT-Misc.	\$0
40	5911	IUT/OVERHEAD			0			\$0		\$0
41	5998	IUT/ALLOCATIONS						\$0		\$0
42	5600	TAXES/INCOME								
43	Expenses		38,163	47,571	48,676	41,038	37,628	\$32,446		\$44,052
44										
45	Net		(21,863)	(30,121)	(27,926)	(28,002)	(21,728)	(\$32,446)		(\$21,652)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Chapters FY2023 3207									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4430	MISCELLANEOUS FEES								
4	4490	MISCELLANEOUS REVENUE								
5	Revenues		0	0	0	0	0	\$0		\$0
6										
7	5000	SALARIES & WAGES	3,776	14,720	9,309	11,341	8,599	\$11,223	Salaries : % of ACRL total salaries listed in salary matrix; Note time for Chapters Topics is now included in this project rather than a separate project.	\$9,521
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES						\$0		\$0
10	5005	ATTRITION FACTOR					(2,505)	\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS	1,155	4,416	2,868	\$3,532	2,816	\$3,801	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,047
13	5141	MAINTENANCE AGREEMENTS								
14	5150	MESSENGER SERVICE						\$0	Messenger Service	\$0
15	5151	DUPLICATION/OUTSIDE						\$0		\$0
16	5210	TRANSPORTATION	228	3,299	2,494	991		\$1,200	Travel for ACRL officer speakers \$400 per event; 3 visits for FY22.	\$1,200
17	5212	LODGING & MEALS	1,247	522	714			\$780	Lodging & meals for ACRL officer speakers. 3 trips in FY22: 1 night lodging @ \$160 per night and \$50 per diem x 2 days ea.	\$780
18	5214	ENTERTAINMENT						\$0		\$0
19	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR						\$0		\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
21	5350	PROGRAM ALLOCATION	3,683	3,816	2,823	1,141	285	\$4,500	Chapters program allocation is \$1.00 per ACRL member residing in the state or region, but this expense is budgeted based on previous year's actual expenses.	\$4,500

	A	B	C	D	E	F	G	H	I	J
1	ACRL Chapters FY2023 3207									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
22	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
23	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
24	5402	PRINTING-OUTSIDE						\$0	Printing outside	\$0
25	5403	BINDING-OUTSIDE						\$0		\$0
26	5031	STAFF DEVELOPMENT						\$0		\$0
27	5500	SUPPLIES/OPERATING						\$0	Supplies (Chapters Council)	\$0
28	5501	EQUIPMENT & SOFTWARE/MINOR						\$0		\$0
29	5502	REFERENCE MATERIAL/PERIODICALS						\$0		\$0
30	5510	INSURANCE						\$0		\$0
31	5520	EQUIPMENT RENTAL/LEASE						\$0		\$0
32	5521	SPACE RENT						\$0		\$0
33	5522	TELEPHONE/FAX						\$0	Reimbursed phone/fax (Chapters Council)	\$0
34	5523	POSTAGE/E-MAIL						\$0	Postage	\$0
35	5525	UTILITIES						\$0		\$0
36	5530	DEPRECIATION F/E	16	49	63	77	49	\$0		\$0
37	5531	DEPRECIATION BUILDING						\$0		\$0
38	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
39	5599	MISC EXPENSE	236	605	337	182	114	\$643	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$633
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
41	5905	IUT/TELEPHONE						\$0	IUT-Telephone	\$0
42	5906	IUT/ORDER BILLING						\$0		\$0
43	5908	IUT/MAINTENANCE						\$0		\$0
44	5909	IUT/DIST CTR	76	115	27	23		\$125	IUT-Distribution	\$125
45	5910	IUT/REPRO CTR						\$0	IUT-Reprographics (based on FY2018 actual)	\$0
46	5998	IUT/ALLOCATIONS						\$0		\$0
47	5600	TAXES/INCOME								
48	Expenses		10,417	27,541	18,636	17,287	9,357	\$22,272		\$19,806
49										
50	Net		(10,417)	(27,541)	(18,636)	(17,287)	(9,357)	(\$22,272)		(\$19,806)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Committees & Interest Groups		FY2023	3250						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4000	DUES/PERSONAL					-74			
4	4400	DONATIONS/HONORARIA	1,000							
5	4430	MISCELLANEOUS FEES								
6	4490	MISCELLANEOUS REVENUE								
7	Revenues		1,000	0	0	0	(74)	\$0		\$0
8										
9	5000	SALARIES & WAGES	71,085	109,859	97,264	100,471	90,153	\$95,581	Salaries % of ACRL total salaries listed in salary matrix	\$96,405
10	5005	ATTRITION FACTOR					(26,267)			
11	5010	EMPLOYEE BENEFITS	21,722	32,956	29,963	\$31,292	29,528	\$32,369	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,850
12	5110	PROFESSIONAL SERVICES				\$3,313	3,313			
13	5122	BANK S/C	29					\$0		\$0
14	5150	MESSENGER SERVICE	57					\$55	Messenger Service - share of Briefing Book shipping	\$55
15	5302	MEAL FUNCTIONS	4,722	4,206	2,469			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0
16	5350	PROGRAM ALLOCATION	1,455					\$600	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.	\$600
17	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
18	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
19	5402	PRINTING-OUTSIDE	151	162	155	25		\$233	Outside printing - (share of \$700 ACRL Briefing Book)	\$233
20	5420	COPYRIGHT FEES						\$0		\$0
21	5430	WEB OPERATING EXPENSES	1,149	1,682				\$0	Zoom license fees moved to 0000.	\$0
22	5500	SUPPLIES/OPERATING	310					\$100		\$100
23	5530	DEPRECIATION F/E	307	368	663	685	513	\$0	0	\$0
24	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
25	5599	MISC EXPENSE	4,442	4,519	3,525	1,607	1,192	\$5,473	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$6,406
26	5908	IUT/MAINTENANCE						\$0		\$0
27	5909	IUT/DIST CTR	4					\$0	IUT- Distribution	\$0
28	5910	IUT/REPRO CTR			91			\$0	IUT-Reprographics	\$0
29	Expenses		105,432	153,752	134,130	137,392	98,431	\$135,661	0	\$134,649
30										
31	Net		(104,432)	(153,752)	(134,130)	(137,392)	(98,505)	(\$135,661)	0	(\$134,649)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Sections		FY2023	3275						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4000	DUES/PERSONAL				-34.17	-15.83			
4	4142	ADVERTISING/CLASSIFIED						\$0		\$0
5	4200	REGISTRATION FEES		3,550				\$0		\$0
6	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		\$0
7	4400	DONATIONS/HONORARIA	2,500			(139)		\$0		\$0
8	4420	INT/DIV						\$0		\$0
9	4490	MISCELLANEOUS REVENUE						\$0		\$0
10	Revenues		2,500	3,550	0	(173)	(16)	\$0		\$0
11										
12	5000	SALARIES & WAGES	47,612	69,323	66,426	80,521	54,610	\$67,169	Salaries calculated at % of total ACRL salaries per time study.	\$65,460
13	5005	ATTRITION FACTOR					(15,911)			
14	5009	ACCRUED VACATION WAGES						\$0		\$0
15	5010	EMPLOYEE BENEFITS	14,549	20,796	20,463	25,078	17,887	\$22,747	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$20,947
16	5110	PROFESSIONAL SERVICES					3,313			
17	5121	AUDIT/TAX FEES						\$0		\$0
18	5122	BANK S/C	71		(1)			\$0	Bank service fee.	\$0
19	5130	LOBBYING / CONSULTING								
20	5150	MESSANGER SERVICE		21				\$0		\$0
21	5212	LODGING & MEALS		200				\$0		\$0
22	5301	CONFERENCE EQUIPMENT RENTAL						\$0		\$0
23	5302	MEAL FUNCTIONS	4,722	4,206	2,469			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0
24	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
25	5350	PROGRAM ALLOCATION	22,966	28,377	25,069	22,722	26,500	\$49,443	Basic support for sections and interest groups: ANSS 1,145; Arts 1,332; CJCLS 1,716; CLS 2,721; DOLS 1,803; DSS 2,103; EBSS 1,370; ESS 1,158; IS 3,621; LES 1,171; PPIRS 1,095; RBMS 1,962; STS 1,679, ULS 3,780; WGSS 1,287. Interest Groups are entitled to up to \$150. Budget based on historical actual: 1,500. \$20,000 RBMS profit share from FY21 is being expended in FY22. The FY21 year-end credit is added to the FY22 beginning net asset balance, so is not shown as a credit for FY22.	\$49,443
26	5402	PRINTING-OUTSIDE		236				\$0		\$0
27	5430	WEB OPERATING EXPENSES	1,149	1,681				\$0	Zoom license fees moved to 0000.	\$0
28	5031	STAFF DEVELOPMENT						\$0		\$0
29	5500	SUPPLIES/OPERATING	55	0				\$0		\$0
30	5530	DEPRECIATION F/E	206	232	453	549	311	\$0		\$0
31	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
32	5599	MISC EXPENSE	2,975	2,851	2,407	1,288	722	\$3,846	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$4,350
33	5909	IUT/DIST CTR	4	4	6	20		\$15	IUT-Distribution	\$15
34	5942	IUT/ADVERTISING						\$0	IUT-Advertising	\$0
35	5999	IUT/MISC						\$0		\$0
36	5911	IUT/OVERHEAD		937				\$0		\$0
37	5998	IUT/ALLOCATIONS						\$0		\$0
38	5600	TAXES/INCOME								
39	Expenses		94,308	128,865	117,292	130,178	87,430	\$144,470		\$140,215
40										
41	Net		(91,808)	(125,315)	(117,292)	(130,351)	(87,446)	(\$144,470)		(\$140,215)

	A	B	C	D	E	F	G	H	I	J
1	ACRL C&RL FY2023 3300									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4140	ADVERTISING/GROSS						\$0	Print ceased in FY14, so no print ad revenue in FY22	\$0
4	4143	ADVERTISING/ON-LINE	13,365	0				\$0	Advertising sales estimated from online sales per Choice estimate (advertising moved to 4429)	\$0
5	4610	COMMISSION/LINE ADV		(34)	(299)	(506)	(504)	(\$675)	Advertising representatives' commissions, 3% of online sales. FY23 budgeted online sales \$15,000	(\$675)
6	4611	COMMISSION/SALES REP	(596)	(225)	19			\$0	Advertising representatives' commissions, not applicable	\$0
7	4420	INT/DIV						\$0		\$0
8	4421	ROYALTIES	8,374	7,517	7,035	7,256	5,083	\$5,000	Royalties from aggregators, based on FY21 actual with continued small decline year to year	\$4,500
9	4429	OVRRD-EXMPT REVENUE/DIVISIONS		7,500	9,300	12,380	9,050	\$15,000	Ad revenue based on Choice estimate formally in line 4140 and 4143 now reported in overhead-exempt line as the ads are placed in a journal that is a perquisite of membership.	\$16,500
10	4430	MISCELLANEOUS FEES						\$0		\$0
11	4490	MISCELLANEOUS REVENUE						\$0		\$0
12	Revenues		21,142	14,758	16,054	19,131	13,630	\$19,325	\$20,325	
13										
14	5000	SALARIES & WAGES	14,922	19,141	16,684	20,332	17,787	\$18,544	Salaries calculated at % of total ACRL salaries listed in salary matrix.	\$21,423
15	5002	OVERTIME WAGES					14			
16	5005	ATTRITION FACTOR					(5,148)			
17	5009	ACCRUED VACATION WAGES						\$0		\$0
18	5010	EMPLOYEE BENEFITS	4,559	5,742	5,219	6,332	5,828	\$6,280	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,855
19	5110	PROFESSIONAL SERVICES	10,200	9,554	9,288	9,550	9,250	\$12,500	Professional Services - current distribution Editor 3000 Social Media Editor 2000 Book Review Editor 2100 Editorial Assistant 1 1500 Editorial Assistant 2 1500	\$12,500
20	5122	BANK S/C		14	361	56	27	\$50	Bank service fee, based on FY21 actual	\$30

	A	B	C	D	E	F	G	H	I	J
1	ACRL C&RL FY2023 3300									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
21	5150	MESSENGER SERVICE	116					\$100	Messenger service, no expenses for this line in FY20 or FY21 actual	\$0
22	5151	DUPLICATION/OUTSIDE						\$0		\$0
23	5210	TRANSPORTATION						\$0	Travel Out-of-town, expenses for editor to attend relevant conferences (\$1,000 travel allowance transferred to professional services at request of editor)	\$0
24	5305	SPEAKER/GUEST HONORARIUM						\$0	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)	\$0
25	5350	PROGRAM ALLOCATION						\$0		\$0
26	5400	EDITORIAL/PROOFREADING/OUTSIDE	4,750	5,350	5,250	5,400	6,850	\$5,250	Editorial/Proofread; 35 hr/issue x\$25/hr.x 7 issues	\$6,125
27	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	Typesetting	\$0
28	5402	PRINTING-OUTSIDE						\$0	Outside printing. No printing after Nov. 2013.	\$0
29	5403	BINDING-OUTSIDE						\$0	NA	\$0
30	5404	DESIGN SERVICE-OUTSIDE						\$0		\$0
31	5406	REVIEW SERVICE						\$0		\$0
32	5410	MAIL SERVICE-OUTSIDE						\$0	Mail service--outside. Includes handling. No mailing after Nov. 2013.	\$0
33	5430	WEB OPERATING EXPENSES	18,850	6,996	4,662	5,969	7,514	\$5,965	C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,800 annual altmetric fee, \$500 portico preservation fee)	\$6,710
34	5501	EQUIPMENT & SOFTWARE/MINOR	4,830					\$0	"Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system	\$0
35	5525	UTILITIES						\$0		\$0
36	5530	DEPRECIATION F/E	65	64	114	139	101	\$0	0	\$0
37	5543	BAD DEBT EXPENSE	0					\$0	Bad debt, @ 1% sales (4103+4109+4140)	\$0
38	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
39	5599	MISC EXPENSE	932	787	605	325	234	\$1,062	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,424
40	5909	IUT/DIST CTR		32				\$25	IUT-Distribution	\$25
41	5910	IUT/REPRO CTR						\$0	IUT-Reprographics	\$0
42	5942	IUT/ADVERTISING	6,373	5,672	6,081	6,480	4,256	\$362	IUT-Choice - C&RL share of the amount paid to Choice to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line. Based on projected ad sales and FY21 actual.	\$4,500
43	5999	IUT/MISC						\$0		\$0
44	5911	IUT/OVERHEAD	0					\$0	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)	\$0
45	5998	IUT/ALLOCATIONS						\$300		\$300
46	5600	TAXES/INCOME	0	0	0			\$240	Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429). Removed taxes per ALA instructions in FY23.	\$0
47	Expenses		65,598	53,352	48,263	54,583	46,712	\$50,678	\$59,892	
48										
49	Net		(44,455)	(38,594)	(32,209)	(35,453)	(33,082)	(31,353)	(39,567)	

	A	B	C	D	E	F	G	H	I	J
1	ACRL C&RL News FY2023 3302									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4601	RETURNS/CREDITS						\$0	Returns/Credits - based on historical	\$0
4	4109	SALES/MISC	54			522		\$25	Sales of back issues (based on fy21 actual and historical)	\$25
5	4110	SUBSCRIPTIONS	16,216	16,094	13,992	13,904	9,721	\$4,312	Subscriptions (News became an online only publication in January 2022)	\$0
6	4140	ADVERTISING/GROSS	112,795	0				\$0	As print ads in a journal given as a perquisite of membership and are overhead exempt we are moving them to the overhead exempt line 4429.	\$0
7	4143	ADVERTISING/ON-LINE	95,938	64,156	88,200	89,300	86,400	\$90,000	Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts	\$105,000
8	4610	COMMISSION/LINE ADV	(3,234)	(1,371)	(3,823)	(4,802)	(5,211)	(\$4,725)	Advertising representatives' commissions based on choice estimate of net online advertising revenue (website ads, etoc and newsletter sponsorships, eblasts)	(\$4,725)
9	4611	COMMISSION/SALES REP	(8,326)	(4,310)	(4,912)	(3,216)	(1,951)	(\$675)	Advertising representatives' commissions based on choice estimate of print advertising revenue for 4 issues. THIS CHANGED 8/21 BUT CELL ALREADY RED AS NEG REVENUE	(\$675)
10	4612	COMMISSION/ADVERTISING AGENCY						\$0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
11	4142	ADVERTISING/CLASSIFIED	433,651	415,063	408,078	283,475	282,130	\$340,000	Classified ad revenue - share of JobLIST ad sales (based on FY21 actual and future projceted trends)	\$420,000
12	4420	INT/DIV						\$0		\$0
13	4421	ROYALTIES	1,459	1,572	1,493	1,971	1,568	\$1,500	Royalties – aggregators (based on average of FY19,20,21.)	\$1,600
14	4422	ENDOWMENT GAIN/LOSS-REALIZED								
15	4423	ENDWMNT GAIN/LOSS-UNREALIZED								
16	4429	OVHRD-EXMPT REVENUE/DIVISIONS		78,760	110,930	83,576	50,800	\$30,000	Includes online advertising revenue based on revised Choice estimate; 1 etoc per issue. Since C&RL News is provided as a perquisite to members, ads directly related to this publication are exempt from overhead per the operating agreement.	\$16,500
17	4430	MISCELLANEOUS FEES						\$0		\$0
18	4490	MISCELLANEOUS REVENUE						\$0		\$0
19	Revenues		648,554	569,964	613,958	464,730	423,458	\$460,437		\$537,725

	A	B	C	D	E	F	G	H	I	J
1	ACRL C&RL News FY2023 3302									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
20										
21	5000	SALARIES & WAGES	134,600	180,643	162,848	172,768	176,048	\$175,034	Salaries calculated at % of total ACRL salaries listed in salary matrix	\$182,098
22	5001	WAGES/TEMPORARY EMPLOYEES								
23	5002	OVERTIME WAGES					28			
24	5005	ATTRITION FACTOR					(51,226)	\$0		\$0
25	5009	ACCRUED VACATION WAGES						\$0		\$0
26	5010	EMPLOYEE BENEFITS	41,130	54,189	52,682	53,810	57,665	\$59,276	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$58,271
27	5011	LIFE INSURANCE								
28	5110	PROFESSIONAL SERVICES	27,000	18,000	18,000	18,000	18,000	\$19,200	Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with American Libraries; also includes \$4,000 to provide authors with a free ACRL webcast per agreement with Margot Conahan	\$22,000
29	5120	LEGAL FEES						\$0		\$0
30	5121	AUDIT/TAX FEES						\$0		\$0
31	5122	BANK S/C	2,873	3,694	1,271	957	162	\$3,250	Payment processing fees - approx 3.0% of product ad revenues	\$3,750
32	5130	LOBBYING / CONSULTING								
33	5140	EQUIP/FURN REPAIRS						\$0		\$0
34	5141	MAINTENANCE AGREEMENTS								
35	5150	MESSENGER SERVICE	3,309	4,406	3,898	2,986	1,048	\$1,417	C&RL News became an online-only publication with the January 2022 issue	\$0
36	5151	DUPLICATION/OUTSIDE								
37	5210	TRANSPORTATION						\$0		\$0
38	5350	PROGRAM ALLOCATION						\$0		\$0
39	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0	Proofreading as needed (based on historical trends)	\$0
40	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	No longer a charge item.	\$0
41	5402	PRINTING-OUTSIDE	77,431	97,896	101,919	100,831	81,267	\$43,200	C&RL News became an online-only publication with the January 2022 issue	\$0
42	5403	BINDING-OUTSIDE	20					\$25	C&RL News became an online-only publication with the January 2022 issue	\$0
43	5404	DESIGN SERVICE-OUTSIDE	1,800	1,500	1,800	1,350	1,800	\$1,650	Design work for cover (\$150/issue)	\$1,650
44	5406	REVIEW SERVICE						\$0		\$0
45	5410	MAIL SERVICE-OUTSIDE	11,861	12,184	12,318	12,874	10,406	\$4,925	C&RL News became an online-only publication with the January 2022 issue	\$0
46	5411	ADVERTISING/SPACE						\$0		\$0
47	5412	ADVERTISING/DIRECT	709	2,888	314			\$600	Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$200, marketing online career center	\$700
48	5413	MAIL LIST RENTAL						\$0	Mail List Rental - No longer used.	\$0
49	5414	SUPPLIES/PRODUCTION						\$0	Supplies/Production	\$0
50	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	2,557	2,640	3,541	2,888	1,422	\$1,280	C&RL News became an online-only publication with the January 2022 issue	\$0
51	5416	ADVERTISING PRODUCTION COST						\$0		\$0
52	5420	COPYRIGHT FEES						\$0	Copyright fee (based on historical)	\$0
53	5430	WEB OPERATING EXPENSES	56,368	19,206	35,878	13,703	16,072	\$14,100	C&RL News costs for online journal hosting (estimated 20 articles per issue at \$42/ article=\$840/ issue) plus \$3,600 annual altmetric fee, \$650 portico preservation fee. No longer have charges for online subscription processing starting in FY23.	\$13,490
54	5431	WEBINAR/WEBCASTS/WEB CE EXP						\$0		\$0
55	5432	PURCHASED INVENTORY						\$0		\$0
56	5433	ORDER PROCESSING/FULFILLMENT	1,558	1,390	1,075	1,592	749	\$1,500	C&RL News became an online-only publication with the January 2022 issue	\$0
57	5031	STAFF DEVELOPMENT						\$0		\$0
58	5500	SUPPLIES/OPERATING						\$0	Supplies, based on FY19 actual and historical	\$0
59	5501	EQUIPMENT & SOFTWARE/MINOR						\$0	Haven't used since prior to FY15	\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL C&RL News FY2023 3302									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
60	5502	REFERENCE MATERIAL/PERIODICALS			50			\$0	Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out in FY21.	\$0
61	5510	INSURANCE						\$0		\$0
62	5520	EQUIPMENT RENTAL/LEASE						\$0		\$0
63	5521	SPACE RENT						\$0		\$0
64	5522	TELEPHONE/FAX	48	40	39	22	12	\$40	C&RL News became an online-only publication with the January 2022 issue	\$0
65	5523	POSTAGE/E-MAIL	45,992	47,984	49,039	48,679	37,704	\$19,284	C&RL News became an online-only publication with the January 2022 issue	\$0
66	5525	UTILITIES						\$0		\$0
67	5530	DEPRECIATION F/E	582	605	1,110	1,174	1,000	\$536	Depreciation	\$536
68	5531	DEPRECIATION BUILDING						\$0		\$0
69	5541	COLLECTION EXPENSE								
70	5543	BAD DEBT EXPENSE	5,524	4,951	5,060		(15,535)	\$261	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads	\$261
71	5544	INTEREST EXPENSE						\$0		\$0
72	5545	TAXES/PROPERTY						\$0		\$0
73	5550	PROMOTION						\$0		\$0
74	5560	ORG SUPPORT/CONTRIBUTION	14,000	14,000	14,000	14,000	14,000	\$14,000	IUT - JobLIST-related support to HRDR for furniture in the placement center; starting in FY13 agreed at \$14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less	\$14,000
75	5599	MISC EXPENSE	8,410	7,430	5,902	2,767	2,325	\$10,023	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$12,100
76	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
77	5901	IUT/CPU						\$0		\$0
78	5902	IUT/DATA PROC						\$0	This item moved to project 3200 in FY12 per MJP.	\$0
79	5903	IUT/SUBS PROC	2,660					\$0	No longer a charge item.	\$0
80	5904	TRANSFER TO/FROM ENDOWMENT						\$0		\$0
81	5905	IUT/TELEPHONE						\$0	IUT-Telephone – Based on historical	\$0
82	5906	IUT/ORDER BILLING						\$0		\$0
83	5908	IUT/MAINTENANCE						\$0		\$0
84	5909	IUT/DIST CTR	14	6	18	7	76	\$20	IUT-Distribution – Based on FY21 actual	\$75
85	5910	IUT/REPRO CTR	18	18	71			\$50	IUT-Reprographics – Based on FY21 actual + historical	\$0
86	5912	IUT-Copyediting/Proofreading						\$0		\$0
87	5913	IUT-Composition/Alteration						\$0		\$0
88	5940	IUT/REGISTRATION PROCESSING						\$0		\$0
89	5941	IUT/CHOICE						\$0		\$0
90	5942	IUT/ADVERTISING	12,747	11,345	12,161	12,605	8,512	\$724	IUT-Advertising - C&RL News share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad sales projection and historical. Pam Marino salary included in salary line.	\$7,000
91	5999	IUT/MISC						\$0		\$0
92	5911	IUT/OVERHEAD	2,148	2,124	67,611	51,325	50,118	\$57,030	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate	\$69,059
93	5998	IUT/ALLOCATIONS						\$0		\$0
94	5600	TAXES/INCOME	(24,319)	0	0			\$11,244	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143. Remvoed taxes per ALA instructions in FY23.	\$0
95	Expenses		429,039	487,139	550,606	512,337	411,652	\$438,669		\$384,990
96										
97	Net		219,515	82,825	63,352	(47,606)	11,806	\$21,768		\$152,735

	A	B	C	D	E	F	G	H	I	J
1	ACRL RBM FY2023 3303									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4601	RETURNS/CREDITS						(\$3)	Returns @ 5% of line 4109	(\$3)
4	4108	SALES/ALA STORE						\$0		\$0
5	4109	SALES/MISC	402	52			67	\$50	Sales of back issues (based on FY21 actual and historical)	\$50
									One-third (Sept.-Dec.) deferred from FY22: \$4,330	
6	4110	SUBSCRIPTIONS	17,914	11,727	17,725	15,828	18,847	\$13,637	FY22 (25% decline in subscribers from FY21 actual, plus annual 2% cost increase) 157 US subs. @ \$56 = \$8,792 5 Canadian @ \$62 = 310 14 foreign @ \$73 = \$1,022 176 \$10,124 Two-thirds recognized in FY32: \$6,681 (One-third deferred to FY24: \$3,443)	\$11,011
7	4140	ADVERTISING/GROSS	8,440	7,970	9,930	8,410	6,870	\$8,000	Per Choice projections.	\$5,000
8	4143	ADVERTISING/ON-LINE	5,430	2,350	2,260	1,940	1,880	\$1,500	Per Choice projections.	\$1,000
9	4610	COMMISSION/LINE ADV		(39)	(68)	(87)	(105)	(\$68)	Advertising representatives' commissions, 3% of net advertising revenue shown in 4143	(\$30)
10	4611	COMMISSION/SALES REP	(256)	(277)	(298)	(388)	(309)	(\$360)	Advertising representatives' commissions, 3% of net advertising revenue (4140-4612)	(\$180)
11	4612	COMMISSION/ADVERTISING AGENCY						\$0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
12	4142	ADVERTISING/CLASSIFIED						\$0		\$0
13	4420	INT/DIV						\$0		\$0
14	4421	ROYALTIES	2,731	1,088	321	1,662	210	\$1,000	Royalties – aggregators (based on average of FY19,20,21 plus historical trends.)	\$750
15	4430	MISCELLANEOUS FEES						\$0		\$0
16	4490	MISCELLANEOUS REVENUE						\$0		\$0
17	Revenues		34,661	22,871	29,870	27,365	27,460	\$23,756		\$17,598
18										
19	5000	SALARIES & WAGES	3,916	4,409	2,552	4,407	3,095	\$4,270	Salaries: % of ACRL total salaries listed in salary matrix	\$3,703
20	5002	OVERTIME WAGES					5			
21	5005	ATTRITION FACTOR					(890)			
22	5010	EMPLOYEE BENEFITS	1,197	1,323	892	1,373	1,014	\$1,446	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,185
23	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
24	5110	PROFESSIONAL SERVICES	800	800	800	800		\$800	Editor Stipend	\$800
25	5120	LEGAL FEES						\$0		\$0
26	5121	AUDIT/TAX FEES						\$0		\$0
27	5122	BANK S/C	370	219	363	251	133	\$0		\$0
28	5150	MESSENGER SERVICE	37	48	52	28		\$50	Based on FY21 actual and historical.	\$30
29	5151	DUPLICATION/OUTSIDE								
30	5400	EDITORIAL/PROOFREADING/OUTSIDE	750	750	675	625	825	\$800	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40	\$800
31	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	0	\$0
32	5402	PRINTING-OUTSIDE	3,595	3,195	3,018	2,985	3,082	\$3,510	Printing issues of RBM (\$1,755/issue x 2, based on FY22 budget + 8% increase based on estimate from Walsworth, assuming page counts at FY21 level)	\$3,791
33	5403	BINDING-OUTSIDE	39	21				\$0		\$0
34	5404	DESIGN SERVICE-OUTSIDE						\$0	0	\$0
35	5406	REVIEW SERVICE						\$0		\$0
36	5410	MAIL SERVICE-OUTSIDE	788	665	654	656	645	\$890	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.	\$890
37	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	381	371	260	155	31	\$350	Pre-press/photographic work @ \$185/issue	\$350

	A	B	C	D	E	F	G	H	I	J
1	ACRL RBM FY2023 3303									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
38	5416	ADVERTISING PRODUCTION COST						\$0		\$0
39	5420	COPYRIGHT FEES						\$0	Copyright	\$0
			8,475	2,201	2,182	2,922	2,778	\$3,150	RBM costs for online journal hosting (estimated 20 total articles over 2 issues @ \$42/ article), \$1,650 for web hosting of subscription processing, \$550 for altmetrics, and \$110 for portico digital preservation.	\$3,150
40	5430	WEB OPERATING EXPENSES								
41	5431	WEBINAR/WEBCASTS/WEB CE EXP						\$0		\$0
42	5432	PURCHASED INVENTORY						\$0		\$0
43	5433	ORDER PROCESSING/FULFILLMENT	2,017	785	696	924	579	\$1,000	Subscription processing fees from outside supplier	\$1,000
44	5480	COST OF SALES						\$0		\$0
45	5500	SUPPLIES/OPERATING						\$0		\$0
								\$0	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15	\$0
46	5501	EQUIPMENT & SOFTWARE/MINOR								
47	5522	TELEPHONE/FAX	6	28	10	8		\$35	Support for subscription processing	\$35
			1,510	1,369	1,270	1,045	1,911	\$1,373	Postage for mailing two issues (2 @ \$660). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY21 budget)	\$1,373
48	5523	POSTAGE/E-MAIL								
49	5525	UTILITIES						\$0		\$0
50	5530	DEPRECIATION F/E	17	15	17	30	17	\$0		\$0
51	5531	DEPRECIATION BUILDING						\$0		\$0
52	5541	COLLECTION EXPENSE								
53	5543	BAD DEBT EXPENSE	102	102	103	0	(307)	\$86	Bad debt @ 1% of revenue on lines 4109 and 4140	\$86
			245	181	93	70.62	40.41	\$245	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$246
54	5599	MISC EXPENSE								
55	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
56	5901	IUT/CPU						\$0		\$0
57	5902	IUT/DATA PROC						\$0		\$0
			2,014					\$0	Subscription services fees, moved to lines 5433, 5522,5430, and 5410	\$0
58	5903	IUT/SUBS PROC								
59	5909	IUT/DIST CTR		8				\$25	IUT-Distribution (includes some back issues)	\$25
60	5910	IUT/REPRO CTR						\$0	IUT-Reprographics	\$0
61	5941	IUT/CHOICE						\$0		\$0
			2,124	1,891	2,027	2,160	1,419	\$120	IUT Advertising: RBM share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad projections and historical. Pam Marino salary included in salary line.	\$1,250
62	5942	IUT/ADVERTISING						\$0		\$0
63	5999	IUT/MISC								
64	5911	IUT/OVERHEAD	4,575	3,019	3,958	3,626	3,639	\$3,148	IUT-Overhead: 50% of ALA OH rate x Total Revenues	\$2,332
65	5998	IUT/ALLOCATIONS						\$0		\$0
			(215)	0	0			\$285	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143. Removed taxes per ALA instructions in FY23.	\$0
66	5600	TAXES/INCOME								
67	Expenses		32,744	21,400	19,622	22,066	18,017	\$21,583		\$21,046
68										
69	Net		1,917	1,471	10,249	5,299	9,444	\$2,173		(\$3,448)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Web CE FY2023 3340									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4103	SALES - ONLINE	81,545	102,650	22,255		37,418	\$24,375	15% of sponsored webinar revenue to cost-share with CHOICE. (Percentage was 40% in FY17, currently splitting 85/15 CHOICE/ACRL)	\$24,375
4	4104	SALES/RENTL MAIL LISTS						\$0		\$0
5	4105	SALES/WEBINARS/WEBCASTS/WEB CE	41,121	19,720	81,890	86,275	61,570	\$72,345	Online learning registration fees (multi-week online courses and one-shot webcasts). Online courses: 2 total online courses x 18 participants each @ \$135 = \$5,400 Webcasts: 22 live webcasts with 25 registrants each (550 total) with an average reg fee of \$65 (based on avg reg for webcasts following the implementation of the ALA standardized bulk discounts, no more group rate). Based on \$50 ACRL member fee, \$71 ALA member, \$79 Nonmember, with bulk discounts starting with two registrants	\$40,610
6	4109	SALES/MISC								
7	4140	ADVERTISING/GROSS						\$0	CHOICE sponsored revenue recognized in 4103	\$0
8	4143	ADVERTISING/ON-LINE						\$0		\$0
9	4610	COMMISSION/LINE ADV						\$0		\$0
10	4611	COMMISSION/SALES REP	(4,639)	(954)	(447)	(2,058)	(2,824)	(\$1,097)	Commissions on ACRL-CHOICE sponsored webcasts. 15% of \$9,000 due to cost-share with CHOICE. Updated based on historical actuals.	(\$1,097)
11	4429	OVHED-EXMPT REVENUE/DIVISIONS						\$0		\$0
12	4430	MISCELLANEOUS FEES						\$0		\$0
13	4490	MISCELLANEOUS REVENUE						\$0		\$0
14	Revenues		118,027	121,416	103,698	84,217	96,164	\$95,623		\$63,888
15										
16	5000	SALARIES & WAGES	12,053	27,143	15,636	28,780	22,073	\$26,298	Salaries @ % of ACRL salaries listed in matrix	\$16,663
17	5001	WAGES/TEMPORARY EMPLOYEES								
18	5002	OVERTIME WAGES								
19	5005	ATTRITION FACTOR					(6,431)	\$0		\$0
20	5009	ACCRUED VACATION WAGES						\$0		\$0
21	5010	EMPLOYEE BENEFITS	3,683	8,142	4,817	8,963	7,230	\$8,906	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,332
22	5110	PROFESSIONAL SERVICES	3,185	4,430	5,894	495	11,914	\$2,000	Course development, 2 new Moodle courses x \$1,000 = \$2,000	\$2,000
23	5120	LEGAL FEES								
24	5121	AUDIT/TAX FEES						\$0		\$0
25	5122	BANK S/C	1,233	2,926	1,537	1,738	1,832	\$2,062	Bank Charges	\$1,157
26	5130	LOBBYING / CONSULTING								
27	5304	SPEAKER/GUEST EXPENSE						\$0		\$0
28	5305	SPEAKER/GUEST HONORARIUM	300	7,519	2,274	4,739	6,976	\$4,800		
29	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
30	5350	PROGRAM ALLOCATION			101			\$0		\$0
31	5420	COPYRIGHT FEES						\$0	Copyright fees	\$0
32	5430	WEB OPERATING EXPENSES	5,971	3,467	2,744	672		\$0	Web Operating Expenses	\$0
33	5431	WEBINAR/WEBCASTS/WEB CE EXP	1,956					\$4,461	85/15 expense split with CHOICE; 15% expenses recognized in budget.	\$4,461

	A	B	C	D	E	F	G	H	I	J
1	ACRL Web CE FY2023 3340									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
34	5525	UTILITIES						\$0		\$0
35	5530	DEPRECIATION F/E	52	91	107	196	126	\$0		\$0
36	5531	DEPRECIATION BUILDING						\$0		\$0
37	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS						\$0		\$0
38	5533	DO NOT USE N/S Intangible Assets								
39	5540	ROYALTY EXPENSE	3,218	1,581	0	0	150	\$7,235	Presenter royalty payments: 10% x registration revenue for webcasts and online courses	\$4,061
40	5541	COLLECTION EXPENSE								
41	5543	BAD DEBT EXPENSE	606	503	405	0	(1,514)	\$381	Bad debt (1% of gross revenues)	\$381
42	5544	INTEREST EXPENSE						\$0		\$0
43	5545	TAXES/PROPERTY						\$0		\$0
44	5550	PROMOTION						\$0		\$0
45	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
46	5599	MISC EXPENSE	753	1,116	567	460	292	\$1,506	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,107
47	5908	IUT/MAINTENANCE						\$0		\$0
48	5909	IUT/DIST CTR	7	10				\$0	IUT-Distribution	\$0
49	5940	IUT/REGISTRATION PROCESSING	2,207	2,998	1,809	2,639	2,283	\$4,835	IUT-Registration Processing: \$7.25 per registrant for online courses and webcasts. Based on 550 online learning attendees.	\$3,988
50	5941	IUT/CHOICE						\$0		\$0
51	5942	IUT/ADVERTISING						\$0		\$0
52	5999	IUT/MISC						\$0		\$0
53	5911	IUT/OVERHEAD	16,192	16,153	13,740	11,159	12,742	\$9,586	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)	\$5,381
54	5998	IUT/ALLOCATIONS						\$0		\$0
55	5600	TAXES/INCOME	0	0	0				3% of advertising revenues	
56	Expenses		\$51,415	\$76,078	\$49,631	\$59,841	\$57,671	\$72,070		\$44,531
57										
58	Net		\$66,612	\$45,339	\$54,067	\$24,376	\$38,493	\$23,553		\$19,357

	A	B	C	D	E	F	G	H	I	J
1	ACRL Licensed Workshops FY2023 3341									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4103	SALES - ONLINE					24,430			\$0
4	4200	REGISTRATION FEES		19,430	630			\$9,205	Offering a workshop at ALA Annual Conference. Registration fees for one 1-day workshop: 30 ACRL members @ \$255 = \$7,650, 3 ALA members @ \$295 = \$885, 2 Nonmembers @ \$335 = \$670 for each workshop. Total = \$9,205 Licensed regional in-person workshops and licensed online experiences (new in FY21).	\$9,205
5	4430	MISCELLANEOUS FEES							Assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.	
6	4490	MISCELLANEOUS REVENUE	55,795	160,250	76,370			\$57,000	In-person and online workshops on 7 topics (Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Research Data Management, Framework for Information Literacy for Higher Education, Open Educational Resources, and Scholarship of Teaching and Learning). License fee for workshops (in-person or online) with two presenters at @ 6,000 per workshop x 6. License fee for workshops (in-person or online) with one presenter @ \$3,500 per workshop x 6. Twelve total workshops offered in FY23.	\$57,000
7		Revenues	\$55,795	\$179,680	\$77,000	\$39,000	\$30,430	\$66,205		\$66,205
8										
9	5000	SALARIES & WAGES	29,636	35,313	26,633	36,536	24,559	\$23,699	Salaries @ % of ACRL salaries listed in the salary matrix	\$29,755
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES								
12	5005	ATTRITION FACTOR					(7,156)	\$0		\$0
13	5009	ACCRUED VACATION WAGES						\$0		\$0
14	5010	EMPLOYEE BENEFITS	9,056	10,593	8,204	11,379	8,044	\$8,026	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$9,521
15	5122	BANK S/C		128	214			\$1,821	Bank service fees	\$1,821
16	5130	LOBBYING / CONSULTING								
17	5140	EQUIP/FURN REPAIRS						\$0		\$0
18	5141	MAINTENANCE AGREEMENTS								
19	5150	MESSANGER SERVICE	38	416	54	70		\$0	0	\$0
20	5151	DUPLICATION/OUTSIDE								
21	5210	TRANSPORTATION	1,437					\$0		\$0
22	5300	FACILITIES RENT						\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Licensed Workshops FY2023 3341									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
23	5301	CONFERENCE EQUIPMENT RENTAL						\$0		\$0
24	5302	MEAL FUNCTIONS		2,793				\$1,540	Workshop AM and PM breaks for ALA Annual Conference. 35 participants x 2 breaks @ \$22 per break = \$1,540.	\$1,540
25	5303	EXHIBITS						\$0		\$0
26	5304	SPEAKER/GUEST EXPENSE	5,511	6,310	1,331	958		\$0	All travel for experienced presenters is reimbursed by hosts for workshops delivered. ACRL covers travel for new presenters to shadow. Assumes travel for three new presenters. Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days. \$75 ground transportation.	\$0
27	5305	SPEAKER/GUEST HONORARIUM	22,951	55,625	24,998	14,250	9,325	\$18,000	Presenter honorarium @ \$750 x 2 presenters x 6 workshops; \$750 Standards/AIA/other x 1 presenter x 6 workshops; plus six presenter coordinators \$750 each.	\$18,000
28	5306	AWARDS						\$0		\$0
29	5307	SECURITY SERVICES						\$0		\$0
30	5308	SPECIAL TRANSPORTATION						\$0		\$0
31	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		3,588	2,483	570		\$0		\$0
32	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
33	5350	PROGRAM ALLOCATION	0	750	1,500	1,195	2,749	\$7,500	Annual funds for new curriculum development and existing curriculum refresh; IUT to Standards budget for Standards and Framework booklets comped for those workshops	\$7,500
34	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
35	5402	PRINTING-OUTSIDE		734				\$0		\$0
36	5403	BINDING-OUTSIDE						\$0		\$0
37	5525	UTILITIES						\$0		\$0
38	5530	DEPRECIATION F/E	128	118	181	249	140	\$0		\$0
39	5599	MISC EXPENSE	1,992	1,592	1,040	659	325	\$1,357	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,977
40	5909	IUT/DIST CTR		9	31			\$0	IUT-Distribution	\$0
41	5910	IUT/REPRO CTR	309	74	366			\$0	IUT-Reprographics	\$0
42	5911	IUT/OVERHEAD	7,365	26,283	10,286	5,168	4,032	\$8,772	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$8,772
43	5998	IUT/ALLOCATIONS						\$0		\$0
44	5600	TAXES/INCOME								
45	Expenses		\$78,422	\$144,325	\$77,320	\$71,033	\$42,018	\$70,715	\$0	\$78,886
46										
47	Net		(\$22,627)	\$35,355	(\$320)	(\$32,033)	(\$11,588)	(\$4,510)	\$0	(\$12,681)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Non-Periodical Pubs		FY2023 3400							
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4100	SALES/BOOKS	317,939	376,051	302,128	237,341	169,666	\$211,000	Backlist sales: \$62,500. 125 titles at \$500/title Sales of new books: \$136,000. 17 new titles at \$8000/title	\$198,500
4	4601	RETURNS/CREDITS	(27,280)	(24,719)	(26,572)	(31,416)	(11,918)	(\$16,880)	Returns, @ 7.5% of sales. (Down from 8% based on 7.024% FY21 actual)	(\$14,888)
5	4602	SALES/BOOKS-DISCOUNT	(17,363)	(878)	(299)			\$0		\$0
6	4103	SALES - ONLINE						\$0		\$0
7	4421	ROYALTIES	14,831	38,020	63,640	69,905	94,088	\$72,000	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, Gardners, etc	\$90,000
8	Revenues		\$288,126	\$388,475	\$338,897	\$275,831	\$251,835	\$266,120		\$273,612
9										
10	5000	SALARIES & WAGES	76,896	102,634	91,519	118,321	80,737	\$89,855	Salaries @ % of ACRL salaries listed in the salary matrix	\$94,620
11	5005	ATTRITION FACTOR					(23,524)			
12	5010	EMPLOYEE BENEFITS	23,498	30,787	28,193	36,851	26,444	\$30,430	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,278
13	5122	BANK S/C	42	5				\$0	Bank Credit card	\$0
14	5150	MESSENGER SERVICE	52	39				\$0	Messenger	\$0
15	5400	EDITORIAL/PROOFREADING/OUTSIDE	10,959	20,688	16,475	10917.2	17818.39	\$22,100	Editorial/Proofreading (17 @ \$1300)	\$22,100
16	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	Typesetting	\$0
17	5402	PRINTING-OUTSIDE	26,255	33,411	32,056	26,536	19,177	\$41,600	Outside printing of 17 new titles @ \$2,300/title	\$39,100
18	5403	BINDING-OUTSIDE						\$0		\$0
19	5404	DESIGN SERVICE-OUTSIDE	161	80	241	6,302	88	\$3,000	Potential design of 1 of the 17 new books	\$3,000
20	5406	REVIEW SERVICE						\$0		\$0
21	5410	MAIL SERVICE-OUTSIDE			67			\$0		\$0
22	5411	ADVERTISING/SPACE						\$0	Advertising space purchase	\$0
23	5412	ADVERTISING/DIRECT						\$5,000	Printing/distribution of Publications catalogs and flyers	\$5,000
24	5413	MAIL LIST RENTAL						\$0	Mailing list rental	\$0
25	5414	SUPPLIES/PRODUCTION						\$0	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.	\$0
26	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	100	77	12		40	\$25	Pre-Press/Photographic	\$60
27	5416	ADVERTISING PRODUCTION COST						\$0		\$0
28	5420	COPYRIGHT FEES		3,000				\$935	Copyright fees 17 new books @ \$55 each	\$935
29	5433	ORDER PROCESSING/FULFILLMENT	24,220	31,331	22,775	27,331	26,875	\$23,210	Transaction Fee/Order Fulfillment, calculated at 11% of sales (line 4100)	\$21,835
30	5480	COST OF SALES	56,318	70,029	38,553	37,488	41,911	\$37,980	Cost of sales, calculated as 18% of sales (line 4100)	\$35,730
31	5490	INVENTORY ADJUSTMENT	(35,943)	(55,342)	(79,262)	(50,507)	40,792	(\$67,660)	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.	(\$65,195)
32	5499	INVENTORY RESERVE ADJUSTMENT	2,000	4,329	2,000	2,001	2,000	\$2,000	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)	\$1,000
33	5523	POSTAGE/E-MAIL	3,789	6,694	5,049	3,720	3,279	\$6,000	Mailing books to reviewers and authors	\$5,000
34	5525	UTILITIES						\$0		\$0
35	5530	DEPRECIATION F/E	333	344	624	806	459	\$0		\$0
36	5540	ROYALTY EXPENSE	22,594	27,116	20,598	12,637	8,181	\$10,550	Royalty Expenses - Included are royalties ACRL pays its own authors. Royalties are reduced, as ACRL previously paid 10% royalties on sales to ALA Publishing. Royalties paid to ACRL Authors: (10% x 50% of Line 4100)	\$9,925
37	5541	COLLECTION EXPENSE								
38	5543	BAD DEBT EXPENSE	3,446	3,667	4,000	(0)	(11,113)	\$4,000	Bad debt, 1% of gross revenues	\$4,000
39	5599	MISC EXPENSE	4,730	4,222	3,317			\$5,145	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$6,287
40	5909	IUT/DIST CTR	1,117	939	1,259	557		\$1,300	IUT-Distribution	\$0
41	5910	IUT/REPRO CTR	53	18	24			\$100	IUT-Reprographics	\$0
42	5941	IUT/CHOICE						\$4,309	Support to CHOICE for management of publishing initiatives.	\$4,309
43	5911	IUT/OVERHEAD	36,075	46,260	36,472	27,285	20,902	\$25,721	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).	\$36,254
44	5998	IUT/ALLOCATIONS						\$0		\$0
45	Expenses		\$256,695	\$330,329	\$223,970	\$262,137	\$255,133	\$245,600		\$254,238
46										
47	Net		\$31,431	\$58,146	\$114,927	\$13,693	(\$3,297)	\$20,520		\$19,374

	A	B	C	D	E	F	G	H	I	J
1	ACRL Equity, Diversity & Inclusion FY2023 3402									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4200	REGISTRATION FEES			2,930					
4	4430	MISCELLANEOUS FEES	17,450	0				\$0	\$10,000 in partial revenue for subsidized RoadShow	\$10,000
5	4490	MISCELLANEOUS REVENUE		25,500	27,000	14,000	28,500	\$17,500	Diversity Alliance fees: 35 institutions @ \$500. Number of institutions based on 75% of 2021 membership.	\$17,500
6		Revenues	\$17,450	\$25,500	\$29,930	\$14,000	\$28,500	\$17,500		\$27,500
7										
8	5000	SALARIES & WAGES	10,100	16,119	10,021	9,681	14,672	\$27,459	Salaries at % of ACRL total salaries listed in salary matrix	\$27,850
9	5001	WAGES/TEMPORARY EMPLOYEES								
10	5002	OVERTIME WAGES								
11	5005	ATTRITION FACTOR					(4,275)	\$0		\$0
12	5009	ACCRUED VACATION WAGES						\$0		\$0
13	5010	EMPLOYEE BENEFITS	3,087	4,835	3,087	3,015	4,805	\$9,299	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$8,912
14	5121	AUDIT/TAX FEES						\$0		\$0
15	5122	BANK S/C	89	428	384	89	299	\$438	Bank Charges on credit cards. 2.5% of revenues.	\$688
16	5210	TRANSPORTATION			933	2,146		\$0	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions. 5 subsidized RSs on a partial cost-recovery model. Delivery to 5 locations estimated direct cost of \$5,250 total for travel (2 presenters x 5 workshop locations) * (\$450 flight + \$75 ground transportation).	\$5,250
17	5212	LODGING & MEALS			1,314			\$0	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$4,000 total lodging/meals = (2 presenters x 5 workshop locations) * (\$300 hotel for 2 days) + (\$50/day * 2 days per diem).	\$7,000

	A	B	C	D	E	F	G	H	I	J
1	ACRL Equity, Diversity & Inclusion FY2023 3402									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
18	5301	CONFERENCE EQUIPMENT RENTAL			3,696			\$0		\$0
19	5302	MEAL FUNCTIONS			6,394					
20	5303	EXHIBITS						\$0		\$0
21	5304	SPEAKER/GUEST EXPENSE			2,535					
22	5305	SPEAKER/GUEST HONORARIUM			4,750		200	\$300	Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$7,500 honorarium total = (\$750 x 2 presenters x 5 locations). Spectrum Scholar Mentor Program webinar presenter stipend - \$300	\$7,800
23	5306	Awards							See project 3838 scholarships for ALA Spectrum Scholars; ACRL support for 3 scholars (Two scholars were approved in FY22, but only was funded. After FY23, ACRL will return to funding two scholars.): \$21,000	\$0
24	5350	PROGRAM ALLOCATION		7,304	8,105		11,188	\$1,500	\$1,500 budgeted for TBD expenses for the ACRL Diversity Alliance. \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee.	\$2,500
25	5030	STAFF RECRUITMENT/RELOCATION						\$0		\$0
26	5031	STAFF DEVELOPMENT						\$0		\$0
27	5500	SUPPLIES/OPERATING			574			\$200	Supplies	\$200
28	5525	UTILITIES						\$0		\$0
29	5530	DEPRECIATION F/E	44	54	68	66	83	\$0		\$0
30	5543	BAD DEBT EXPENSE			148		(148)	\$148		\$148
31	5599	MISC EXPENSE	631	663	363	155	194	\$1,572	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,851
32	5909	IUT/DIST CTR						\$0	IUT-Distribution	\$0
33	5910	IUT/REPRO CTR	175		160			\$200	IUT-Reprographics	\$200
34	5911	IUT/OVERHEAD	2,303	3,366	388			\$4,638	IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490). License Workshop revenues (5305) overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$5,963
35	5998	IUT/ALLOCATIONS						\$0		\$0
36	5600	TAXES/INCOME								
37	Expenses		\$16,429	\$32,770	\$42,920	\$15,152	\$27,019	\$45,754		\$68,362
38										
39	Net		\$1,021	(\$7,270)	(\$12,990)	(\$1,152)	\$1,481	(\$28,254)		(\$40,862)

	A	B	C	D	E	F	G	H	I	J
1	ACRL New Roles FY2023 3403									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0	Misc. Revenue	\$0
5	Revenues		\$0	\$0	\$0	\$0	\$0	\$0		\$0
6										
7	5000	SALARIES & WAGES	2,832	2,898	4,245	8,736	10,057	\$15,190	Salaries at % of ACRL total salaries listed in salary matrix	\$12,187
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES								
10	5005	ATTRITION FACTOR					(2,930)	\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS	866	869	1,308	\$2,721	3,294	\$5,144	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,900
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
14	5350	PROGRAM ALLOCATION		10,000	1,500	4,875	5,000	\$3,000	\$1000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$3000 for updates to the Fostering Change Cohort curriculum and publication and potential reoffering	\$4,000
15	5530	DEPRECIATION F/E				60	57			
16	5550	PROMOTION						\$0		\$0
17	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
18	5599	MISC EXPENSE	177	119	154	140	133	\$870	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$810
19	5600	TAXES/INCOME								
20	Expenses		\$3,875	\$13,886	\$7,207	\$16,532	\$15,611	\$24,204		\$20,897
21										
22	Net		(\$3,875)	(\$13,886)	(\$7,207)	(\$16,532)	(\$15,611)	(\$24,204)		(\$20,897)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Council of Liaisons FY2023 3501									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0	Misc. Revenue	\$0
5	Revenues		\$0	\$0	\$0	\$0	\$0	\$0		\$0
6										
7	5000	SALARIES & WAGES	13,635	13,475	9,081	3,511	4,598	\$11,685	Salaries at % of ACRL total salaries listed in salary matrix	\$5,572
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES								
10	5005	ATTRITION FACTOR					(1,340)	\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS	4,166	4,041	2,797	\$1,094	1,506	\$3,957	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,783
13	5015	TUITION REIMBURSEMENT						\$0		\$0
14	5016	PROFESSIONAL MEMBERSHIPS	9,983	8,850	6,779	12,696	10,156	\$12,150	Memberships: CNI (\$8,450), Freedom to Read, FTRF (\$100), CHEMA (\$400); American Council of Learned Societies, ACLS (\$1,200); National Humanities Alliance, NHA (\$2,000).	\$12,150
15	5151	DUPLICATION/OUTSIDE								
16	5210	TRANSPORTATION	109		296	18		\$0		\$0
17	5212	LODGING & MEALS			165			\$0		\$0
18	5214	ENTERTAINMENT						\$0		\$0
19	5216	BUSINESS MEETINGS	125					\$0	Business meetings, registration fees (charged to 5350)	\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
21	5350	PROGRAM ALLOCATION	22,801	16,986	21,696	8,404	1,615	\$5,000	\$15,000 to support strategic liaison relationships as needed and awarded by the External Liaisons Committee.	\$15,000
22	5530	DEPRECIATION F/E	59	45	62	24	26	\$0		\$0
23	5599	MISC EXPENSE	852	554	329	56	61	\$669	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$370
24	5600	TAXES/INCOME								
25	Expenses		51,730	43,951	41,205	25,803	16,621	\$33,461		\$34,875
26										
27	Net		(51,730)	(43,951)	(41,205)	(25,803)	(16,621)	(\$33,461)		(\$34,875)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Scholarly Communication FY2023 3702									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4421	ROYALTIES						\$0		\$0
6	4429	OVHED-EXMPT REVENUE/DIVISIONS						\$0		\$0
7	4430	MISCELLANEOUS FEES	10,000	10,000	9,856			\$0		\$0
8	4490	MISCELLANEOUS REVENUE						\$0		\$0
9	Revenues		\$10,000	\$10,000	\$9,856	\$0	\$0	\$0		\$0
10										
11	5000	SALARIES & WAGES	13,690	28,634	40,151	20,626	5,015	\$39,728	Salaries @ % of ACRL salaries listed in salary matrix	\$39,276
12	5001	WAGES/TEMPORARY EMPLOYEES								
13	5002	OVERTIME WAGES								
14	5005	ATTRITION FACTOR					(1,461)	\$0		\$0
15	5009	ACCRUED VACATION WAGES						\$0		\$0
16	5010	EMPLOYEE BENEFITS	4,184	8,589	12,369	6,424	1,642	\$13,454	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$12,568
17	5041	BLUE CROSS REFUND								
18	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
19	5110	PROFESSIONAL SERVICES	(970)					\$0		\$0
20	5120	LEGAL FEES						\$0		\$0
21	5121	AUDIT/TAX FEES						\$0		\$0
22	5122	BANK S/C	114	114	57			\$0	0	\$0
23	5130	LOBBYING / CONSULTING								
24	5150	MESSENGER SERVICE				103				
25	5210	TRANSPORTATION	7,144		690	95		\$0		\$0
26	5212	LODGING & MEALS	0		(251)	25		\$0		\$0
27	5304	SPEAKER/GUEST EXPENSE	4,346	10,825	9,132	446.76		\$0		\$0
28	5305	SPEAKER/GUEST HONORARIUM	8,796	7,500	8,250			\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Scholarly Communication FY2023 3702									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
29	5350	PROGRAM ALLOCATION	31,938	61,600	81,513	58,833	18,483	\$29,760	• \$1,000 scholarly communication activities TBD and travel, in consultation with the chair of the ReSEC; • \$6,750 for SPARC dues; • \$5,000 for Open Access Working Group;	\$12,750
30	5403	BINDING-OUTSIDE						\$0		\$0
31	5404	DESIGN SERVICE-OUTSIDE	0		12			\$0		\$0
32	5523	POSTAGE/E-MAIL						\$0		\$0
33	5525	UTILITIES						\$0		\$0
34	5530	DEPRECIATION F/E	59	96	274	141	29	\$0		\$0
35	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
36	5599	MISC EXPENSE	855	1,178	1,455	330	216	\$2,275		\$2,610
37	5909	IUT/DIST CTR						\$0	Distribution Center	\$0
38	5910	IUT/REPRO CTR			119			\$0	Repro	\$0
39	5999	IUT/MISC						\$0		\$0
40	5911	IUT/OVERHEAD	1,320	1,320	1,306			\$0	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.	\$0
41	5998	IUT/ALLOCATIONS						\$0		\$0
42	5600	TAXES/INCOME								
43	Expenses		\$71,476	\$119,856	\$155,076	\$87,024	\$23,924	\$85,217		\$67,204
44										
45	Net		(\$61,476)	(\$109,856)	(\$145,220)	(\$87,024)	(\$23,924)	(\$85,217)		(\$67,204)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Value of Academic Libraries FY2023 3703									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0	\$0		\$0
4	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
5	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
6		Revenues	\$0	\$0	\$37,250	\$0	\$0	\$0		\$0
7										
8	5000	SALARIES & WAGES	22,121	61,410	17,423	23,667	2,931	\$31,549	Salaries @ % of ACRL salaries in salary matrix	\$19,638
9	5005	ATTRITION FACTOR					(854)			
10	5010	EMPLOYEE BENEFITS	6,759	18,421	5,367	\$7,371	960	\$10,684	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,284
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	1,064	198				\$0		\$0
13	5151	DUPLICATION/OUTSIDE								
14	5210	TRANSPORTATION	2,823		495			\$0		\$0
15	5212	LODGING & MEALS	2,301		41			\$0		\$0
16	5301	CONFERENCE EQUIPMENT RENTAL						\$0		\$0
17	5302	MEAL FUNCTIONS	4,890					\$0		\$0
18	5350	PROGRAM ALLOCATION	68,341	34,598	33,775	(332)	(1,210)	\$1,000	\$1,000 for potential VAL activities in consultation with the chair of the VAL committee).	\$1,000
19	5525	UTILITIES						\$0		\$0
20	5530	DEPRECIATION F/E	96	206	119	161	17	\$0		\$0
21	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
22	5599	MISC EXPENSE	1,382	2,526	631	379	39	\$1,807	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,305
23	5909	IUT/DIST CTR						\$0		\$0
24	5910	IUT/REPRO CTR		709				\$0		\$0
25	5998	IUT/ALLOCATIONS						\$0		\$0
26	5600	TAXES/INCOME								
27		Expenses	\$109,776	\$118,069	\$57,851	\$31,246	\$1,882	\$45,040		\$28,227
28										
29		Net	(\$109,776)	(\$118,069)	(\$20,601)	(\$31,246)	(\$1,882)	(\$45,040)		(\$28,227)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Government Relations FY2023 3704									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4		Revenues	\$0	\$0	\$0	\$0	\$0	\$0		\$0
5										
6	5000	SALARIES & WAGES	13,690	19,899	12,546	12,722	1,931	\$21,032	Salaries @ % of ACRL salaries in salary matrix	\$14,282
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR					(563)	\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	4,184	5,969	3,865	3,962	632	\$7,123	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$4,570
12	5210	TRANSPORTATION				10				
13	5212	LODGING & MEALS				22				
14	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR						\$0		\$0
15	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
16	5350	PROGRAM ALLOCATION	17,671	29,915	25,678	18,488	15,000	\$15,010	\$2,000 for general travel to support legislative and policy advocacy	\$2,000
17	5525	UTILITIES						\$0		\$0
18	5530	DEPRECIATION F/E	59	67	85	87	11	\$0		\$0
19	5599	MISC EXPENSE	855	818	455	204	26	\$1,204	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$949
20	5998	IUT/ALLOCATIONS						\$0		\$0
21	5600	TAXES/INCOME								
22		Expenses	\$36,459	\$56,668	\$42,629	\$35,495	\$17,037	\$44,369		\$21,801
23										
24		Net	(\$36,459)	(\$56,668)	(\$42,629)	(\$35,495)	(\$17,037)	(\$44,369)		(\$21,801)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Student Learning Initiatives FY2023 3711									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	Revenues		0	0	0	0	0	\$0		\$0
4										
5	5000	SALARIES & WAGES	4,249	3,015	5,280	309	1,070	\$27,155	Salaries % of ACRL total salaries listed in the salary matrix	\$1,309
6	5001	WAGES/TEMPORARY EMPLOYEES								
7	5002	OVERTIME WAGES								
8	5005	ATTRITION FACTOR					(312)	\$0		\$0
9	5009	ACCRUED VACATION WAGES						\$0		\$0
10	5010	EMPLOYEE BENEFITS	1,301	904	1,626	96	350	\$9,196	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$419
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	1,366					\$0		\$0
13	5150	MESSANGER SERVICE	12					\$0		\$0
14	5151	DUPLICATION/OUTSIDE								
15	5210	TRANSPORTATION	1,522					\$0		\$0
16	5212	LODGING & MEALS	435					\$0		\$0
17	5304	HONORARIUM						\$0		\$0
18	5305	SPEAKER/GUEST HONORARIUM	5,250					\$0		\$0
19	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						\$0		\$0
20	5350	PROGRAM ALLOCATION	33,542	26,500	26,500		1,000	\$6,000	Maintenance and development of the Information Literacy Sandbox (\$8,400); potential SLILC activities (\$1,000)	\$9,400
21	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0
22	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
23	5402	PRINTING-OUTSIDE	23					\$0		\$0
24	5420	COPYRIGHT FEES						\$0		\$0
25	5430	WEB OPERATING EXPENSES	2,970	6,780	10,870	10,082	19,798	\$2,950	WEB OPERATING EXPENSES	\$2,450
26	5031	STAFF DEVELOPMENT						\$0		\$0
27	5500	SUPPLIES/OPERATING	119					\$0		\$0
28	5525	UTILITIES						\$0		\$0
29	5530	DEPRECIATION F/E	18	10	36	2	6	\$0		\$0
30	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
31	5599	MISC EXPENSE	265	124	191	5	14	\$1,555	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$87
32	5908	IUT/MAINTENANCE						\$0		\$0
33	5909	IUT/DIST CTR						\$0	IUT-Distribution	\$0
34	5910	IUT/REPRO CTR						\$0	IUT - Reprographics	\$0
35	5942	IUT/ADVERTISING						\$0		\$0
36	5999	IUT/MISC						\$0	IUT-Misc.	\$0
37	5911	IUT/OVERHEAD						\$0		\$0
38	5998	IUT/ALLOCATIONS						\$0		\$0
39	5600	TAXES/INCOME								
40	Expenses		\$51,071	\$37,333	\$44,503	\$10,493	\$21,927	\$46,856		\$13,665
41										
42	Net		(\$51,071)	(\$37,333)	(\$44,503)	(\$10,493)	(\$21,927)	(\$46,856)		(\$13,665)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Project Outcome FY2023 3712									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS		0	37,250			\$0	0	\$0
4	4430	MISCELLANEOUS FEES								
5	4490	MISCELLANEOUS REVENUE				1,500	4,400	\$6,750	Revenue from 1 new group account (\$750), paid learning (\$1750), and 1 sponsored webinars (\$2,215 after expenses and revenue split with PLA), and PPO partnership (\$9,375)	\$13,910
6	4611	COMMISSION/SALES REP					(113)	(\$225)	Pam Marino commission on webinar sponsorship	(\$225)
7	Revenues		\$0	\$0	\$37,250	\$1,500	\$4,288	\$6,525		\$13,685
8										
9	5000	SALARIES & WAGES		26,357	8,772	70,752	17,322	\$25,539	Salaries @ % of ACRL salaries in salary matrix	\$20,990
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES								
12	5005	ATTRITION FACTOR					(5,047)	\$0		\$0
13	5009	ACCRUED VACATION WAGES						\$0		\$0
14	5010	EMPLOYEE BENEFITS		7,907	2,702	22,036	5,674	\$8,649	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,717
15	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
16	5110	PROFESSIONAL SERVICES			184,793	11,960		\$0		\$0
17	5120	LEGAL FEES						\$0		\$0
18	5121	AUDIT/TAX FEES						\$0		\$0
19	5122	BANK S/C						\$0	Bank fees	\$0
20	5210	TRANSPORTATION			346			\$0		\$0
21	5212	LODGING & MEALS			274	1,014		\$0		\$0
22	5303	EXHIBITS						\$0		\$0
23	5304	SPEAKER/GUEST EXPENSE						\$0	Presenter travel costs for half-day training workshops. Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation). Hosts are billed directly for costs, so costs zero out.	\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Project Outcome FY2023 3712									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
24	5305	SPEAKER/GUEST HONORARIUM					600	\$400	Workshop presenter honorarium (\$400 each)	\$400
25	5306	AWARDS				(13,000)		\$0		\$0
26	5350	PROGRAM ALLOCATION		14,254	18,884	18,925	320	\$0		\$0
27	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0
28	5402	PRINTING-OUTSIDE						\$300	Printing flyers	\$300
29	5420	COPYRIGHT FEES						\$0		\$0
30	5430	WEB OPERATING EXPENSES			11,415	81,148	57,885	\$60,300	Monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services (hosting), \$225/month for server management, and \$50/month for Civilized Discourse (peer discussion board). Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$25,00/month). An additional \$24,00 is included for site improvements and new features.	\$60,300
31	5525	UTILITIES						\$0		\$0
32	5530	DEPRECIATION F/E		88	60	482	99	\$0		\$0
33	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
34	5599	MISC EXPENSE		1,084	318	1,133	229	\$1,462	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,395
35	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
36	5909	IUT/DIST CTR				6				
37	5942	IUT/ADVERTISING					91	\$350	Pam Marino time selling sponsored webinars (5 hours at \$35)	\$350
38	5999	IUT/MISC			20,000			\$0		\$0
39	5911	IUT/OVERHEAD					583	\$865	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues	\$1,813
40	5998	IUT/ALLOCATIONS						\$0		\$0
41	5600	TAXES/INCOME								
42	Expenses		\$0	\$49,690	\$247,565	\$194,456	\$77,755	\$97,865		\$92,265
43										
44	Net		\$0	(\$49,690)	(\$210,315)	(\$192,956)	(\$73,468)	(\$91,340)		(\$78,580)

	A	B	C	D	E	F	G	H	I	J
1	ACRL RBMS Conference FY2023 3800									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
3	4103	SALES - ONLINE	0	0	0		129,951	\$27,640	VIRTUAL REG FEES: 125 members @ \$155; 65 non-members @ \$195; 5 Retired/Nonsalaried @ \$79; 33 Students @ \$59; Based on 228 Virtual Participants at 95%	32,672
4	4200	REGISTRATION FEES	140,355	162,947	145,260	965		\$141,431	IN-PERSON Registration Fees: Average of past 3 years in-person is 520 at 60% =312: 162 members @ \$295; 78 non-members @ \$340; 40 students @ \$140; 6 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 22 ea @ \$170; ALL budgeted @ 95%.Based on 312 F2F	88,436
5	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED								
6	4400	DONATIONS/HONORARIA	79,600	91,650	74,900	6,150	63,510	\$64,000	40 booths at \$700 in-person, plus 15 virtual booths at 500 (new revenue stream), plus 40,000 additional fundraising, (History for past 4 years is 65K, 73K, 79K, 68K respectively)	75,500
7	4420	INT/DIV						\$0		0
8	4429	OVRRHD-EXMPT REVENUE/DIVISIONS	10,106	2,825	3,085	45	0	\$7,000	Income for Tours \$1500/New Mem Mixer tix \$2500/Dorms, plus \$3000K for charter bus to Chicago (offset by meal functions & transportation expense lines below)	7,000
9	4430	MISCELLANEOUS FEES						\$0		\$0
10	4490	MISCELLANEOUS REVENUE						\$0		\$0
11	Revenues		\$230,061	\$257,422	\$223,245	\$7,160	\$193,461	\$240,071		\$203,608
12										
13	5000	SALARIES & WAGES	30,684	40,292	38,131	26,238	39,965	\$39,041	Salaries at % of ACRL total; based on previous year's activity	\$39,752
14	5005	ATTRITION FACTOR					(11,644)			
15	5010	EMPLOYEE BENEFITS	9,378	12,087	11,747	8,172	13,090	\$13,221	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$12,721
16	5110	PROFESSIONAL SERVICES		0		250	33911.74	\$28,000	ADA Professional Captioning & CART Service \$3000, Pathable Platform \$25000	\$28,000
17	5122	BANK S/C	3,088	5,459	5,031	2,489	1,508	\$5,500	Bank fees & Credit Card Fees from Registration Processing based on 19 actual	\$5,500
18	5141	MAINTENANCE AGREEMENTS								
19	5150	MESSENGER SERVICE	420	618	510			\$500	Messenger Service / FedEx	\$500
20	5151	DUPLICATION/OUTSIDE								

	A	B	C	D	E	F	G	H	I	J
1	ACRL RBMS Conference		FY2023	3800						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
21	5210	TRANSPORTATION	2,667	2,081	3,404	2,097		\$3,400	Site visit for Conf Chairs, Section Chair and Conf Mgr, plus 3 staff flights for conference at \$400 each + \$600 in bus/cab/local transportation	\$3,400
22	5212	LODGING & MEALS	1,346	1,017	2,265	80		\$2,500	2019 Site Visit 3 people x 2 nights lodging comp + 3 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per (based on 19 actual)	\$2,500
23	5214	ENTERTAINMENT		3,352	160	914		\$3,000	Dorm expenses (offset by 4429)	\$2,500
24	5300	FACILITIES RENT	3,812	1,674				\$0	Venue rental \$16,750 gratis Indiana University, Meeting Space Rental for Orientation/Mixer at Graduate Hotel \$500	\$500
25	5301	CONFERENCE EQUIPMENT RENTAL	13,478	23,389	26,723			\$20,000	Standard in Room Equipment/and audiovisual staffing at 20000	\$20,000
26	5302	MEAL FUNCTIONS	39,771	78,916	47,373			6000 to cover s	Opening Reception at 26K plus 3 days morning beverage service at 6K each, plus 2 afternoon breaks at 5K each, New Member Mixer 6K+Scholarship Bfast at 1500, IMU Reception gratis - all budgeted at 60% In-person	\$36,900
27	5303	EXHIBITS						\$0		\$0
28	5304	SPEAKER/GUEST EXPENSE	3,288	4,524	2,486			\$4,800	Four Plenary Speakers 4 x \$700 + Workshops (200/person x 10)	\$4,800
29	5305	SPEAKER/GUEST HONORARIUM	1,200	1,800	3,200	200	2,900	\$3,200	Speaker Honorarium Plenary 4 @ 500 ea.	\$2,000
30	5306	AWARDS						\$0		\$0
31	5307	SECURITY SERVICES						\$0		\$0
32	5308	SPECIAL TRANSPORTATION	6,634	3,066	2,872			\$18,000	Charter 1 Bus to Chicago for ALA Annual (offset by 4429)	\$3,000
33	5402	PRINTING-OUTSIDE	4,721	2,826	3,214			\$800	No postcard, no book, 800 workshops	\$800
34	5031	STAFF DEVELOPMENT						\$0		\$0
35	5500	SUPPLIES/OPERATING	6,407	5,390	1,133	1,228	614	\$1,500	2 Scooters \$500+ Napkins \$700+\$100 Ribbons +\$100 Binders	\$1,500
36	5522	TELEPHONE/FAX						\$0		\$0
37	5523	POSTAGE/E-MAIL	686	716				\$0	No mailing	\$0
38	5525	UTILITIES						\$0		\$0
39	5530	DEPRECIATION F/E	133	135	260	179	227	\$0		\$0
40	5543	BAD DEBT EXPENSE	100	100	250		(450)	\$250	Bad debt based on FY18 actuals	\$250
41	5560	ORG SUPPORT/CONTRIBUTION			(5,655)		(5,289)	(\$25,655)	6000 cover schol reg fees	(\$6,000)
42	5599	MISC EXPENSE	1,917	1,657	1,382	420	529	\$2,236	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$2,641
43	5909	IUT/DIST CTR	49	68	23	8		\$50	IUT Distribution	\$50
44	5910	IUT/REPRO CTR	246	55	240			\$250	IUT Reprographics	\$250
45	5940	IUT/REGISTRATION PROCESSING	3,465	1,586	3,932	1,484		\$4,200	IUT Registration: included in Pathable expenses	\$0
46	5942	IUT/ADVERTISING						\$0	IUT Advertising	\$0
47	5999	IUT/MISC						\$0		\$0
48	5911	IUT/OVERHEAD	37,054	43,018	38,465		17,219	\$41,141	IUT General overhead	\$27,764
49	5998	IUT/ALLOCATIONS						\$0		\$0
50	5600	TAXES/INCOME								
51	Expenses		\$170,544	\$233,825	\$187,146	\$43,759	\$92,579	\$165,934		\$189,328
52										
53	Net		\$59,517	\$23,597	\$36,099	(\$36,599)	\$100,882	\$74,137		\$14,280

	A	B	C	D	E	F	G	H	I	J
1	ACRL	ACRL 2023 Pittsburgh	FY2023	3801						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4103	SALES - ONLINE	0	0	0				VIRTUAL CONFERENCE registration (35% of total hybrid conference registration): EARLY BIRD: 540 ACRL members @ \$249 early-bird = \$134,460 72 ALA members @ \$299 early-bird= \$21,528 234 Nonmembers @ \$349 early-bird = \$82,666 9 Retired Members @ \$109 = \$981 72 Students @ \$79 = \$5,688 18 Nonsalaried Members @ \$109 = \$1,962 ADVANCE: 60 ACRL members @ \$289 = \$17,340 8 ALA members @ \$339 = \$2,712 26 Nonmembers @ \$389 = \$10,114 1 Retired Member @ \$139 = \$139 8 Students @ \$119 = \$952 2 Nonsalaried Members @ \$139 = \$278 Total based on 1,050 virtual registrants = \$278,820 minus \$3,458 group 10+ discounts (15% VC attendees groups 10+); minus \$50 speaker discount x 200 speakers (-\$10,000) = \$264,362	\$264,362.00
4	4140	ADVERTISING/GROSS			66,825			\$0	List Sales \$25K (prior was 37) plus Feathr Ad Sales 35K (prior was 35K)	\$60,000.00
5	4611	COMMISSION/SALES REP			17,460			\$0		\$0.00
6	4612	COMMISSION/ADVERTISING AGENCY		(23,000)	(63,805)			(\$24,000)	Exhibits Commission: Corcoran Exhibitons, Inc.: \$3,000 per month x 9 months (September - May) = \$27,000. Contract administration @ \$50 per company x 200 companies = \$10,000. Onsite cost for two employees @ \$1,000. Note: 0% commission on booths 1-300. Sponsorship commision @ \$20,000	(\$58,000.00)
7	4142	ADVERTISING/CLASSIFIED						\$0		\$0.00
8	4200	REGISTRATION FEES	0	(390)	1,295,297	(22,040)		\$0	IN-PERSON registration (65% of total hybrid conference registration): EARLY BIRD: 1,018 ACRL members @ \$399 early-bird = \$406,182 140 ALA members @ \$469 early-bird= \$65,660 456 Nonmembers @ \$549 early-bird = \$250,344 18 Retired Members @ \$179 = \$3,222 88 Students @ \$99 = \$8,719 35 Nonsalaried Members @ \$179 = \$6,265 ADVANCE: 113 ACRL members @ \$469 = \$52,545 16 ALA members @ \$549 = \$8,784 51 Nonmembers @ \$639 = \$32,589 2 Retired Member @ \$209 = \$278 10 Students @ \$139 = \$1,390 4 Nonsalaried Members @ \$209 = \$839 Total based on 1,950 in-person registrants = \$832,839 minus \$6,246 group discounts 10+ (7.5% group 10+ discounts); minus \$50,000 scholarships shown as a contra-expense; minus \$50 speaker discount x 600 speakers (\$30,000). Total F2F registration = \$751,153	\$751,153.00
9	4210	EXHIBIT SPACE RENTALS	0	0	846,498			\$0	Exhibits revenue, 229 booths @ \$2,700 = \$618,300. 30% reduction from CLE in-person 327 booths. 150 corners @ \$125 = \$18,750	\$637,050.00
10	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		\$0.00

	A	B	C	D	E	F	G	H	I	J
1	ACRL	ACRL 2023 Pittsburgh	FY2023	3801						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
11	4400	DONATIONS/HONORARIA	0	0	382,919			\$0	Donations (library and vendor) @ \$305,000. Vendor sponsorship based on slight decrease from 2019 (\$210K) and 30% reduction for library colleagues (\$105K). Overall 18% decrease from ACRL 2019	\$315,000.00
12	4429	OVRHD-EXMPT REVENUE/DIVISIONS		60,025	4,470			\$0	Keynote and All-conference Reception Guest Tickets @ \$3,500; \$5 hotel rebate per room night actualized x 1,453 nights = \$7,265	\$10,765.00
13	4430	MISCELLANEOUS FEES						\$0		\$0.00
14	4490	MISCELLANEOUS REVENUE						\$0		\$0.00
15		Revenues	\$0	\$36,635	\$2,549,663	(\$22,040)	\$0	(\$24,000)		\$1,980,330.00
16										
17	5000	SALARIES & WAGES	28,011	73,560	171,423	2,865	16,114	\$91,028	Salaries 23	\$180,789.00
18	5001	WAGES/TEMPORARY EMPLOYEES							Registration temps	\$2,500.00
19	5002	OVERTIME WAGES								
20	5005	ATTRITION FACTOR					(4,695)	\$0		\$0.00
21	5009	ACCRUED VACATION WAGES						\$0		\$0.00
22	5010	EMPLOYEE BENEFITS	8,559	22,066	52,807	892	5,278	\$30,827	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$57,853.00
23	5110	PROFESSIONAL SERVICES		29,845	82,430			\$31,500	Online Proposal Management (eShow) @ \$8,000. Exhibits Management shown in 4612. Registration Management (Maritz/Experient) 1,050 virtual registrants @ \$10 per = \$10,500. 1,950 in-person registrants covered by 7-10% hotel commission paid to Maritz. Pathable @ \$44,890 total split over two years = \$22,445; Accessibility/ASL: \$10,000; Feathr @ \$15,000	\$65,945.00
24	5122	BANK S/C		4,873	48,361			\$6,500	Bank Service Fees	\$39,607.00
25	5150	MESSENGER SERVICE			872			\$0	FedEx, etc.	\$1,000.00
26	5210	TRANSPORTATION	0	920	17,528			\$1,725	Site visit and conference travel for ACRL staff and vendors. Based on current flight prices and 2017 and 2019 actuals.	\$17,000.00
27	5212	LODGING & MEALS	0	96	4,614			\$300	Travel, housing: Lodging for site visit = comp per contract. Based on VIP list, 170 nights needed, 82 comp nights earned 1/50's = 88 nights remaining x \$220/night) = \$23760. 60 days per diem @ \$50 per day = \$3,000. Based on 75% comp nights earned, expecting less pick-up.	\$22,360.00
28	5214	ENTERTAINMENT		1,530	6,432			\$0	All-conference reception band 3500 + trivia host night 500	\$4,000.00
29	5300	FACILITIES RENT		8,400	40,531			\$37,000	Facilities rental: Final Payment for Pittsburgh Convention Center @\$53,000 (from \$34,195 (250K) up to \$71,695 (0K) depending on F&B spend), All-Conference Reception (\$8,550), No Chairs Reception	\$61,550.00

	A	B	C	D	E	F	G	H	I	J
1	ACRL	ACRL 2023 Pittsburgh	FY2023	3801						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
30	5301	CONFERENCE EQUIPMENT RENTAL			400,879			\$0	BARTHA 220K + 30K Virtual Conf Video Production + Conv Center Stagehands and Loaders \$17500 Rigging \$17000 Labor \$6500; Datasis: Personal computers, printers, fax, photocopier, digital posters (no touchscreen) (no posters in 2023), stands \$30,000; Convention Center Internet connection/wifi - 125mbps \$60,000; Experience and Inclusion \$20,000	\$401,000.00
31	5302	MEAL FUNCTIONS			373,844			\$1,000	Convention Center F&B Min 250K for discounted space (nothing at hotels), All Conf 95000	\$345,000.00
32	5303	EXHIBITS			105,021			\$0	Exhibits: package price @ \$1.00 nsf x approx. 400,00 nsf = \$40,000, (anticipating 30% decrease in exhibitors); \$10,000 sign/furniture cushion. \$15,000 Furniture for Lounge, Exhibitor Lounge \$2K, \$10,000 misc. \$10,000 for Virtual Poster area Total (no Virtual Posters in 2023):.	\$77,000.00
33	5304	SPEAKER/GUEST EXPENSE			11,856			\$0	(keynote honorariums are inclusive of air travel typically) VIP Ground Transfers for Keynotes \$750; Lodging, travel, and per diem for three invited presenters @ \$700 x 3 = \$2,100; Nonlibrarian presenter reimbursement @ \$5,000	\$8,850.00
34	5305	SPEAKER/GUEST HONORARIUM		32,500	39,800			\$30,000	Speaker honorarium, final payments for keynote speakers, 2 at 15K each; Invited Presenters 3 @ \$1,500 each = \$4,500	\$34,500.00
35	5306	AWARDS			(58,860)			\$0	Per budget assumptions , this money covers scholarship registration fees	(\$50,000.00)
36	5307	SECURITY SERVICES			31,854			\$0	Increase in labor expenses	\$40,000.00
37	5308	SPECIAL TRANSPORTATION			21,941			\$0	All-conference busing if necessary 20K (TBD)	\$20,000.00
38	5402	PRINTING-OUTSIDE	0	376	33,617			\$0	No print mailers or TBD print based on budget performance	\$0.00
39	5403	BINDING-OUTSIDE						\$0		\$0.00
40	5404	DESIGN SERVICE-OUTSIDE	14,850	3,388	22,445			\$10,000	In house design	\$0.00
41	5406	REVIEW SERVICE						\$0		\$0.00
42	5410	MAIL SERVICE-OUTSIDE	0		1,302			\$800	Mail service outside	\$200.00
43	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		10,225	16,465			\$10,000	Headshot Studio 20 + Professional Photography 6000	\$26,000.00
44	5416	ADVERTISING PRODUCTION COST						\$0		\$0.00
45	5420	COPYRIGHT FEES		1,095	789			\$0	Copyright Fees	\$0.00
46	5500	SUPPLIES/OPERATING	1,487	3,936	28,457			\$5,000	Supplies, swag, volunteer buttons. Supplies 5K, Swag 6x2000 = 2100, Vol Buttons 1000	\$18,000.00
47	5510	INSURANCE		6,059				\$7,000	Cancellation insurance	\$9,000.00
48	5522	TELEPHONE/FAX			35			\$0		\$50.00
49	5523	POSTAGE/E-MAIL			22,440			\$250	No print mailings	\$0.00
50	5525	UTILITIES						\$0		\$0.00
51	5530	DEPRECIATION F/E	121	246	1,168	20	92	\$0		\$0.00
52	5531	DEPRECIATION BUILDING						\$0		\$0.00
53	5560	ORG SUPPORT/CONTRIBUTION			(10,000)			\$0		\$0.00
54	5599	MISC EXPENSE	1,750	3,026	6,213	46	213	\$5,213	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$12,013.00
55	5908	IUT/MAINTENANCE						\$0		\$0.00
56	5909	IUT/DIST CTR		10	(5)			\$0		\$0.00
57	5910	IUT/REPRO CTR		217	448			\$0		\$0.00
58	5911	IUT/OVERHEAD	0	(6,072)	573,003			\$0	IUT General overhead	\$403,432.00
59	5998	IUT/ALLOCATIONS						\$0		\$0.00
60	5600	TAXES/INCOME	(1,200)		0				Unrelated business taxes @ 2% of ad revenue	
61		Expenses	53,579	196,295	2,047,712	3,823	17,001	\$268,143		\$1,797,649.00
62										
63		Net	(53,579)	(159,660)	501,952	(25,862)	(17,001)	(\$292,143)		\$182,681.00

	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2025 Minneapolis FY2023 3808									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4103	SALES - ONLINE				2,634	912,550			
4	4140	ADVERTISING/GROSS	80,320		0		30,550			
5	4143	ADVERTISING/ON-LINE								
6	4610	COMMISSION/LINE ADV								
7	4611	COMMISSION/SALES REP	98,365	0		(1,895)				
8	4612	COMMISSION/ADVERTISING AGENCY	(91,135)			(18,251)	(48,500)			
9	4142	ADVERTISING/CLASSIFIED								
10	4200	REGISTRATION FEES	1,432,100	0						
11	4210	EXHIBIT SPACE RENTALS	957,420	0	0		223,977			
12	4220	MEAL FUNCTIONS								
13	4300	GRANTS/CONTRACTS/AWARDS								
14	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED								
15	4400	DONATIONS/HONORARIA	335,300		0		350,850			
16	4429	OVRRD-EXMPT REVENUE/DIVISIONS	2,925				1,856			
17	4430	MISCELLANEOUS FEES								
18	4490	MISCELLANEOUS REVENUE								
19	Revenues		\$2,815,296	\$0	\$0	(\$17,512)	\$1,471,283	\$0		\$0
20										
21	5000	SALARIES & WAGES	139,553	28,942	22,097	73,293	155,162	\$20,290	Salaries	\$19,526
22	5001	WAGES/TEMPORARY EMPLOYEES								
23	5002	OVERTIME WAGES								
24	5005	ATTRITION FACTOR					(45,209)			
25	5009	ACCRUED VACATION WAGES								
26	5010	EMPLOYEE BENEFITS	42,644	8,682	6,807	22,827	50,821	\$6,871	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,248
27	5100	TEMPORARY EMPLOYEES/OUTSIDE	1,719							
28	5110	PROFESSIONAL SERVICES	84,377	75	2,708	14,425	106,630			
29	5120	LEGAL FEES								
30	5121	AUDIT/TAX FEES								
31	5122	BANK S/C	53,285	1,893	3,902	2,269	30,480			

	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2025 Minneapolis FY2023 3808									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
32	5130	LOBBYING / CONSULTING								
33	5140	EQUIP/FURN REPAIRS								
34	5141	MAINTENANCE AGREEMENTS								
35	5150	MESSENGER SERVICE	1,257	0		21				
36	5151	DUPLICATION/OUTSIDE								
37	5210	TRANSPORTATION	12,160	613	398	614		\$0	2025 (Minneapolis) site visits as necessary	\$0
38	5212	LODGING & MEALS	4,279	287	103	130		\$0	2025 (Minneapolis) site visits as necessary	\$0
39	5214	ENTERTAINMENT	6,636				3,050			
40	5216	BUSINESS MEETINGS								
41	5219	UNALLOCATED AMERICAN EXPRESS					0			
42	5300	FACILITIES RENT	48,185							
43	5301	CONFERENCE EQUIPMENT RENTAL	353,826				424			
44	5302	MEAL FUNCTIONS	360,046							
45	5303	EXHIBITS	86,553				932			
46	5304	SPEAKER/GUEST EXPENSE	8,110	0						
47	5305	SPEAKER/GUEST HONORARIUM	43,000			200	22,750			
48	5306	AWARDS	0	0						
49	5307	SECURITY SERVICES	17,991							
50	5308	SPECIAL TRANSPORTATION	25,866			10,000				
51	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR					254,034			
52	5310	COMPUTER RENTAL/INTERNET CONNECTIONS								
53	5350	PROGRAM ALLOCATION								
54	5400	EDITORIAL/PROOFREADING/OUTSIDE								
55	5401	TYPESETTING/COMPOSITION-OUTSD								
56	5402	PRINTING-OUTSIDE	32,681							
57	5403	BINDING-OUTSIDE								
58	5404	DESIGN SERVICE-OUTSIDE	17,334	0	9,075	7,950	5,700			
59	5406	REVIEW SERVICE								
60	5410	MAIL SERVICE-OUTSIDE	2,096				184			
61	5411	ADVERTISING/SPACE								
62	5412	ADVERTISING/DIRECT								
63	5413	MAIL LIST RENTAL								
64	5414	SUPPLIES/PRODUCTION								
65	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	26,066			8,500				
66	5416	ADVERTISING PRODUCTION COST								
67	5420	COPYRIGHT FEES	744			1,110	789			
68	5500	SUPPLIES/OPERATING	25,981	22		572	3,679			

	A	B	C	D	E	F	G	H	I	J
1	ACRL ACRL 2025 Minneapolis FY2023 3808									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
69	5501	EQUIPMENT & SOFTWARE/MINOR								
70	5502	REFERENCE MATERIAL/PERIODICALS								
71	5510	INSURANCE				8,436				
72	5520	EQUIPMENT RENTAL/LEASE								
73	5521	SPACE RENT								
74	5522	TELEPHONE/FAX	305							
75	5523	POSTAGE/E-MAIL	30,841							
76	5525	UTILITIES	32,907							
77	5530	DEPRECIATION F/E	605	97	151	499	883			
78	5560	ORG SUPPORT/CONTRIBUTION					-20396			
79	5599	MISC EXPENSE	8,840	1,190	801	1,172	2,052	\$1,162	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,297
80	5909	IUT/DIST CTR	87			4				
81	5910	IUT/REPRO CTR	595							
82	5999	IUT/MISC	(10,000)							
83	5911	IUT/OVERHEAD	653,947	0			148,211	\$0	IUT General overhead	\$0
84	5998	IUT/ALLOCATIONS						\$0		\$0
85	5600	TAXES/INCOME	0							
86	Expenses		\$2,112,515	\$41,801	\$46,042	\$152,022	\$720,176	\$28,323	\$0	\$27,071
87										
88	Net		\$702,780	(\$41,801)	(\$46,042)	(\$169,534)	\$751,107	(\$28,323)	\$0	(\$27,071)

	A	B	C	D	E	F	G	H	I
1	ACRL Annual Conf. Precons		FY2023						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actuals	2021 Actuals	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	8,540	7,875			0	No preconference in 2021.Based on one full-day preconference	\$0
4	Revenues		\$8,540	\$7,875	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	1,876	2,686	11,955	7,199	2,056	Salaries at % of ACRL total listed in salary matrix	\$2,491
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR					(599)		\$0
10	5009	ACCRUED VACATION WAGES							\$0
11	5010	EMPLOYEE BENEFITS	573	806	3,683	2,242	673	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$797
12	5122	BANK S/C	244					Bank Fees	\$0
13	5150	MESSANGER SERVICE						Messenger service	\$0
14	5151	DUPLICATION/OUTSIDE							
15	5210	TRANSPORTATION						No transportation as staff already traveling for Annual Conference	\$0
16	5212	LODGING & MEALS						No lodging and meals as staff already traveling for Annual Conference	\$0
17	5300	FACILITIES RENT						No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference	\$0
18	5301	CONFERENCE EQUIPMENT RENTAL	1,032						\$0
19	5302	MEAL FUNCTIONS	1,241	850				42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260	\$0
20	5303	EXHIBITS							\$0
21	5304	SPEAKER/GUEST EXPENSE	1,443	581				2 speakers @ one night's lodging @ \$200 and one day's per diem @ \$50. Total = \$500	\$0
22	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		2,773				Audiovisual equipment, AV @ \$1500	\$0
23	5310	COMPUTER RENTAL/INTERNET CONNECTIONS						Internet connection, comp at convention center	\$0
24	5402	PRINTING-OUTSIDE						Printing (photocopying of conference materials): presenters provide handouts for reimbursement	\$0
25	5500	SUPPLIES/OPERATING		6				Supplies	\$0
26	5530	DEPRECIATION F/E	8	9	81	49	12		\$0
27	5543	BAD DEBT EXPENSE	175	175	175		(525)	Bad Debt 1% of revenue	\$0
28	5560	ORG SUPPORT/CONTRIBUTION							\$0
29	5599	MISC EXPENSE	117	110	433	115	27	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.	\$166
30	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
31	5911	IUT/OVERHEAD	2,255	2,079				IUT General overhead as supplied by ALA Planning and Budgeting	\$0
32	5998	IUT/ALLOCATIONS							\$0
33	5600	TAXES/INCOME							
34	Expenses		8,964	10,075	16,327	9,605	1,644		\$3,454
35									
36	Net		(424)	(2,200)	(16,327)	(9,605)	(1,644)		(\$3,454)

	A	B	C	D	E	F	G	H	I	J
1	ACRL IIL Immersion National FY2023 3830									
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Actual</u>	<u>2021 Actual</u>	<u>2022 Budget</u>	<u>2023 Notes</u>	<u>2023 Budget</u>
			142,705	196,635	172,155			\$170,575	This assumes a return to in-person immersion in summer 2023. The facilitators are developing virtual components if a F2F program is not viable. IMMERSION Location Loyola University Chicago - Registration fees: 75 members @ \$1,995; 10 non-members @ \$2,095. Total: \$170,575. Based on 85 attendees, recognizing 100% of revenue. Scholarships shown as a contra-expense in 5306.	\$170,575
3	4200	REGISTRATION FEES								
4	4429	OVRRD-EXMPT REVENUE/DIVISIONS	22,598	35,413	49,910	305	0	\$30,070	Revenue for IMMERSION dorm lodging: 85 participants @ \$500 p	\$30,070
5	4430	MISCELLANEOUS FEES						\$0		\$0
6	4490	MISCELLANEOUS REVENUE						\$0		\$0
7		Revenues	\$165,303	\$232,048	\$222,065	\$305	\$0	\$200,645		\$200,645
8										
9	5000	SALARIES & WAGES	9,751	20,621	15,799	8,888	1,653	\$18,734	Salaries calculated at % listed in salary matrix.	\$17,853
10	5001	WAGES/TEMPORARY EMPLOYEES								
11	5002	OVERTIME WAGES						\$0		\$0
12	5005	ATTRITION FACTOR					(482)	\$0		\$0
13	5009	ACCRUED VACATION WAGES						\$0		\$0
14	5010	EMPLOYEE BENEFITS	2,980	6,186	4,867	2,768	541	\$6,344	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,713
15	5110	PROFESSIONAL SERVICES	4,000		3,057			\$0	Registration instead of competitive application process, eShow application system not needed	\$0
16	5120	LEGAL FEES						\$0		\$0
17	5121	AUDIT/TAX FEES						\$0		\$0
18	5122	BANK S/C	4,643	7,167	6,478	1,883		\$5,117	Bank Charges on credit cards.	\$5,117
19	5130	LOBBYING / CONSULTING								
20	5140	EQUIP/FURN REPAIRS						\$0		\$0
21	5141	MAINTENANCE AGREEMENTS								
22	5150	MESSENGER SERVICE	185	238	55			\$350	Messenger service	\$350
23	5151	DUPLICATION/OUTSIDE						\$0		\$0
24	5210	TRANSPORTATION	13,020	895	1,411	(545)		\$525	Travel-out-of-town: vicinity travel @ \$150	\$525
			38,059	79,546	69,388			\$46,075	IMMERSION 89 registrants: 5 nights lodging @ \$500 per person x 85 <This fee is covered by 4429 overhead exempt revenue>; Meals = \$140 per person @ dorm meals (B, L, D) x 91 = \$12,740	\$46,075
25	5212	LODGING & MEALS								
26	5214	ENTERTAINMENT			4,730			\$5,500	Entertainment: Thursday night happy hour	\$5,500
27	5300	FACILITIES RENT	14,939	8,115	17,700			\$6,240	Facilities rental at Loyola, plenary @ \$2,700 per day plus \$25 per classroom per day (8*\$110*5)	\$6,240
28	5301	CONFERENCE EQUIPMENT RENTAL	657		4,175			\$2,520	Audiovisual equipment, Damen built-in AV @ \$150 per day. majority built in meeting rooms @ \$25 per room per day. Wifi per participant @ \$10 x 110 (two devices per participant)	\$2,520

	A	B	C	D	E	F	G	H	I	J
1	ACRL IIL Immersion National FY2023 3830									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
29	5302	MEAL FUNCTIONS	16,985	(294)	15,043			\$17,888	Five Morning and four afternoon breaks: 91 people x 9 breaks @ \$15 = \$12,285 (includes \$750 cushion for additional coffee or bar drinks); Welcome dinner @ \$38 per person x 91 = \$3,458	\$17,888
30	5303	EXHIBITS						\$0		\$0
31	5304	SPEAKER/GUEST EXPENSE	7,581	7,157	10,220	(110)		\$8,900	Faculty expenses	\$7,500
32	5305	SPEAKER/GUEST HONORARIUM	21,000	34,250	21,250			\$24,750	Faculty honoraria: 6 faculty @ \$3,750 honorarium with \$750 for the additional stipend to the lead faculty, plus \$1500 for Immersion coordinator and \$500 for Immersion observer	\$24,750
33	5306	AWARDS	(12,000)	2,898	(11,970)			(\$12,000)	Contra-expense for Immersion scholarship awards	(\$10,000)
34	5402	PRINTING-OUTSIDE	257	4,426	2,738	40		\$5,000	Printing, notebook production	\$5,000
35	5420	COPYRIGHT FEES		1,687	499			\$1,000	Copyright fees	\$1,000
36	5031	STAFF DEVELOPMENT		415				\$0		\$0
37	5500	SUPPLIES/OPERATING	981	5,630	436	1,192		\$2,700	Closing plenary materials/other supplies @ \$1500	\$1,500
38	5525	UTILITIES						\$0		\$0
39	5530	DEPRECIATION F/E	42	69	108	61	9	\$0		\$0
40	5541	COLLECTION EXPENSE								
41	5543	BAD DEBT EXPENSE	147	147	147		(441)	\$147	Bad Debt	\$147
42	5599	MISC EXPENSE	609	848	573	142	22	\$1,073	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,186
43	5909	IUT/DIST CTR				3		\$0	IUT-Distribution	\$0
44	5910	IUT/REPRO CTR						\$50	IUT-Reprographics	\$50
45	5940	IUT/REGISTRATION PROCESSING	664	(625)				\$742	Registration processing	\$742
46	5941	IUT/CHOICE						\$0		\$0
47	5942	IUT/ADVERTISING						\$0		\$0
48	5999	IUT/MISC		(8,475)				\$0		\$0
49	5911	IUT/OVERHEAD	37,674	51,912	45,621			\$53,171	IUT General overhead at ALA rate	\$53,171
50	5998	IUT/ALLOCATIONS						\$0		\$0
51	5600	TAXES/INCOME								
52	Expenses		\$162,173	\$222,813	\$212,324	\$14,322	\$1,303	\$194,826		\$192,827
53										
54	Net		\$3,130	\$9,235	\$9,741	(\$14,017)	(\$1,303)	\$5,819		\$7,818

	A	B	C	D	E	F	G	H	I	J
1	ACRL Friends of ACRL FY2023 3831									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4430	MISCELLANEOUS FEES				0	0	\$0	All revenues show in restricted account, 48-403-xxxx-3831	\$0
4		Revenues	\$0	\$0	\$0	\$0	\$0	\$0		\$0
5										
6	5000	SALARIES & WAGES	33,988	35,633	88,013	42,078	13,710	\$32,717	Salaries calculated at % listed in salary matrix	\$16,663
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR					(3,995)	\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	10,384	10,689	27,113	13,105	4,491	\$11,080	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,332
12	5014	ANNUITY/EMPLOYER CONTRIBUTION								
13	5122	BANK S/C	582	637	752	1,074	495	\$1,750	Credit card fees calculated at 2.9% of credit card donations, credit card donations are 70% of total donations, which are budgeted at \$25,000	\$1,750
14	5350	PROGRAM ALLOCATION	12,312	16,273	9,242			\$300	Program development: \$500 for pins, ribbons, other donor recognition; \$8500 for donor recognition reception at ACRL 2023 Conference	\$9,000
15	5412	ADVERTISING/DIRECT						\$0		\$0
16	5500	SUPPLIES/OPERATING	168					\$0		\$0
17	5523	POSTAGE/E-MAIL			536	97		\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Friends of ACRL FY2023 3831									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
18	5525	UTILITIES						\$0		\$0
19	5530	DEPRECIATION F/E	147	119	600	287	78	\$0		\$0
20	5531	DEPRECIATION BUILDING						\$0		\$0
21	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS						\$0		\$0
22	5533	DO NOT USE N/S Intangible Assets								
23	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0
24	5599	MISC EXPENSE	2,124	1,466	3,190	673	181	\$1,874	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$1,107
25	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
26	5909	IUT/DIST CTR	540	522	372	218		\$0	IUT-Distribution	\$0
27	5910	IUT/REPRO CTR		19	182			\$0	IUT-Reprographics	\$0
28	5999	IUT/MISC						\$0		\$0
29	5911	IUT/OVERHEAD						\$0		\$0
30	5998	IUT/ALLOCATIONS						\$0		\$0
31	5600	TAXES/INCOME								
32		Expenses	\$60,245	\$65,357	\$129,998	\$57,532	\$14,960	\$47,721		\$33,852
33										
34		Net	(\$60,245)	(\$65,357)	(\$129,998)	(\$57,532)	(\$14,960)	(\$47,721)		(\$33,852)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Section Special Events		FY2023	3833						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		\$0
4	4400	DONATIONS/HONORARIA	16,400	26,900	31,675	12,300	3,500	\$12,000	Donations for special events budgeted at typical rates.	\$12,000
5	4429	OVRRD-EXMPT REVENUE/DIVISIONS	5,329	4,382	3,212			\$3,125	Participant Fees: \$25 @ 125 (based on average registrations collected for special events hosted by ESS, DOLS, STS, CLS and CJCLS).	\$3,125
6	4430	MISCELLANEOUS FEES						\$0		\$0
7	4490	MISCELLANEOUS REVENUE						\$0		\$0
8	Revenues		\$21,729	\$31,282	\$34,887	\$12,300	\$3,500	\$15,125		\$15,125
9										
10	5000	SALARIES & WAGES	9,413	6,029	5,481	4,877		\$5,721	Salaries calculated as percentage of total as listed in salary matrix	\$0
11	5001	WAGES/TEMPORARY EMPLOYEES								
12	5002	OVERTIME WAGES								
13	5005	ATTRITION FACTOR						\$0		\$0
14	5009	ACCRUED VACATION WAGES						\$0		\$0
15	5010	EMPLOYEE BENEFITS	2,877	1,809	1,688	1,519		\$1,937	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
16	5122	BANK S/C	90	265	288	114	100	\$0		\$0
17	5150	MESSENGER SERVICE						\$200	Messenger service	\$200
18	5350	PROGRAM ALLOCATION	19,282	28,141	33,157	5,486		\$14,000	Payments for special events (ESS Cruise, CLS, DOLS, CJCLS and STS events at MW and AC) for which registration money has been collected.	\$14,000
19	5530	DEPRECIATION F/E	41	20	37	33		\$0		\$0
20	5599	MISC EXPENSE	588	248	199	78		\$328	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$0
21	5909	IUT/DIST CTR	15	1				\$0		\$0
22	5911	IUT/OVERHEAD						\$0		\$0
23	5998	IUT/ALLOCATIONS						\$0		\$0
24	5600	TAXES/INCOME								
25	Expenses		\$32,306	\$36,513	\$40,849	\$12,107	\$100	\$22,186	\$0	\$14,200
26										
27	Net		(\$10,576)	(\$5,231)	(\$5,962)	\$193	\$3,400	(\$7,061)	\$0	\$925

	A	B	C	D	E	F	G	H	I	J
1	ACRL Immersion Licensing FY2023 3834									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4430	MISCELLANEOUS FEES						\$25,000	Licensed Immersion Program TBD for FY23	\$0
4	4490	MISCELLANEOUS REVENUE						\$0		\$0
5		Revenues	\$0	\$0	\$0	\$0	\$0	\$25,000		\$0
6										\$0
7	5000	SALARIES & WAGES						\$3,497	Salaries calculated at % of total ACRL per time study	\$0
8	5001	WAGES/TEMPORARY EMPLOYEES								
9	5002	OVERTIME WAGES								
10	5005	ATTRITION FACTOR						\$0		\$0
11	5009	ACCRUED VACATION WAGES						\$0		\$0
12	5010	EMPLOYEE BENEFITS						\$1,184	Benefits	\$0
13	5122	BANK S/C						\$0	Bank Charges on credit cards.	\$0
14	5150	MESSENGER SERVICE						\$250	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.	\$0
15	5151	DUPLICATION/OUTSIDE								
16	5210	TRANSPORTATION	848					\$0	Travel out of town (not needed, regional host)	\$0
17	5212	LODGING & MEALS						\$0	Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own	\$0
18	5300	FACILITIES RENT						\$0	Facility rental: adequate meeting space for 50+ attendees (?) in eight rounds of 5 people each provided on a complimentary basis by host institution	\$0
19	5301	CONFERENCE EQUIPMENT RENTAL						\$0	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution	\$0
20	5302	MEAL FUNCTIONS						\$0	Meal functions: morning and afternoon refreshment breaks provided by regional host.	\$0
21	5303	EXHIBITS						\$0		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Immersion Licensing FY2023 3834									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
22	5304	SPEAKER/GUEST EXPENSE	0			2,238		\$0	Faculty expenses: Expenses for three faculty: Transportation for 3 faculty @ \$500; Lodging for 3 faculty @ \$200/night x 5 nights; 3 @ \$50 per diem x 5 each; ground transportation 2 @ \$75. Approx \$5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute.	\$0
23	5305	SPEAKER/GUEST HONORARIUM			3,750			\$8,400	Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty	\$0
24	5402	PRINTING-OUTSIDE						\$1,340	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.	\$0
25	5420	COPYRIGHT FEES						\$175	Copyright fees: Immersion notebook readings (Copyright Clearance Center)	\$0
26	5500	SUPPLIES/OPERATING						\$1,500	56 binders/dividers @ \$1,000; Misc supplies (swag) @ \$500.	\$0
27	5522	TELEPHONE/FAX						\$0	Telephone (for dial in access at presentation)	\$0
28	5523	POSTAGE/E-MAIL						\$0	Invitation to Apply, e-mail registration packet and brochure	\$0
29	5543	BAD DEBT EXPENSE						\$0	Bad Debt	\$0
30	5599	MISC EXPENSE						\$200	Misc. Expense; This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$0
31	5910	IUT/REPRO CTR						\$25	IUT-Reprographics	\$0
32	5911	IUT/OVERHEAD						\$3,313	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting	\$0
33	5998	IUT/ALLOCATIONS						\$0		\$0
34	5600	TAXES/INCOME								
35	Expenses		848	0	3,750	2,238	0	\$19,884		\$0
36										
37	Net		(848)	0	(3,750)	(2,238)	0	\$5,116		\$0

	A	B	C	D	E	F	G	H	I	J
1	ACRL Annual Conf. Programs FY2023 3835									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4400	DONATIONS/HONORARIA	16,300	15,800	14,000	500	600	\$14,000	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.	\$14,000
4		Revenues	\$16,300	\$15,800	\$14,000	\$500	\$600	\$14,000		\$14,000
5										
6	5000	SALARIES & WAGES	16,001	11,456	15,604	17,864	2,348	\$9,842	Salaries @ % listed in the salary matrix	\$2,856
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR					(684)	\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS	4,890	3,437	4,807	5,564	769	\$3,333	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$914
12	5122	BANK S/C	14	29		\$14	29	\$0		\$0
13	5302	MEAL FUNCTIONS	4,984	11,516	9,734			\$10,000	Catering at programs and poster sessions/receptions (offset by donations)	\$10,000
14	5350	PROGRAM ALLOCATION	16,956	8,065	10,278	2,539	3,600	\$13,850	ACRL Board allocation of \$7,150 for program speakers, photocopying, posterboards, \$200 flyer for President's program with award winners on back side, \$6500 for ACRL President's Program.	\$13,850
15	5402	PRINTING-OUTSIDE						\$0	Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert	\$0
16	5530	DEPRECIATION F/E	69	38	106	122	13	\$0		\$0
17	5599	MISC EXPENSE	1,000	471	566	286	31	\$564	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$190
18	5909	IUT/DIST CTR	6					\$0		\$0
19	5910	IUT/REPRO CTR			28			\$0		\$0
20	5600	TAXES/INCOME								
21		Expenses	\$43,920	\$35,012	\$41,123	\$26,389	\$6,105	\$37,589		\$27,810
22										
23		Net	(\$27,620)	(\$19,212)	(\$27,123)	(\$25,889)	(\$5,505)	(\$23,589)		(\$13,810)

	A	B	C	D	E	F	G	H	I	J
1	ACRL Scholarships FY2023 3838									
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4		Revenues	\$0	\$0	\$0	\$0	\$0	\$0		\$0
5										
6	5000	SALARIES & WAGES						\$0		\$0
7	5001	WAGES/TEMPORARY EMPLOYEES								
8	5002	OVERTIME WAGES								
9	5005	ATTRITION FACTOR						\$0		\$0
10	5009	ACCRUED VACATION WAGES						\$0		\$0
11	5010	EMPLOYEE BENEFITS						\$0		\$0
12	5306	AWARDS	81,270	28,295	82,580			\$37,000	ACRL Immersion Program; \$10,000. RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 in-person years is 13K); ACRL 2023 Conference Registration Scholarships @ \$50,000 (in addition to 65K in Friends Fund for stipends). ALA Spectrum Scholars ACRL support for 3 scholars (Two scholars were approved in FY22, but only was funded. After FY23, ACRL will return to funding two scholars.): 3 scholars x \$8,500 = \$25,500. Online learning scholarships @ \$1,000. Budgeted from ACRL's net asset balance	\$99,500
13	5940	IUT/REGISTRATION PROCESSING		4,075				\$0		\$0
14	5999	IUT/MISC		8,475				\$0		\$0
15	5911	IUT/OVERHEAD						\$0		\$0
16	5998	IUT/ALLOCATIONS						\$0		\$0
17	5600	TAXES/INCOME								
18		Expenses	\$81,270	\$40,845	\$82,580	\$2,500	\$0	\$37,000		\$99,500
19										
20		Net	(81,270)	(40,845)	(82,580)	(2,500)	0	(\$37,000)		(\$99,500)

Choice FY23 Budget Reconciliation Memo

To: ACRL Budget and Finance Committee

From: Rachel Hendrick, Interim Choice Editor and Publisher

Date: 20 May 2022

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

REVENUE

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

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

EXPENSES

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

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

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

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

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

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

404 FY23 CHOICE Budget at a Glance

5/20/2022

3d Close

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

REVENUE

SUBSCRIPTIONS

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

ADVERTISING & SPONSORED CONTENT

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

ROYALTIES

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

MISCELLANEOUS SALES

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

MISCELLANEOUS REVENUE

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

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

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

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

DESCRIPTION	#	ADMIN	CHOICE MAGAZINE	REVIEWS ON CARDS	REVIEW LICENSING	CHOICE MOBILE APP	RCL	ADV SALES CHOICE	ADV SALES ACRL	WEBINARS	MARKETING & PUBLICITY	CHOICE REVIEWS	CONTENT MARKETING	PLANT	CC ADVISOR	C360	LTI	TOTAL
Sales/Pamphlets	4101																	0
Sales Audiovisual	4102																	0
Sales/On-line	4103																	0
Sales/Rental-Mail Lists	4104																	0
Sales/Webinars, Webcasts, Web CE	4105									276,250								276,250
Sales/ALA Store	4108																	0
Sales/Miscellaneous	4109		200					0				12,000						12,200
Subtotal-Other Sales		0	200	0	0	0	0	0	0	276,250	0	12,000	0	0	0	0	0	288,450
Subscriptions	4110		232,934	46,963				125,000				495,144				0	0	900,041
Subtotal-Subscriptions		0	232,934	46,963	0	0	0	125,000	0	0	0	495,144	0	0	0	0	0	900,041
Advertising/Gross	4140							120,000					60,000					180,000
Advertising/Classified	4142																	0
Advertising/Online	4143						0					40,000	280,000		0	70,000		390,000
Comm/Online Advertising	4610						0					(1,800)	(12,825)		0	(8,150)		(17,775)
Comm/Sales Rep	4611							(5,400)		(12,431)			(2,700)					(20,531)
Comm/Adv. Agency	4612																	0
Subtotal-Advertising		0	0	0	0	0	0	114,600	0	(12,431)	0	38,200	329,475	0	0	66,850	0	536,694
Registration Fees	4200																	0
Exhibit Space Rentals	4210																	0
Meal Functions	4220																	0
Subtotal-Meetings & Conf			0	0	0	0	0	0	0		0	0		0	0			0
Grants & Awards-Exchange	4300																	0
Grants & Awards-Temporary Restricted	4301																	0
Subtotal-Grants & Awards			0	0	0	0	0	0	0		0	0		0	0			0
Donations/Honoraria	4400																	0
Interest/Dividends	4420																	0
Royalties-Exempt	4421		500		465,710			10,000										476,210
L.T. Invest. Gain/Loss-Realized	4422																	0
L.T. Invest. Gain/Loss-Unrealized	4423																	0
Overhd-exempt Rev./Division	4429																	0
Royalties-Non-Exempt	4430																	0
Misc. Fees/Revenues	4490		50,000															50,000
Subtotal-Misc		0	50,500	0	465,710	0	10,000	0	0	0	0	0	0	0	0	0	0	526,210
TOTAL REVENUES		0	283,434	46,963	465,710	0	135,000	114,600	0	263,819	0	545,344	329,475	0	0	66,850	0	2,251,594
Salaries & Wages	5000		91%					73,952	40,052	0	0	0	0	0	0	0		1,226,626
Temp Employees-In-House	5001						0	0	0	0	0	0	0	0	0	0		8,580
Overtime/Wages	5002						0	0	0	0	0	0	0	0	0	0		3,500
Attrition Factor	5005																	0
Accrued Vacation	5009																	0
Employee Benefits	5010		324,725	0	0	0	0	23,189	11,462	0	0	0	0	0	0	0		359,376
Tuition Reimbursement	5015																	0
Prof Memberships	5016		0	0														0
Payroll & Related Exp.			1,445,927	0	0	0	0	97,141	55,014	0	0	0	0	0	0	0	0	1,598,082
Temp Employee/Outside	5100		0	0								0						0
Professional Services	5110		37,800	3,000	0	0		(51,500)	0		0	0	17,500			0	43,480	50,280
Legal Fees	5120																	0
Audit/Tax Fees	5121																	0
Bank Service Fees	5122		9,000						0									9,000
Repairs/Maintenance	5140		16,634	0					0					27,025		0		43,659
Messenger Service	5150																	0
Duplication/Outside	5151																	0
Outside Services			63,434	3,000	0	0	0	(51,500)	0	0	0	0	17,500	27,025	0	43,480	0	102,933
Transportation	5210		1,350	0				0	630	270		0	0	0		0	0	2,250
Lodging & Meals	5212		3,300	0				0	1,540	660		0	0	0		0	0	5,500
Entertainment	5214		0															0
Business Meetings	5216		0					0	390	190			0		0	0	0	500
Travel and Related Expenses			4,650	0	0	0	0	0	2,520	1,060	0	0	0	0	0	0	0	8,250
Facilities Rent	5300											0						0
Conference Equipment Rental	5301											0			0			0
Meal Functions	5302											0			0			0
Exhibits	5303											0			0			0
Speaker/Guest Expenses	5304																	0
Speaker/Guest Honorarium	5305							0										0
Awards	5306																	0
Security Services	5307																	0
Special Transportation	5308																	0
Audio/Visual Equip Rental & Labor	5309																	0
Computer Rental/Internet Connection	5310																	0
Program Allocation	5350																	0
Meetings & Conferences		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Edit/Proofreading-O/S	5400		7,107	1,304	9,517							12,072			0			30,000
Typesetting/Comptn-O/S	5401		300															300
Printing-O/S	5402		84,500	27,000				0	0		1,200		0		0			112,700
Binding-O/S	5403																	0
Design Service-O/S	5404		0					0	0	0	5,000		0			1,000		6,000
Review Service	5406																	0
Mail Service-O/S	5410		16,400	6,200											0			22,600
Advertising/Space	5411										1,200				0	3,000		4,200
Advertising/Direct	5412										250				0	0		250
Mail List Rental	5413										1,500				0	0		1,500
Supplies/Production	5414		3,200	5,500														8,700
Pre-Press/Photo Services	5415		0															0
Adv Production Cost	5416																	0
Copyright Fees	5420		400															400
Web Operating Expenses	5430	0	4,800	0		0	0				0	54,000			0	3,990		62,790
Webinars/Webcasts/Web CE Exp	5431									6,000								6,000
Purchased Inventory	5432																	0
Order Processing/Fulfillment	5433		32,000												0			32,000
Cost of Sales	5480																	0
Inventory Adjustment	5490																	0
Inventory Reserve Adjustment	5499																	0
Publication Related Expenses		0	148,707	40,004	9,517	0	0	0	0	6,000	9,150	66,072	0	0	0	7,990	0	287,440
Staff Recruitment/Relocation	5030	0	0					0										0
Staff Development	5031	0	0					0	0	0		0	0					0
Supplies/Operating	5000	7,000								0								7,000
Equipment/Software-Minor	5001	5,400								0								16,976
Ref Mats/Periodicals	5002		17,100					0			10,900		532			144		17,100
Insurance	5010																	0
Equipment Rental/Lease	5020	3,684						0										3,684
Space Rent	5021													13,500				13,500
Telephone & Fax/O/S	5022	9,780	550					294	126		0				0	0		10,750
Postage & E-Mail/O/S	5023	42,660	0					0	0	0	0				0			42,660
Utilities	5025																	16,550
Dep/Furn & Equipment	5030	0	12,467									0		16,550		0	0	12,467
Depcr/Building	5031																	0
Amortization/Equip Lease	5032																	0
Royalty Expense	5040									0								0
Bad Debt Expense	5043							0										0
Interest Expense	5044																	0
Taxes/Property	5045	0	0															0
Promotion	5050										500					250		750
Organization Support/Contrib	5060	0																

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

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

LINE #	LINE ITEM DESCRIPTION
EXPENSES	

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

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

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

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

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

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

5122	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS go here	2.85%	FY23B	
				\$9,000	9,000

5140	Repairs/Maintenance	Description	FY23B	
		Repairs/Maint - Server warranty/maint	\$ 4,000.00	
		Repairs/Maint - Router, firewall warranty.maint	\$ 2,000.00	
		Repairs/Maint - Web appliance	\$ 2,070.00	
		Repairs/Maint - SSL licensing	\$ 500.00	
		Repairs/Maint - Virtual management software, apps	\$ 1,150.00	
		Repairs/Maint - Copier, printers svc	\$ 3,900.00	
		Repairs/Maint - Software assurance	\$ 3,014.00	
			\$0	
			\$0	
			\$ 16,634	16,634

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

LINE # LINE ITEM DESCRIPTION

Subtotal - Outside Services 63,434

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

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

				FY23B	
				\$0	
5214	Entertainment			\$0	0

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

Subtotal - Travel and Related Expenses \$ 4,650

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

Subtotal - Publication-Related Expenses \$ -

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

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

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

LINE #	LINE ITEM DESCRIPTION		
5999	Misc. Expense	Miscellaneous office expenses	\$0 0

Subtotal - Operating Expenses \$ 68,524

5904	Transfer to/from Endowment	Description LTI interest transfer	FY23B	
				RECORDED IN PROJECT 3921, NOT HERE

		ACRL charge for administrative services	FY23B	
			ACRL to Choice	\$10,766
5941	IUT-CHOICE		\$10,766	10,766

			FY23B	
5999	IUT-Misc.		\$0	0

Subtotal - Inter-Unit Transfers \$10,766

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

LINE #	LINE ITEM DESCRIPTION		FY23B	
REVENUES				
4104	Sales/Rental-Mail Lists	Income from rental of CHOICE mailing list	\$0	FY23B \$0
4109	Sales/Miscellaneous	Single-copy and Choice Select sales OAT seals: print and digital		FY23B \$200
4110	Subscriptions			FY23B \$200
4421	Royalties-Exempt	Copyright Clearance Ctr & reprint fees		FY23B \$500
4490	Misc. Fees/Revenues	Income from sale of reject books/misc. revenues Total		FY23B \$50,000
TOTAL PROJECT REVENUES			\$283,634	
EXPENSES				
5000	Salaries & Wages			FY23B \$0
5001	Temp Employees-In-House	Interns		FY23B \$0
5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		FY23B \$0
5010	Employee Benefits			FY23B \$0
5016	Prof Memberships			FY23B \$0
Subtotal - Payroll & Related Expense			\$0	
5100	Temp Employee/Outside			FY23B \$0

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

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

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

Subtotal - Outside Services 3,000

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

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

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

Subtotal - Travel and Related Expenses 0

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

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

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

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

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

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

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

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

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

Subtotal - Operating Expenses 30,117

			FY23B	
5903	IUT-Subscription Processing	\$ -		0

Subtotal - Inter-Unit Transfers \$0

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

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

LINE #	LINE ITEM DESCRIPTION	FY23B				
REVENUES						
			80%	86%	87%	85%
		FY19	FY20	FY21	FY22B	FY23B
		\$92,677	\$74,101	\$63,807	\$55,250	\$ 46,963
4110	Subscriptions					\$46,963

TOTAL PROJECT REVENUES	\$46.963
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LINE #	LINE ITEM DESCRIPTION					
						FY23B
			All Choice	% this Project	\$3,901	
5000	Salaries & Wages	\$	1,243,791.00	0.000%	\$0	\$0

	FY23B	\$0	\$0
5010 Employee Benefits		\$0	\$0

Subtotal - Payroll & Related Expense	0
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		FY23B	
		\$0	
5110	Professional Services	\$0	

Subtotal - Outside Services	0
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		Description	FY23B	
		Copyediting Allocation	\$1,304	
5400	Edit/Proofreading-O/S	Total editorial & proofreading	\$1,304	1,304

		FY2009-FY2012 printer = Sheridan	FY23B	
		FY2013 printer = Gasch		
5402	Printing-O/S		\$27,000	\$27,000

5410	Mail Service-O/S	Mailing and postage for ROC's (12 issues)	FY23B	\$6,200	\$6,200
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				FY23B	
5414	Supplies/Production	Shipping materials		\$5,500	5,500

FY23B

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

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

Subtotal - Publication Related Expenses \$40,004

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

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

LINE # LINE ITEM DESCRIPTION

REVENUES

FY23B

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

TOTAL PROJECT REVENUES \$465,710

\$116,428

EXPENSES

LINE # LINE ITEM DESCRIPTION

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

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

Subtotal - Payroll & Related Expense \$0

				FY23B	
5110	Professional Services			\$0	\$0

Subtotal - Outside Services \$0

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

Subtotal - Publication Related Expenses 9,517

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

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

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

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

Subtotal - Travel & Related Expenses \$ -

5305	Speaker/Guest Honorarium			FY23B
			\$0	0

Subtotal - Meetings & Conferences 0

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

Subtotal - Publication Related Expenses \$ -

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

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

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

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

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

Subtotal - Operating Expenses \$ -

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

Subtotal - IUT's \$ -

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

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

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

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

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

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

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

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

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

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

	FY23B	

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

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

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

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

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

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

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

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

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

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

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

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

Subtotal - Operating Expenses **\$294**

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

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

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

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

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

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

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

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

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

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

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

Subtotal - Operating Expenses \$126

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

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

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

LINE # LINE ITEM DESCRIPTION

\$6,500

REVENUES

FY23B

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

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

TOTAL PROJECT REVENUES \$263,819

LINE # LINE ITEM DESCRIPTION

EXPENSES

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

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

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

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

Subtotal - Payroll & Related Expense \$0

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

Subtotal - Outside Services \$0

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

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

Subtotal - Publication Related Expenses \$6,000

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

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

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

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

Subtotal - Operating Expenses \$0

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

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

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

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

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

LINE # LINE ITEM DESCRIPTION

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

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

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

Subtotal - Outside Services \$0

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

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

Subtotal - Travel & Related Expenses \$0

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

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

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

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

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

Subtotal - Meeting & Conference Expenses \$0

		FY23B	
5402	Printing-O/S	Printing expenses for promotional pieces	\$1,200 \$1,200

		FY23B	
5404	Design Service-O/S	Outside design services for promo pieces	\$5,000 \$5,000

	Type of Service	FY23B	
5410	Mail Service-O/S		
	Total Mailing Expense	\$ -	0

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

		FY23B	
5412	Advertising/Direct	Direct promo (print & email) postcards	\$250 \$250

		FY23B	
	Database/email rental		\$1,500
5413	Mail List Rental	Outside list rental fees	\$1,500 \$1,500

		FY23B	

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

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

Subtotal - Publication Related Expenses \$9,150

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

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

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

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

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

Subtotal - Operating Expenses \$11,400

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

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

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

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

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

LINE # LINE ITEM DESCRIPTION

REVENUES

newsletters and eblasts moved here from 3913

					FY23B	
4140	Advertising/Gross	Print				
			Revenue	Price	#	FY23B
			CHOICE CUSTOM PUBLISHING			
			Case Studies			20,000
			CHOICE RESEARCH			
			Surveys/Whitepapers	\$20,000	2	40,000
			Total Gross			60,000
			Commission Rate			4.50%
			Print Sales Commissions (4611)			(2,700)
			Net Ad Revenues			57,300
						\$ 60,000
4143	Advertising/Online	Digital				
			Authority File			FY23B
			newsletters & eblasts			45,000
					\$	240,000
					\$	-
			Total gross sales		\$	285,000
			Commission rate			4.50%
			Digital Sales Commissions (4610)			(12,825)
			Net Ad Revenues		\$	272,175
						\$ 285,000
4610	Comm/Online Advertising		From 4143	Rate	Total	
				4.50%	(12,825)	(12,825)
4611	Print Comm/Sales Rep		From 4140	Rate	FY23B	
				4.50%	(2,700)	
				Total	(2,700)	(2,700)
TOTAL PROJECT REVENUES					\$329,475	

LINE # LINE ITEM DESCRIPTION

EXPENSES

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

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

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

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

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

Subtotal - Operating Expenses \$532

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

Subtotal - Inter-Unit Transfers \$0

Line Item	Revenue \$	Rate	O/H Charge	
4140 Advertising/Gross	60,000	13.25%	7,950	
4143 Advertising Online	285,000	13.25%	37,763	
4610 Digital commissions	(12,825)	13.25%	(1,699)	
4611 Print commissions	(2,700)	13.25%	(358)	
5911 IUT-General Overhead	Totals			\$43,655

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

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

EXPENSES

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

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

Subtotal - Payroll & Related Services \$0

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

Subtotal - Outside Services \$27,025

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

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

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

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

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

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

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

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

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

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

Subtotal - Travel and Related Expenses \$0

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

	Item	FY23B		
5302	Meal Functions		\$0	\$0

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

Subtotal - Meetings and Conferences \$ -

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Subtotal - Operating Expenses \$0

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

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

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

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

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

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

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

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

LINE # LINE ITEM DESCRIPTION

REVENUES

FY23B

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

Choice Income Statement, FY15-FY27P

For complete data, see second tab, Backup Worksheet

Projected performance for FY23 and beyond is before any and all RIFs

ALA Fiscal Year: 1 September to 31 August

	HISTORICAL PERFORMANCE				PROJECTED PERFORMANCE					
	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P
Beginning Net Assets	2,533,295	2,926,294	2,571,980	2,631,992	3,047,434	2,837,489	2,709,725	2,578,825	2,457,411	2,350,740
TOTAL REVENUES	2,813,284	2,520,864	2,485,765	2,390,901	2,246,444	2,251,395	2,289,829	2,343,551	2,404,078	2,524,237
Total Expenses before OH/Taxes	2,524,186	2,326,429	2,067,141	1,651,683	2,142,496	2,055,349	2,091,827	2,128,943	2,166,709	2,205,136
Contribution Margin	289,098	194,435	418,624	739,218	103,948	196,046	198,002	214,607	237,369	319,101
Contribution %	10%	8%	17%	31%	5%	9%	9%	9%	10%	13%
Overhead (to ALA General Fund)	371,353	334,014	329,364	298,491	297,654	298,310	303,402	310,520	318,540	334,461
Allocations (Loan: 575 Main St)	49,746	38,411	29,248	25,285	16,240	25,500	25,500	25,500	25,500	25,500
Tax	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSES	2,945,285	2,698,854	2,425,753	1,975,459	2,456,390	2,379,159	2,420,729	2,464,964	2,510,750	2,565,097
Net Revenue/(Expense) from Ops	(132,001)	(177,990)	60,012	415,442	(209,946)	(127,764)	(130,900)	(121,413)	(106,671)	(40,861)
NAB Transfer	(525,000)									
Open Choice writedown		176,324								
Net Revenue/(Expense)	392,999	(354,314)	60,012	415,442	(209,946)	(127,764)	(130,900)	(121,413)	(106,671)	(40,861)
Ending Net Assets	2,926,294	2,571,980	2,631,992	3,047,434	2,837,489	2,709,725	2,578,825	2,457,411	2,350,740	2,309,880

Backup Worksheet: Five-Year Projections

Historical Performance								Projected Performance						Y/Y Change
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P	Projections
Choice Reviews	679,982	652,009	684,248	678,076	651,630	622,735	590,636	529,000	495,144	485,241	475,536	466,026	456,705	0.98
Y/Y		0.96	1.05	0.99	0.96	0.96	0.95							
Choice magazine	546,882	519,261	445,608	429,171	387,925	413,039	301,761	263,500	232,934	209,641	188,677	169,809	152,828	0.90
Y/Y		0.95	0.86	0.96	0.90	1.06	0.73	0.87	0.88	0.90	0.90	0.90	0.90	
Reviews on Cards	148,602	141,372	116,186	100,070	92,677	74,101	63,807	55,250	46,963	42,267	38,040	34,236	30,812	0.90
Y/Y		95%	82%	86%	93%	80%	86%	87%	85%	90%	90%	90%	90%	
Resources for College Libraries	195,935	145,365	147,579	138,545	132,798	122,282	114,391	130,000	125,000	122,500	120,050	117,649	115,296	0.98
Y/Y		0.74	1.02	0.94	0.96	0.92	0.94							
ccAdvisor (Choice share)	0	0	0	32,130	41,100	26,577	14,719	33,000	0	0	0	0	0	0.96
Total Subscriptions	1,571,401	1,458,007	1,393,621	1,377,992	1,306,130	1,258,734	1,085,314	1,010,750	900,041	859,648	822,303	787,719	755,642	
Y/Y		0.93	0.96	0.99	0.95	0.96	0.86	0.93	0.89	0.96	0.96	0.96	0.96	
Choice magazine (space ads)	410,562	413,904	422,745	341,678	258,286	220,610	135,915	143,250	114,600	97,410	82,799	70,379	59,822	0.85
Y/Y		1.01	1.02	0.81	0.76	0.85	0.62	1.05	0.80	0.85	0.85	0.85	0.85	
Choice Reviews (banner advertising)	174,162	155,198	189,070	177,739	141,368	58,469	43,143	33,425	38,200	36,290	34,476	32,752	31,114	0.95
Y/Y		0.89	1.22	0.94	0.80	0.41	0.74	0.77	1.14	0.95	0.95	0.95	0.95	
ccAdvisor (banner ads, paid placement)				11,817	12,179	6,418	1,655	4,775	0	0	0	0	0	1.00
Choice360.org	0	0	0	0	0	0	0	33,425	66,850	86,905	112,977	146,869	190,930	1.30
Webinars (net to Choice)	77,750	85,327	98,241	102,421	138,882	180,807	266,534	213,084	263,819	277,010	290,860	305,403	320,674	1.05
White Papers				37,100	48,395									1.20
Podcasts				14,372		204,196	330,561	281,725	329,475	395,370	474,444	569,333	683,199	
Newsletters & eBlasts	In CR	In CR	In CR	In CR	In CR									
Total Advertising and Sponsorships (Net)	662,474	654,429	725,476	693,590	599,110	670,500	777,808	709,684	812,944	892,985	995,555	1,124,736	1,285,739	

Backup Worksheet: Five-Year Projections

Historical Performance								Projected Performance						Y/Y Change
	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22B	FY23B	FY24P	FY25P	FY26P	FY27P	Projections
Payroll and Related Expenses	1,388,005	1,380,512	1,586,901	1,618,841	1,665,237	1,508,575	1,153,407	1,632,529	1,544,391	1,571,418	1,598,918	1,626,899	1,655,369	
Outside Services	411,743	438,545	322,293	187,180	101,658	86,062	116,425	74,281	102,939	104,740	106,573	108,438	110,336	
Travel and Related Expenses	48,851	52,412	48,575	38,949	41,543	10,271	219	6,700	8,250	8,394	8,541	8,691	8,843	
Meetings and Conferences	11,463	11,752	12,495	13,658	11,771	1,250	0	13,000	0	0	0	0	0	
Publication-related Expenses	503,325	487,107	308,158	303,821	260,373	274,467	259,216	246,975	287,440	292,470	297,588	302,796	308,095	
Operating Expenses	388,720	410,142	394,287	421,091	308,930	244,113	178,321	206,359	141,437	143,912	146,431	148,993	151,601	
Total Direct Expenses	2,752,107	2,780,470	2,672,709	2,583,540	2,389,512	2,124,738	1,707,588	2,179,844	2,084,457	2,120,935	2,158,051	2,195,817	2,234,244	1.0175
Total Indirect Expenses	(73,153)	(89,222)	(55,257)	(59,354)	(63,083)	(57,597)	(55,905)	(37,348)	(29,108)	(29,108)	(29,108)	(29,108)	(29,108)	1.00
Total Expenses before ALA OH & Building Loan	2,678,954	2,691,248	2,617,452	2,524,186	2,326,429	2,067,141	1,651,683	2,142,496	2,055,349	2,091,827	2,128,943	2,166,709	2,205,136	
Contribution Margin	338,436	201,727	323,041	289,098	194,435	418,624	739,218	103,948	196,046	198,002	214,607	237,369	319,101	
ALA Overhead	383,209	374,640	388,206	371,353	334,014	329,364	298,491	297,654	298,310	303,402	310,520	318,540	334,461	
Liberty Square	81,980	63,477	55,905	49,746	38,411	29,248	25,285	16,240	25,500	25,500	25,500	25,500	25,500	
UBIT	6,305	0	(6,305)	0	0	0	0	0	0	0	0	0	0	
Total Overhead	471,494	438,117	437,806	421,099	372,425	358,612	323,776	313,894	323,810	328,902	336,020	344,040	359,961	
TOTAL EXPENSES	3,150,448	3,129,365	3,055,258	2,945,285	2,698,854	2,425,753	1,975,459	2,456,390	2,379,159	2,420,729	2,464,964	2,510,750	2,565,097	
Y/Y		0.99	0.98	0.96	0.92	0.90	0.81	1.24	0.97	1.02	1.02	1.02	1.02	
NET OPERATING INCOME	(133,058)	(236,390)	(114,765)	(132,001)	(177,990)	60,012	415,442	(209,946)	(127,764)	(130,900)	(121,413)	(106,671)	(40,861)	



FY2023 Budget Assumptions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.”¹² In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”¹³ Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”¹⁴ “In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”¹⁵ To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the program remaining.¹⁶ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise¹⁷. Further complicating state funding decreases is the America’s College Promise Act of 2021, which proposes free community college for more than nine million students. If this legislation is passed, many states will need to increase institutional funding in order to participate in the program.¹⁸ In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

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

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

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

¹⁴ Rick Seltzer, “‘Anemic’ State Funding Growth,” *Chronicle of Higher Education*, October 23, 2018. <https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018>.

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

¹⁶ *Ibid.*

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

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

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

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

Economic climate and academic libraries

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Choice FY23 Budget Assumptions

Business Environment

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

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

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

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

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

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

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

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

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

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

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

* * *

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

Strategic Realignment

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

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

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

Subscription Products

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

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

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

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

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

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

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

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

Third-party Licenses

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

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

Advertising and Sponsorships

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

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

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

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

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

CHOICE CUSTOM PUBLISHING: New this fiscal year is the Choice custom publishing program, a series of sponsored case studies highlighting library solutions to operational problems. The first such study, in

which representatives of five academic libraries describe how they implemented service and policy adjustments in response the COVID-19 pandemic, launched in August, and for FY22 we have budgeted for two more studies at \$10,000 each. Our working assumption is that the program will be a success, and failing evidence to the contrary we shall budget similarly for FY23.

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

Expenses

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

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

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

ACRL General Assumptions

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

Basic Budget Assumptions

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

Modified accrual accounting

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

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

Revenues

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

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

Expenses:

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

Assumptions by Strategic Goal

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

Value of Academic Libraries

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

Objectives

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

Expenses

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

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Student Learning

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

Objectives

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

Expenses

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

Research and Scholarly Environment

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

Objectives

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

Expenses

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

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- \$6,750 for SPARC dues;
- \$5,000 for Open Access Working Group;
- \$2,000 for OpenCon2022, 1 sponsored scholarship

New Roles and Changing Landscapes

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

Objectives:

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

Expenses

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

Equity, Diversity and Inclusion

Revenues

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

Expenses

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

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(\$450 flight + \$300 hotel (\$200 * 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations) (Project 3402).

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

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

Expenses

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

Board and Executive Committee

Expenses

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about \$340/night/5 nights. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted (Project 3201).

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- Funds estimated at \$63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session (SPOS). Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee (Project 3201).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201).

Advisory services and consulting

Revenues

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

Discussion Groups

Expenses

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

Awards

Expenses

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

Chapters

Expenses

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

Committees

Expenses

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

Sections

Expenses

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

Liaisons to Higher Education Organizations

Expenses

- See Advocacy section.

Special Events

Expenses

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

Government Relations (Project 3704)

Expenses

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

Scholarships

Expenses

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
 - ACRL 2023 scholarships @ \$50,000, divided among in-person and virtual attendees and in addition to Friends fund donations supporting conference scholarships
 - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
 - Immersion Programs @ \$12,000; reduced to \$10,000
 - E-learning scholarships @ \$1,000
 - Support for 2 ALA Spectrum Scholars @ \$14,000
 - Miscellaneous @ \$3,000; eliminated

Annual Conference Programs

Expenses

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

Enabling programs and services: Publications

Non-periodical publications

Revenues

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

Expenses

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

Library Statistics (Project 3202)

Revenues

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

Expenses

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

Standards and guidelines (Project 3204)

Revenues

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY23 as well, unless there is a bigger than anticipated economic rebound and/or RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

Expenses

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

C&RL (Project 3300)

Revenues

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

Expenses

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

C&RL News (Project 3302)

Overview

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

Revenues

- + Subscriptions: No subscription revenue in FY23 due to transition to online-only model during FY22.
- + Print product ads: No print ad revenue in FY23 due to transition to online-only model during

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FY22.

- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold steady at FY22 budget levels.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, are projected to increase from \$90,000 to \$110,000 due to advertisers shifting to digital ads from print along with current FY22 demand.
- + Classified job ad revenues will be budgeted with a significant increase over FY22, back to the levels seen in the years prior to the pandemic. Job advertising recovered much more quickly and strongly than anticipated following the abrupt dive to record lows in 2020, returning to “normal” pre-pandemic levels by the spring of 2021. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and policies supporting ALA’s mission and values that restrict the ads JobLIST will publish—restrictions JobLIST’s for-profit competitors don’t have—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3302)

Expenses

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

RBM (Project 3303)

Revenues

- + Subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY23 over FY21 and FY22. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.

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- + Print advertising revenue is projected to decline from \$8,000 in FY22 to \$6,000 in FY23 due to long-time advertisers retiring or closing shop. Online advertising revenue is projected to decline from \$1,500 in FY22 to \$1,000 in FY23.

Expenses

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

CHOICE

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

CHOICE Revenue

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

CHOICE Expenses

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

CHOICE Bottom Line

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

Enabling programs and services: Education

ACRL 2023 Conference (Project 3801)

Revenues

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

Expenses

- Staff are taking active steps to find cost-savings and reduce expenses when possible.
- The ACRL 2023 conference budget will include a modest amount of funds for “innovation” and/or new programs/services/accessibility which will enhance the hybrid conference experience.

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- Scholarships will be budgeted as a “contra-expense” transfer from ACRL’s scholarship project and/or Friends Fund rather than shown as revenue.

Preconferences and workshops

Revenues

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

Expenses

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

Online learning (Project 3340)

Revenues

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

Expenses

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

Licensed workshops (Project 3341)

Revenues

- We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and

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Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

- ACRL will continue to offer virtual “Off-RoadShow” offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)
- \$10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in the EDI section.

Expenses

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop and hire new presenters in FY23, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- \$15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced \$7,500 in FY22 but below pre-pandemic budget of \$20,000/year.
- Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

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

Communication on major issues and trends in libraries and Higher Education

Expenses

- Continue membership in Library Copyright Alliance at direct cost of \$30,020 plus staff time. (Projects 3702 and 3704)

ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

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

Project Outcome (Project 3712)

Revenue

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

Expenses

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

Operations

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

Staff and office

Expenses—ACRL

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

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Overhead—ACRL

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

Overhead—CHOICE

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

[illegible]

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Memo

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

From: Robert J Malone, ACRL Executive Director

Date: June 3, 2022

Re: 2nd Quarter Report (through Jan 2022), FY 2022

The following report details ACRL's performance through January 31, 2022.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference in odd-numbered years. Expenses for the Conference are spread across two years which, typically, create deficits in even years and surpluses in odd years. Revenues deferred in even years are recognized in odd years upon the conclusion of the ACRL Conference. However, the pandemic has introduced uncertainty for budgeting for the near future.

Executive Summary

ACRL Total	FY22 Q2 Actual	FY22 Q2 Budget	Var.
Revenues	\$725,457	\$697,934	\$27,523
Expenses	\$801,902	\$1,137,553	(\$335,651)
NET	(\$76,445)	(\$439,619)	\$363,174

ACRL's FY22 Q2 performance report from ALA shows a positive net, with revenue \$27,523 better than budgeted (this number will surely change as detailed below) and expenses \$335,651 less than budgeted, a difference of \$363,174. Part of the lower expenses is due to two unfilled staff positions, which have proven difficult to fill and which has put added pressure on staff.

ACRL Revenues

Revenue remains healthy for the second quarter, some \$27,523 (4%) better than budgeted.

C&RL News remains strong, \$78,476 ahead of budget. There are several reasons for this: Online product advertising revenue (vendor e-blasts, newsletter sponsorships, etc.) is better than expected and our share of ALA JobLIST revenue is far ahead of budget due to better-than-expected performance in the LIS job placement market (preliminary figures for Feb, Mar, and Apr also show strong performance). There is one issue of print ad sales revenue in Q2 and then the numbers in this line will decline due to the online-only transition, for which we budgeted.

Membership is down 6%, some \$13,640 less than the budgeted \$224,974 but part of this may be due to delays in reporting. We are some \$35,055 under the FY20 numbers but the decline has slowed and we hope that our in-person meeting in 2023 will boost membership.

Licensed workshop (RoadShow) revenues remain below budget, due mainly to the suspension of in-person RoadShows, but there has been increased activity here and budgeted revenues for RoadShows are spread evenly across the fiscal year, as workshops may be requested at any time and there is not usually a specific timeframe where requests are heaviest. We also expect the virtual Rare Books and Manuscripts Section meeting in June to come in on budget, which is a relief since that meeting required a late pivot from in person to virtual.

Advisory services' revenue \$5,907 below YTD budget is a timing issue. Per projections, revenue for FY22 will exceed budget.

We identified more than \$23,000 in missing revenue for non-serial publications in the performance reports. Once that has been allocated properly, non-serial pubs will be ahead of budget in total revenues through January. Preliminary sales reports and payments from distributors for institutional ebook sales through Q3 indicate that non-serial publications will close the fiscal year at or above budget.

ACRL Expenses

ACRL expenses are 30% below budget.

- Although membership revenue was 6% below budget, expenses were much lower than projected, as decreased membership revenue will conversely have decreased service fees.
- The lack of an in-person meeting at LLX saved over \$13,000 in board expenses alone.
- Expenses for non-periodical publications were approximately 65% under budget, much of which can be attributed to a large inventory adjustment credit in our expenses, which was likely due to accounting correcting overages due to the warehouse move to Chicago Distribution Center.
- ACRL's Budget and Finance Committee Task Force looked at the budget with an EDI lens and made a recommendation in Jan 2022 that ACRL commit some \$150K to EDI efforts across the Association in

FY23. Since EDI is embedded across many organizational activities, we believe that goal will be easily achieved.

ACRL Net revenue

Per the performance reports, ACRL ended January 2022 with a net of (\$76,445), which is 83% better than the budgeted amount of (\$439,619).

ACRL LTIs

ACRL's long-term investments ended in Jan 2022 at \$5,063,130, an amount that will undoubtedly decrease once further reports are received for the quarter. Board and Budget and Finance Committee members will recall that ACRL signed a letter with the Public Library Association -- sent to ALA President Patty Wong in late May -- protesting the fact that ALA mandated that the 5% draw on the 20-quarter average be used as ALA directed, rather than it be used as recommended by ACRL's Budget and Finance Committee, subject to approval by the Board. Division autonomy in the use of LTI funds is outlined in the Operating Agreement and is a part of Budget and Finance's work plan. The recommended revisions to the Operating Agreement will impact how these funds are used.

ACRL Operating Reserves

A total of \$3,291,278 with a mandated reserve of \$841,982. As mentioned above, a revised Operating Agreement will have an effect on the use of these funds.

ALA Pivot Strategy Goals

Looking at ACRL's current performance and plans in relation to ALA priorities, we share a few important data points:

- ALA's five-year financial plan aims to reduce spending on personnel in relation to revenue. ACRL Salaries/benefits must be no more than 45 percent of expenses, and total administrative costs no more than 60 percent of the total operating budget, not including Choice. ACRL's FY23 budgeted salaries are 24% of the average of the last two-years of expenses.
- An ALA tactical goal per the pivot strategy is for 10% contributed revenue. ACRL looks forward to continuing to explore appropriate foundations to approach, with help and guidance from ALA institutional advancement.
- Another ALA tactical goal is 15% market share in FY22. ACRL market penetration has been above 34% for 16 years. We look forward to continuing ACRL's new member onboarding program to increase engagement and retention, in coordination with ALA's new engagement plan.
- We are fortunate to have dedicated members elected or appointed to volunteer in over 1,200 positions across ACRL. With an ACRL membership of 8,515 (as of Dec 2022), the ratio of 1 position for approximately every 7 members means there are many engagement opportunities available. Without the time and energy of member volunteers, ACRL would not be able to accomplish nearly as much for the good of the profession.

ACRL FY22 Q2 Report

ACRL AC22 Doc 13.1

FY22 actuals through January 2022

	FY22	FY22	FY22	FY22	FY22	FY20*	FY20*	FY20*
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance	Q2 Actual	\$ Variance	% Variance
Expenses								
Membership								
Membership Services	(\$14,040)	\$18,715	\$1,413	(\$17,302)	-92%	\$11,948	(\$10,536)	-88%
Exec. Cttee. & Board	\$176,922	\$24,253	\$5,968	(\$18,285)	-75%	\$58,753	(\$52,785)	-90%
Advisory	\$60,959	\$13,843	\$9,775	(\$4,067)	-29%	\$40,525	(\$30,749)	-76%
Standards Distribution	\$10,593	\$36	(\$37)	(\$73)	-202%	\$68	(\$106)	-154%
Awards	\$32,446	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Chapters	\$22,272	\$1,985	\$100	(\$1,885)	-95%	\$538	(\$438)	-81%
Committees	\$135,661	\$507	\$0	(\$507)	-100%	\$25	(\$25)	N/A
Sections	\$144,470	\$22,889	\$1,183	(\$21,705)	-95%	\$2,681	(\$1,497)	-56%
C&RL Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$33,454	\$7,146	\$13,783	\$6,637	93%	\$9,145	\$4,638	51%
Special Events	\$22,186	\$5,693	\$0	(\$5,693)	-100%	\$6,736	(\$6,736)	N/A
Information Literacy	\$46,856	\$7,229	\$7,759	\$530	7%	\$9,390	(\$1,631)	-17%
Scholarly Communications	\$85,217	\$17,082	\$6,396	(\$10,686)	-63%	\$49,392	(\$42,997)	-87%
Value of Academic Libraries	\$45,040	\$70	\$0	(\$70)	N/A	\$1,218	(\$1,218)	-100%
Government Relations	\$44,369	\$3,753	\$5,833	\$2,081	55%	\$8,484	(\$2,651)	-31%
Scholarships	\$37,000	\$0	\$5,000	\$5,000	N/A	\$2,500	\$2,500	N/A
Annual Conference Programs	\$37,589	\$0	\$0	\$0	N/A	\$14	(\$14)	N/A
New Roles & Changing Landscapes	\$24,204	\$1,636	\$200	(\$1,436)	-88%	\$3,375	(\$3,175)	N/A
Equity, Diversity & Inclusion	\$43,184	\$2,260	\$658	(\$1,602)	-71%	\$150	(\$2,717)	-81%
Project Outcome	\$97,866	\$26,127	\$35,980	\$9,853	38%	\$47,755	(\$11,775)	-25%
Subtotal	\$1,086,248	\$153,224	\$94,012	(\$59,212)	-39%	\$252,697	(\$158,686)	-63%
Publications								
CHOICE	\$2,456,389	\$1,012,789	\$831,417	(\$181,372)	-18%	\$892,314	(\$60,897)	-7%
C&RL	\$50,438	\$4,846	\$6,174	\$1,328	27%	\$6,969	(\$795)	-11%
C&RL News	\$427,425	\$111,175	\$101,949	(\$9,226)	-8%	\$132,681	(\$30,732)	-23%
RBM	\$21,298	\$7,030	\$7,902	\$872	12%	\$7,419	\$483	7%
Nonperiodical Publications	\$245,601	\$43,884	\$14,456	(\$29,428)	-67%	\$55,802	(\$41,346)	-74%
Library Statistics	\$180,786	\$82,302	\$93,670	\$11,368	14%	\$6,440	\$87,230	1355%
Subtotal	\$3,381,937	\$1,262,026	\$1,055,568	(\$206,457)	-16%	\$1,101,625	(\$46,056)	-4%
Education								
Institutes & Liscensed Workshops	\$285,411	\$17,756	\$2,462	(\$15,294)	-86%	\$972	\$1,490	65%
ACRL Conference	\$290,106	\$73,413	\$6,703	(\$66,710)	-91%	\$28,705	(\$22,001)	-130%
RBMS Conference	\$227,434	(\$19,713)	(\$9,476)	\$10,237	-52%	\$12,819	(\$22,295)	-57%
Web-CE	\$72,070	\$10,324	\$11,222	\$898	9%	\$10,719	\$503	2132%
Subtotal	\$875,021	\$81,780	\$10,912	(\$70,869)	-87%	\$53,215	(\$42,303)	-126%
Special Programs								
Friends of ACRL-Restricted	\$0	\$0	\$11,800	\$11,800	N/A	\$0	\$0	N/A
Friends of ACRL-Operating	\$47,700	\$1,750	\$349	(\$1,401)	-80%	\$794	(\$445)	-56%
Subtotal	\$47,700	\$1,750	\$12,149	\$10,399	594%	\$794	\$11,355	1430%
Unallocated Admin Expenses	\$6,875	\$651,562	\$472,478	(\$179,085)	-27%	\$690,402	(\$217,924)	-32%
Total Expenses								
Total Expenses ACRL	\$2,941,392	\$1,137,553	\$801,902	(\$335,651)	-30%	\$1,206,419	(\$404,517)	-34%
Total Expenses CHOICE	\$2,456,389	\$1,012,789	\$831,417	(\$181,372)	-18%	\$892,314	(\$60,897)	-7%
Total Expenses ACRL & Choice	\$5,397,781	\$2,150,342	\$1,633,319	(\$517,023)	-24%	\$2,098,733	(\$465,414)	-22%

	FY22	FY22	FY22	FY22	FY22	FY20*	FY20*	FY20*
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance	Q2 Actual	\$ Variance	% Variance
Nets								
Total Net ACRL	(\$729,837)	(\$439,619)	(\$76,445)	\$363,174	83%	(\$412,832)	\$336,387	322%
Total Net Choice	(\$209,945)	(\$189,447)	\$165,049	\$354,496	187%	\$228,296	(\$63,248)	-28%
Membership Net	(\$454,911)	\$99,842	\$158,065	\$58,223	-58%	\$49,676	\$108,389	218%
Publications Net (without Choice)	\$37,126	\$142,198	\$211,348	\$69,149	49%	\$224,169	(\$12,821)	-6%
Education Net	(\$257,477)	(\$28,346)	\$26,969	\$55,316	195%	\$4,519	\$22,451	544%
Operating Transfers								
ACRL	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
Choice	\$0	\$0	\$0	\$0	N/A	\$0	\$0	N/A
LTI Transfers, Gains, Losses								
ACRL LTIs	(\$141,536)	\$43,972	(\$146,564)	(\$190,535)	-433%	\$343,695	(\$490,259)	-143%
Choice LTI	(\$34,476)	\$4,880	(\$11,255)	(\$16,135)	-331%	\$29,642	(\$40,897)	-138%
Ending Reserves								
ACRL Mandated Operating Reserve	\$841,982	\$841,982	\$841,982	\$0	0%	\$1,028,604	(\$186,622)	-18%
Reserve Aug 31: ACRL Operating	\$2,637,886	\$2,928,105	\$3,291,278	\$363,174	12%	\$2,898,992	\$392,286	14%
Reserve Aug 31: ACRL LTI	\$5,380,685	\$5,566,192	\$5,063,130	(\$503,063)	-9%	\$5,297,710	(\$234,580)	-4%
Reserve Aug 31: CHOICE Operating	\$2,714,300	\$2,734,798	\$3,089,293	\$354,496	13%	\$2,800,276	\$289,017	10%
Reserve Aug 31: CHOICE LTI	\$523,017	\$562,373	\$546,238	(\$16,135)	-3%	\$568,178	(\$21,940)	-4%
Total	\$11,255,887	\$11,791,467	\$11,989,939	\$198,472	2%	\$12,593,761	(\$603,822)	-5%
* = FY20 actuals for ACRL to reflect two-year conference budget and FY21 actuals for Choice.								

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

SECTION 1 -- PIVOT STRATEGIES

[See "Impact Streams" for more detail on ALA's Pivot Strategies](#)

Impact Streams

- | | |
|----------------------------|---|
| 1. Membership | 20% potential marketshare. 75% in one or more divisions. |
| 2. Conferences and Events | LibLearnX Early Career + Specialized. Conference Curated Public Expansion. |
| 3. Publishing and Media | Broaden audience beyond librarians and beyond the U.S. Repackage and repurpose content. |
| 4. Continuing Education | Centralized CE. Driver of Membership & Engagement. |
| 5. Contributed Revenue | 18% of Revenue. Increased Corporate and Individual Donor Giving. |
| 6. Data, Research & Design | Data and Trends Clearinghouse. Research Leader and Convener. |

FY22 Organizational Goals

- | | |
|--------------------------------------|--|
| 1. Financial Performance | Increase Revenue by 10% over expenses. |
| 2. Membership | Increase Membership by 5%. |
| 3. Professional or Personal Learning | 100% of staff will undertake a training, educational and/or personal developmental activity. |

Unit Goals (To be inserted in consultation with the Unit Manager)

- | | |
|--------------------------|--|
| 1. Financial Performance | |
| 2. Membership | |

Cross-Functional Team (CFT) Participation

This section of the review is designed to prompt reflection and discussion with your supervisor and does not have numerical ratings. All ALA staff are contributing to the work of cross-functional teams (CFT) in FY22, starting either in September 2021 or March 2022. Reflecting on your own contributions, please note:

How you think your participation has helped your CFT make progress toward meetings its goals?

--

How does the work of the CFT contribute to your unit and your work within it?

--

How might the members of the CFT (including you) be more productive?

--

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

SECTION 2 -- INDIVIDUAL GOALS

Establishing Individual Goals

- Step 1** Write your goal statement(s) - Define three to five SMART goal statements that concisely describe what needs to be achieved. Goals should be reflective of the two unit goals which cascade from the organizational/operational goal categories. It is anticipated that an individual's goals may expand beyond the unit's goals.
- Step 2** Establish Accountability Steps – Describe several specific actions that are necessary for you to achieve the goal. How will you meet each goal?
- Step 3** Set Performance Measures – Describe specific and measurable criteria that you and your supervisor will use to determine if you met the accountability. When/How often/How well must you perform the accountability?
- Step 4** Meet with your supervisor to review your goals; document that you both agree to these goals. Forward a copy of the PAF to your supervisor for their records.

Rate each of the following individual goals using the following scale and assign the number that best reflects goal performance during the 9/1 through 8/31 review period:

- 0 = **DOES NOT MEET STANDARDS**
- 1 = **BASELINE**
Acceptable (fifty percent or more) progress was made on the goal but it was not achieved during the performance period.
- 2 = **BASELINE**
Significant (eighty percent or more) progress was made on the goal but it was not achieved during the performance
- 3 = **PERFORMING**
Goal was achieved during the performance period
- 4 = **PERFORMING**
Goal was achieved during the performance period, with elements of outstanding performance.
- 5 = **HIGH PERFORMING**
Goal performance was truly outstanding; achievement exceeded expectations during the performance period. This high level of performance has significant documentation.

Employee instructions

For each goal, enter a Rating. When all self-evaluations are complete, forward the form electronically to your supervisor.

Supervisor instructions

For each goal, enter a Rating. When all evaluations are complete, meet with the employee to discuss.

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Individual Goal Statement 1 (below):	Self Evaluation	
	Supervisor Evaluation	

Accountabilities

-
-
-
-

Performance Measures

-
-
-
-

Employee Comments

Supervisor Comments

Individual Goal Statement 2 (below):	Self Evaluation	
	Supervisor Evaluation	

Accountabilities

-
-
-
-

Performance Measures

-
-
-
-

Employee Comments

Supervisor Comments

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Individual Goal Statement 3 (below):	Self Evaluation	
	Supervisor Evaluation	

Accountabilities

-
-
-
-

Performance Measures

-
-
-
-

Employee Comments

Supervisor Comments

Individual Goal Statement 4 (below):	Self Evaluation	
	Supervisor Evaluation	

Accountabilities

-
-
-
-

Performance Measures

-
-
-
-

Employee Comments

Supervisor Comments

☐ I, the employee, agreed to these goals in consultation with my supervisor on (enter date):

☐ I, the supervisor, agreed to these goals in consultation with the employee on (enter date):

Goals Assessment at the End of the Performance Period

Self Evaluation

Total Individual Goals Value 0

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Supervisor Evaluation

Total Individual Goals Value

0

SECTION 3 -- COMPETENCIES

- 5 **Exceptional – Consistently exceeds all performance expectations; provides leadership, fosters teamwork, is highly productive, innovative, responsible for and generates very high-quality work; also gained new knowledge to benefit themselves/department. The employee is consistently viewed as a role model not only within their department, but throughout the association.**
- 4 **Exceeds Expectations – Consistently meets and often exceeds all performance expectations; shows initiative, works collaboratively and is often seen as role model for others in the department.**
- 3 **Meets Expectations – Meets all relevant performance expectations**
- 2 **Below Expectations – Sometimes meets performance expectations. Performance is often inconsistent and needs/receives coaching on a regular basis.**
- 1 **Expectations Not Met – Consistently fails to meet performance expectations**

Knowledge and Productivity Establishes employee's knowledge surrounding their job and the associated work productivity.	Self Evaluation	
	Supervisor Evaluation	

Job Knowledge: Shows comprehensive knowledge of skills needed to carry out responsibilities of their job. In addition, the employee is well aware of company policies and adheres to accordingly. Employee uses specialized knowledge to effectively complement that of member leaders and volunteers, who value the employee's contributions. Employee is also considered a resource for others to turn towards based on their job knowledge. Employee also stays up to date with changes in their job. Employee recommends enhancements to the job for the betterment of the department/company.

Technical Knowledge: Applies specialized knowledge gained through training and experience; keeps informed of new developments in the field; shares relevant information with others. The employee is also proficient in the software they use in their job. Uses IT as a strategic resource

Quality of Work: Work is clear, well-organized, and accurate, performed as directed, and conforms to established standards.

Quantity of Work: The employee is able to manage their normal workload and at times is able to accept additional work and continue to meet established deadlines.

Dependability and Reliability: Conscientious, responsible, employee comes to work on time and is focused on their job throughout the day with minimal disruptions. They can also be counted on to complete their work on a timely basis and keep their supervisor informed when delays occur. This employee is also considered a go to person within their department.

Employee Comments

Supervisor Comments

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Initiative and Problem Solving Establishes employee's Initiative and Problem-Solving Skills to their work	Self Evaluation	
	Supervisor Evaluation	

Initiative: Originates or develops ideas or gets things started; shows willingness to tackle new challenges, seeks additional assignments, responds effectively to unusual or particularly demanding situations.

Problem Solving and Decision Making: Shows ability to obtain information needed to make a decision; exercises sound judgment; shows decisiveness in recommending or taking action. The employee is resourceful in finding solutions to challenging problems. In addition, when this employee has a problem, they look to solve it before asking their supervisor and will also come to their supervisor with potential answers.

Flexibility and Adaptability: Adjusts to new assignments and changing workloads, working to maximum potential. Employee also demonstrates the flexibility to adapt to change as well as the drive to initiate and lead change

Service Orientation: A desire to help or serve customers, to meet their needs. Focuses one's efforts on discovering and meeting the customer's or member's needs with sensitivity and understanding. Employee exhibits an understanding of ALA's member leader and volunteer culture/structure and serves all member groups appropriately and effectively

Employee Comments
Supervisor Comments

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Communication Demonstrates strong communication skills among fellow employees, external stakeholders and members	Self Evaluation	
	Supervisor Evaluation	

Oral Communication: Employee demonstrates strong two way (speaking & listening) communication skills. Information and ideas are conveyed in a clear and timely manner. Employee is an articulate contributor in meetings, and an organized and compelling presenter (if required in the position).

Written Communication: Employee has a clear, effective, concise, and well-organized writing ability. Written communications are free of errors. Employee also effectively manages email ensuring that their emails convey proper messaging and are sent to the appropriate people. Employee understands and employs different writing styles appropriately for different purposes and audiences.

Listening Skills: Employee is an active and attentive listener; shows genuine interest and when appropriate, empathy is shown when listening to others; they exhibit appropriate nonverbal behavior to show receptivity; employee improves communication through paraphrasing, reflecting and summarizing; questions are asked to clarify other people's points of view; listens without interrupting; when in a group setting, listens to others opinions and does not dominate the conversation.

Working with Others: Cooperates with other individuals and groups internally and externally, as appropriate; solicits, understands, and respects the opinions of others. Understands the team concept; is sought after by others to work collaboratively on projects; is viewed as a team player. Understands the importance of a membership organization. Employee actively encourages others to share their thoughts in an honest non- threatening forum. Employee exhibits an understanding of ALA's member leader and volunteer culture/structure and serves all member groups appropriately and effectively. Employee is easily approachable. The employee is eagerly sought out by others to assist on projects, reports, etc.

Employee Comments
Supervisor Comments

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

Strategic Focus Employee understands the nature of the Association and how their role impacts day to day operations; also understands the relationship between their area and others within the company.	Self Evaluation	
	Supervisor Evaluation	

Vision: The employee has a clear understanding of the business from a strategic perspective. The employee understands how their department's relationship with other departments impacts the day to day operations of the business. In addition, as the priorities of the department and business change, the employee understands the change and adapts to it.

Planning: Accurately forecasts relevant operating and business conditions; establishes productive objectives, strategies, and plans; develops effective budgets; establishes priorities; develops efficient work schedules and plans.

Change: Employee is comfortable with ambiguity within a changing environment ensuring that when changes occur they are embraced and are applied to their job. The employee can also explain the changes to others in an understandable manner. Has a fundamental curiosity and understanding of the Association that they are a part of.

Change (Employee Supervisors Only): Understands own role in the change process; understands and addresses reactions and resistance to change; effectively communicates change; leverages the involvement of key stake holders; involves others in decision making and implementation of change; establishes structures and roles to support change.

Employee Comments

--

Supervisor Comments

--

Self Evaluation

Total Competency Value

0

Supervisor Evaluation

Total Competency Value

0

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Department/Unit: ACRL

Supervisor Name: Tracie Hall, ALA Executive Director

SECTION 4 -- PERFORMANCE RATING

Self Evaluation Total

Total Competency Value

0

Supervisor Evaluation Total

Total Competency Value

0

Number of Individual Goals (From SECTION 2 -- INDIVIDUAL GOALS)

Point Scale

4.75 - 5

4 - 4.74

3 - 3.99

2 - 2.99

Below 2

Summary Rating Description

Exceptional

Exceeds Expectations

Meets Expectations

Below Expectations

Expectations Not Met

Final Rating

0.000

Exempt Employee Performance Appraisal Form

Employee Name: Robert (Jay) Malone

Job Title: Executive Director

Supervisor Name: Tracie Hall, ALA Executive Director

Department/Unit: ACRL

SECTION 5 -- DEVELOPMENTAL PLANNING

AREAS FOR DEVELOPMENT:

SUPERVISOR RECOMMENDATIONS FOR EMPLOYEE TRAINING:

OVERALL EMPLOYEE COMMENTS:

OVERALL SUPERVISOR COMMENTS:

Employee Signature

Supervisor Signature

Date

Date

Next Level Management Signature

Department Manager/Executive Director

Date

Date

Q1 I attended the ACRL Virtual Leadership Council and Membership Meeting on Monday, April 11, 2022.

Answered: 15 Skipped: 0

ANSWER CHOICES	RESPONSES	
Yes - I attended the full meeting.	66.67%	10
Yes - I attended some of the meeting.	13.33%	2
No - I did not attend the meeting.	20.00%	3
TOTAL		15

Q2 We are sorry that you were unable to attend the April 11, 2022 virtual meeting. To help us plan for the next Leadership Council and Membership Meeting, can you please let us know why you were unable to attend (check all that apply)?

Answered: 3 Skipped: 12

ANSWER CHOICES	RESPONSES	
Unavailable due to a scheduling conflict.	100.00%	3
I am in a time zone where the meeting was held during non-working hours.	0.00%	0
I do not like virtual meetings/have Zoom fatigue.	0.00%	0
I prefer other virtual meeting software than Zoom.	0.00%	0
I could not access the meeting due to technical difficulties.	0.00%	0
I registered, but never received the login URL.	0.00%	0
Other (please specify)	0.00%	0
Total Respondents: 3		

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

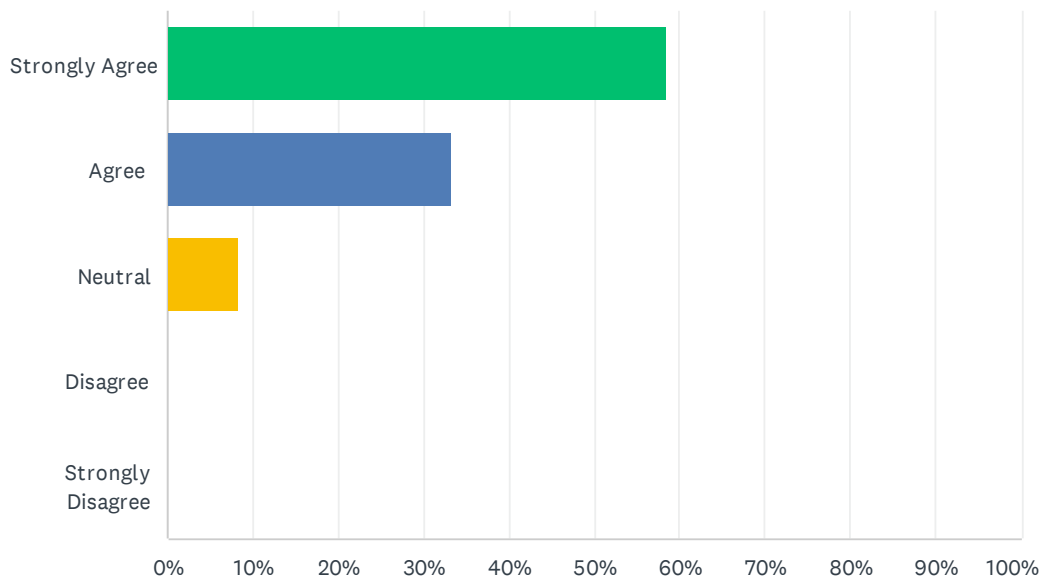
Q3 Please add any comments

Answered: 1 Skipped: 14

#	RESPONSES	DATE
1	Watching this on 4/19	4/19/2022 1:21 PM

Q4 Overall, attending the Virtual Leadership Council and Membership Meeting was a good use of my time:

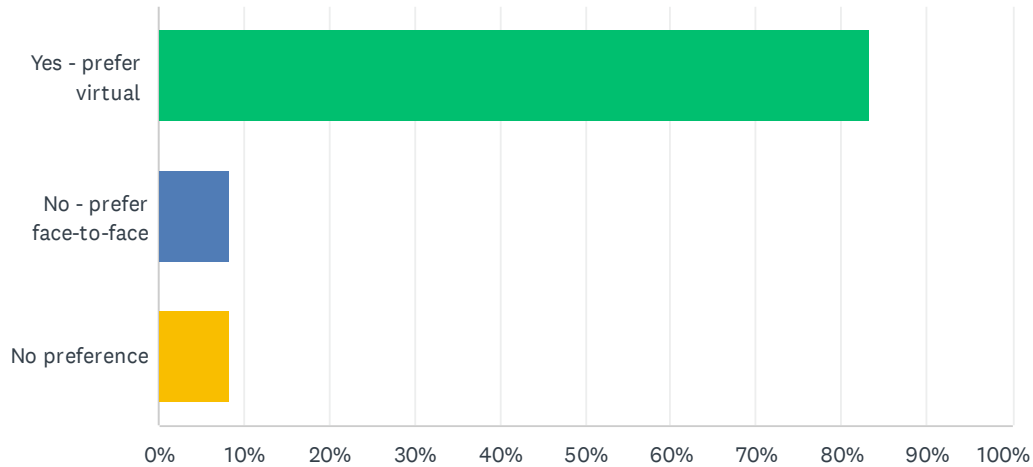
Answered: 12 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly Agree	58.33%	7
Agree	33.33%	4
Neutral	8.33%	1
Disagree	0.00%	0
Strongly Disagree	0.00%	0
TOTAL		12

Q5 I preferred having the ACRL Leadership Council and Membership Meeting virtual:

Answered: 12 Skipped: 3

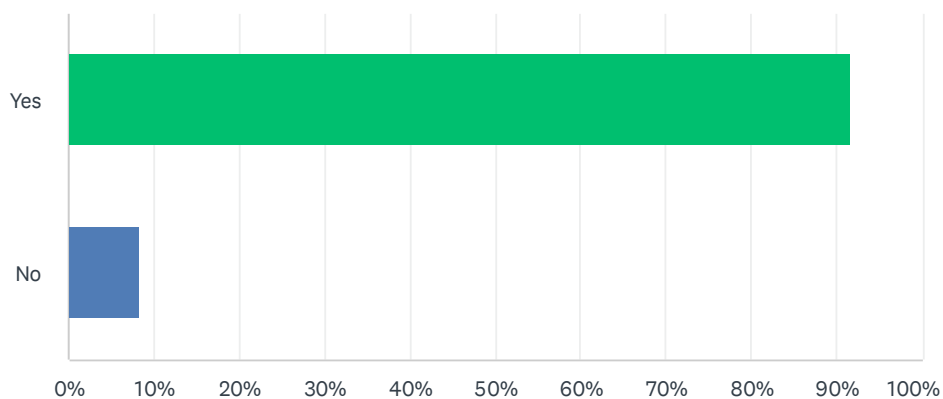


ANSWER CHOICES	RESPONSES	
Yes - prefer virtual	83.33%	10
No - prefer face-to-face	8.33%	1
No preference	8.33%	1
TOTAL		12

#	OTHER COMMENTS	DATE
1	However, I have never been to an in-person version	4/14/2022 6:00 PM
2	I feel like if it was not virtual I would never be able to attend.	4/12/2022 2:11 PM

Q6 Do you feel that the main objectives of the meeting were clear?

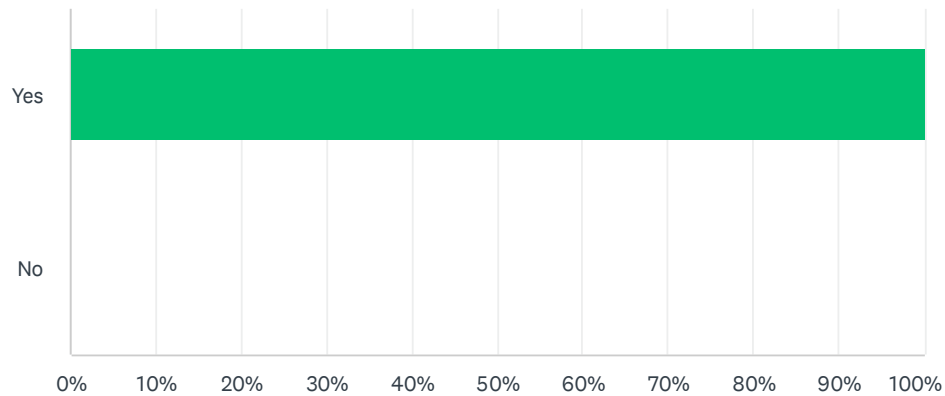
Answered: 12 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	91.67%	11
No	8.33%	1
TOTAL		12

Q7 Do you feel we accomplished the main objectives of the meeting?

Answered: 12 Skipped: 3



ANSWER CHOICES	RESPONSES	
Yes	100.00%	12
No	0.00%	0
TOTAL		12

Q8 What are your feelings on the length of the Leadership Council and Membership Meeting?

Answered: 12 Skipped: 3

ANSWER CHOICES	RESPONSES	
We covered topics in a timely manner.	91.67%	11
Did not have enough time to cover material.	8.33%	1
TOTAL		12

#	COMMENTS (OPTIONAL)	DATE
1	I was only able to stay for the first hour due to a campus conflict, however I would have liked to participate in the small groups. Two hours seems like a reasonable amount of time even for a virtual meeting.	4/12/2022 1:37 PM
2	I would have been nice to have 2 break out sessions to go deeper.	4/11/2022 2:57 PM

Q9 In regards to the meeting overall, consider the following statements.
On a scale of 1-5, where (1) means "Strongly Agree" and (5) means "Strongly Disagree" please rate the statements below.

Answered: 11 Skipped: 4

	1 - STRONGLY AGREE	2 - AGREE	3 - NEUTRAL	4 - DISAGREE	5 - STRONGLY DISAGREE	TOTAL
The ACRL Leadership Council and Membership Meeting provides an important opportunity for me to connect with other ACRL leaders and members in a virtual environment.	45.45% 5	45.45% 5	9.09% 1	0.00% 0	0.00% 0	11
I appreciated an update on recent ACRL Board actions.	63.64% 7	36.36% 4	0.00% 0	0.00% 0	0.00% 0	11
I appreciated hearing from ACRL goal-area committee leaders.	63.64% 7	27.27% 3	0.00% 0	9.09% 1	0.00% 0	11
I enjoyed participating in the breakout sessions.	81.82% 9	9.09% 1	9.09% 1	0.00% 0	0.00% 0	11
I have a clear understanding of next steps.	9.09% 1	45.45% 5	36.36% 4	9.09% 1	0.00% 0	11
The documents supported the meeting agenda.	54.55% 6	18.18% 2	27.27% 3	0.00% 0	0.00% 0	11

Q10 Due to the pandemic, ACRL has held Leadership Council & Membership Meeting virtually in recent years. ACRL Leadership Council typically has convened in-person twice a year at Annual (June) and LibLearnX (January). What is your post-pandemic preference for future Leadership Councils (check all that you prefer)?

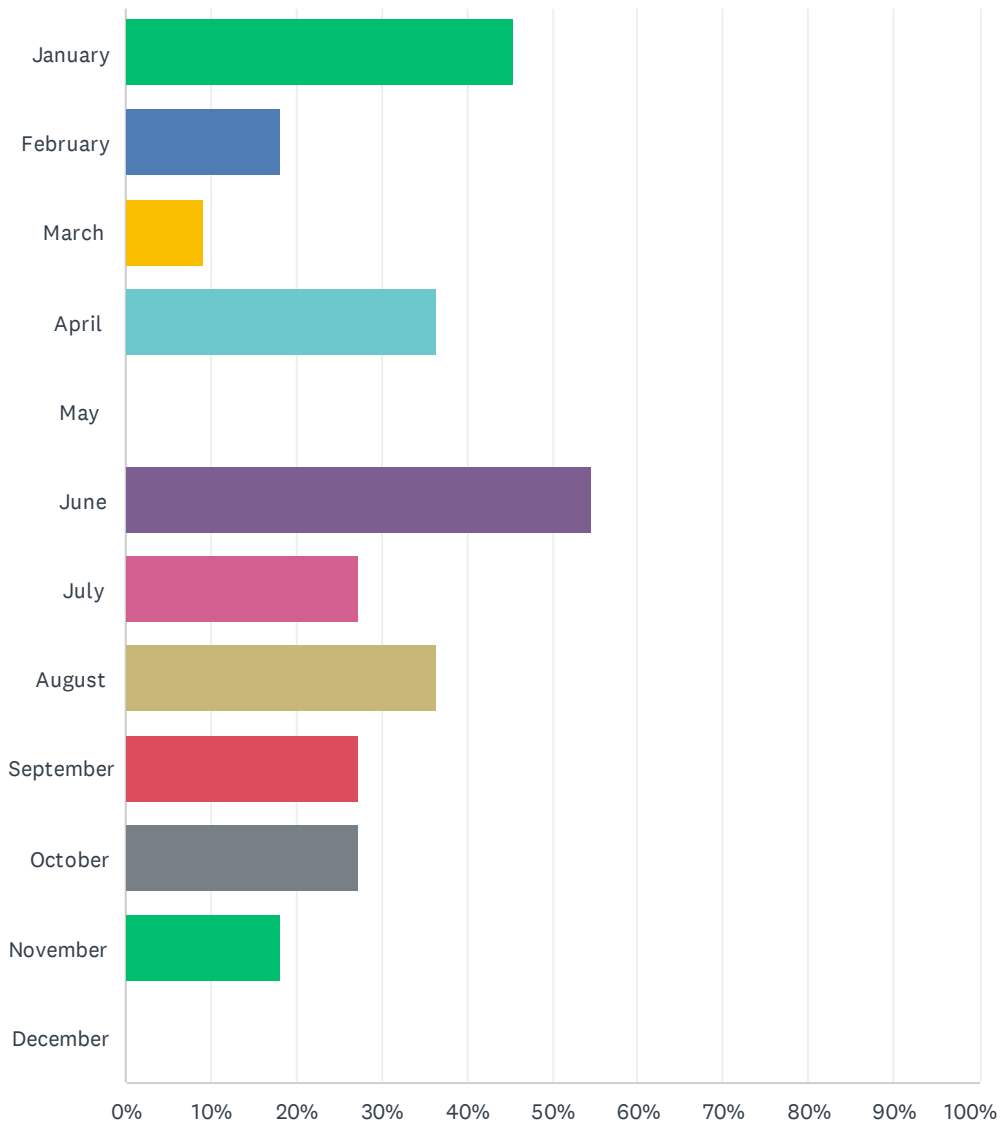
Answered: 11 Skipped: 4

ANSWER CHOICES	RESPONSES	
The meetings should be face-to-face.	18.18%	2
The meetings should be virtual.	36.36%	4
1 meeting should be face-to-face and 1 should be virtual.	27.27%	3
ACRL should only hold 1 meeting and it should be face-to-face.	0.00%	0
ACRL should only hold 1 meeting and it should be virtual.	18.18%	2
I have no preference.	18.18%	2
I have no preference.	0.00%	0
Other (please specify)	9.09%	1
Total Respondents: 11		

#	OTHER (PLEASE SPECIFY)	DATE
1	I would prefer an in person meeting with a webcast so others can attend virtually.	4/12/2022 2:13 PM

Q11 Going forward, which month(s) would you like to meet for Leadership Council (select all the apply)?

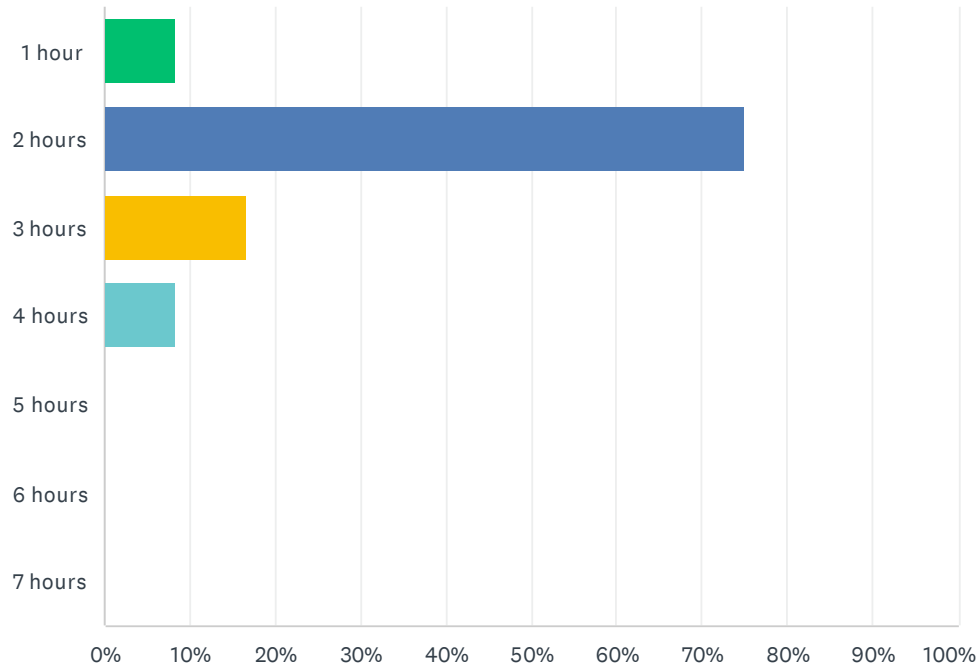
Answered: 11 Skipped: 4



ANSWER CHOICES	RESPONSES	
January	45.45%	5
February	18.18%	2
March	9.09%	1
April	36.36%	4
May	0.00%	0
June	54.55%	6
July	27.27%	3
August	36.36%	4
September	27.27%	3
October	27.27%	3
November	18.18%	2
December	0.00%	0
Total Respondents: 11		

Q12 Future Leadership Council & Membership Meetings should be held for (check all that apply):

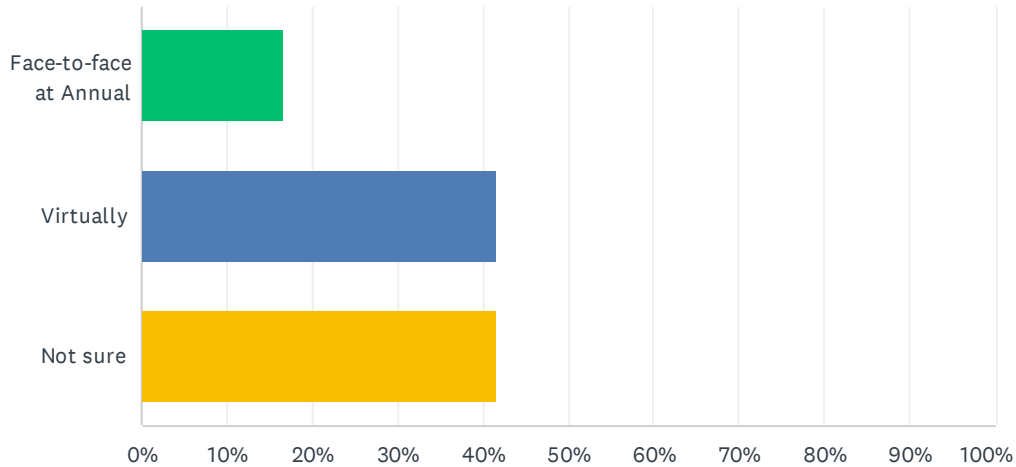
Answered: 12 Skipped: 3



ANSWER CHOICES	RESPONSES	
1 hour	8.33%	1
2 hours	75.00%	9
3 hours	16.67%	2
4 hours	8.33%	1
5 hours	0.00%	0
6 hours	0.00%	0
7 hours	0.00%	0
Total Respondents: 12		

Q13 For the 2022 ALA Annual Conference in Washington, DC, the ACRL group(s) that I participate in plan to meet:

Answered: 12 Skipped: 3



ANSWER CHOICES	RESPONSES	
Face-to-face at Annual	16.67%	2
Virtually	41.67%	5
Not sure	41.67%	5
TOTAL		12

Q14 I plan to attend the 2022 ALA Annual Conference, even if my ACRL group(s) are not meeting face-to-face because: (check all that apply)

Answered: 10 Skipped: 5

ANSWER CHOICES	RESPONSES	
I have other non-ACRL committee service/obligations	10.00%	1
I want to keep up with new products and service as at the exhibits.	20.00%	2
I want to attend content sessions, e.g., forums, discussion groups, etc.	50.00%	5
I want to network.	40.00%	4
Other (please specify)	50.00%	5
Total Respondents: 10		

#	OTHER (PLEASE SPECIFY)	DATE
1	I am not attending	4/14/2022 6:02 PM
2	Not committing to attendance this far in advance	4/12/2022 2:46 PM
3	my committee is only meeting F2F	4/12/2022 1:42 PM
4	I won't be attending the 2022 ALA Annual Conference.	4/11/2022 3:06 PM
5	I'm not attending ALA as i have family obligations that week	4/11/2022 2:58 PM

Q15 Please list one thing that you found most valuable about the Virtual Leadership Council and Membership Meeting.

Answered: 9 Skipped: 6

#	RESPONSES	DATE
1	meeting in breakout rooms to discuss issues of concern with other ACRL leaders	4/14/2022 6:05 PM
2	activities of the goal committees	4/12/2022 2:50 PM
3	Breakouts were productive. Good conversations were held and will result in changes to practice.	4/12/2022 2:16 PM
4	Great hearing other's thoughts on planning.	4/12/2022 1:43 PM
5	Member committee reports	4/12/2022 1:42 PM
6	Board updates	4/12/2022 1:39 PM
7	networking with others in ACRL committees	4/11/2022 3:40 PM
8	Meeting other leaders and brainstorming	4/11/2022 3:01 PM
9	The interaction with my colleagues	4/11/2022 2:59 PM

Q16 Please list anything you would change about the Virtual Leadership Council and Membership Meeting.

Answered: 7 Skipped: 8

#	RESPONSES	DATE
1	Focus more on soliciting input from us rather than focusing on reporting out the ACRL board's priorities	4/14/2022 6:05 PM
2	If the presenters have slides, can those be sent out in advance with live links? In some cases, the goal area committees had slides with content that I couldn't capture.	4/12/2022 2:16 PM
3	Maybe more information about the overall purpose of this meeting. I went in a little clueless, although it became obvious over time. I'm a new member :)	4/12/2022 1:43 PM
4	NA	4/12/2022 1:42 PM
5	in a non-pandemic world and time we would have time for casual conversation	4/12/2022 1:39 PM
6	Creating more opportunities for new leaders within ACRL. Especially younger people. More of a future young leadership academy?	4/11/2022 3:40 PM
7	More time to collaborate / make real recommendations. It would've also been nice to have the GAC leadership have a separate break out.	4/11/2022 3:01 PM

Q17 What topics would you like to cover at future Leadership Council and Membership Meetings?

Answered: 6 Skipped: 9

#	RESPONSES	DATE
1	ACRL financial support for EDI-AR initiatives throughout the ACRL infrastructure; future flexibility in how sections respond to issues that arise (e.g., writing letters of support for marginalized groups); allowing for greater flexibility in communication tools in the face of the inadequacy and ineffectiveness of ALA Connect; the reality that a fee-based membership will make our association inequitable for many	4/14/2022 6:05 PM
2	greater detail on the short term priorities: communication, EDI and membership	4/12/2022 2:50 PM
3	More of the same. What are we doing? How are we working together? How are we identifying goals and working toward them?	4/12/2022 2:16 PM
4	Continue with Goal Area Committee reports or even better - get the reports ahead of time and then have follow up/next steps input gathering.	4/12/2022 1:39 PM
5	issues with cost of membership fees, getting rid of high-priced keynote speaker that does not have anything to do with libraries (ex: Molly Shannon). Focusing on new people in our field or our own established colleagues. Lowering the cost of hotels/travel due to COVID 19- smaller venues.	4/11/2022 3:40 PM
6	How to strengthen committee goals in support of the core commitment? Bring your draft goals and workshop them.	4/11/2022 3:01 PM

Q18 Please provide any additional feedback you feel was not captured previously.

Answered: 4 Skipped: 11

#	RESPONSES	DATE
1	the small size of the groups in the breakout rooms facilitated discussion and in-depth individual participation	4/12/2022 2:50 PM
2	It was a good meeting. I am glad I attended. I hope that we will make some changes to Communication, EDI and Membership to address some of the concerns discussed in the breakouts.	4/12/2022 2:16 PM
3	How can we help new people the professionals interested in leadership with ACRL.	4/11/2022 3:40 PM
4	Ask the committee's presenting to bring their questions/asks for the rest of the leadership instead of reporting on what they have already done.	4/11/2022 3:01 PM

Dear colleagues,

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

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

Maggie Farrell
ALA Treasurer and Executive Board Liaison

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

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

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

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

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

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

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

The ALA Executive Board adjourned into closed session.

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

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

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

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

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

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

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

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



Board of Directors Action Form Request to Establish an ACRL Task Force

To: ACRL Board of Directors

Subject: Request to establish ACRL Awards Process Implementation Task Force

Submitted by: Julie Garrison, ACRL President

Date submitted: 2 June 2022

Background

In January 2021, the ACRL Board approved pausing the awards program to undertake a review of the current program and understand how meaningful awards are to members. A task force was formed to address the following:

- What value do members derive from the current awards program?
- Are current funding mechanisms sustainable to support awards into the future?
- Where is there overlap in awards?
- Are there professional gaps that the current awards program does not address?
- Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)?
- Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve?

On January 28, 2022, the ACRL Board of Directors discussed and accepted the recommendations presented by the ACRL Awards Task Force. Recommendations included resuming the current awards program for one year and creating a new task force to extensively transform how ACRL conducts awards. After consulting with ACRL staff and in-depth discussions about the Awards Task Force's recommendations, the Board voted on April 6, 2022 to continue to pause ACRL's current award program for the length of time it takes to fully consider and implement the Award Task Force recommendations. Based on feedback received at the 6 April board meeting, ACRL arranged for a town hall where section and award chairs were invited to share comments and express their concerns. The Awards Task Force co-chairs provided an overview of the process that led to the recommendations and attendees asked numerous questions. ACRL also opened a dedicated email account for stakeholders for

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awards questions and comments. Stakeholders have expressed skepticism about collapsing awards into one committee and shared a desire for a timeline for when this work will be completed. Stakeholder feedback received during the town hall and through the awards email will be shared with the new task force for consideration as they continue this work. The new ACRL Awards Process Implementation Task Force will need to make specific, implementable recommendations for streamlining the ACRL awards process including:

1. Investigating the feasibility of and making a recommendation on collapsing awards process into one committee, or other models that consolidate and centralize the process
2. Creating a single set of standardized processes, fundraising protocols, and monetary awards for awards
3. Ensuring equity, diversity and inclusion (EDI) principles are incorporated into all aspects of the awards program
4. Aligning its work with any outcomes of ALA's Cross Functional Team that is looking at awards across ALA

Proposed Name, Charge & Tasks

- **Proposed name:** ACRL Awards Process Implementation Task Force

- **Proposed charge:**

Make specific, implementable recommendations for streamlining ACRL awards process including:

- Establish standardized process, fundraising protocols, and standard/consistent monetary awards structure across ACRL; create new corresponding guidelines or procedures as necessary
- Investigate feasibility of collapsing all awards into one new division awards committee, as well as other models that consolidate and centralize the process and provide a nimble structure that responds to member and professional needs and values, share pros and cons of different approaches and gather stakeholder feedback as appropriate
- Ensure equity, diversity and inclusion (EDI) principles are incorporated into all aspects of awards program, including research grants and scholarships, whether administered at the division or section level (Principles include, but are not limited to definitions of achievement, award eligibility criteria, award nomination processes, and award committee appointment processes)
- Ensure ACRL awards process aligns with ALA policies and awards procedures

- **Specific tasks (optional):**

-

Proposed Membership

- 1 Task Force Chair, Lori Goetsch

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- 2 Members who have recent past experience serving on ACRL Division Awards Committee Chairs
- 2 Members who have recent past experience serving ACRL Section Awards Committee Chairs
- A current or recent member from the Equity, Diversity and Inclusion Committee (EDI) Committee
- A current or recent member from the Publications Coordinating Committee
- Member from the previous Awards Task Force
- ACRL Staff Liaison
- ACRL Board Liaison

Timeline for completion of work

- **Date for verbal progress report and establishment of realistic timeline for the work:** LibLearnX 2023
- **Date interim report is due:** Annual Conference 2023
- **Date final report is due:** LibLearnX 2024

Stakeholders

ACRL Award Committees – were surveyed and consulted by the Awards Task Force, were invited to the April Board Meeting to discuss the future of the awards, and were invited to the 2 May Town Hall to further explicate the findings of the awards task force and welcomed their feedback.

ACRL Sections – were surveyed and consulted by the Awards Task Force. Section chairs were invited to the April Board meeting, as well as the 2 May Town Hall.

ACRL Members – members were welcomed to attend the board meetings, which were posted, as well as the 2 May Town Hall.

Fiscal and Staffing Impact

The awards program was taking an increasing amount of time of a dedicated staff person's duties, some 1/3 of his effort (with many years of experience with the awards). A large portion of this time was spent securing funding for the various awards, outside of those with dedicated funding, such as the awards that are endowed. This person left, which left no one able to assume the awards duties. We are in the process of hiring a person who can devote time to the awards but that individual cannot run the old awards program and liaise with the new task force as the TF looks at the recommendations for revisions to the awards.

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Action Recommended

That the ACRL Board of Directors approves the creation of the ACRL Awards Process Implementation Task Force.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☐ **Equity, Diversity & Inclusion**

Goal: TBD

☒ **Enabling Programs and Services**

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

Motion

☐ Above recommendation moved ☐ No motion made ☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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ACRL FY20 and FY21 Financial Narrative

Carolyn Henderson Allen
Budget & Finance Committee Chair

The ACRL Board of Directors, Budget and Finance Committee, the Executive Director, and ACRL staff carefully monitored and reviewed the 2019-2020 and 2020-2021 fiscal years. The two fiscal year budgets are combined in this report due to unforeseen delays affecting the timing of financial closing. The association remains fiscally sound with excellent stewardship and strategic realignments that ensure effective member services, engaging programs, and sustained initiatives. Typically, the ACRL Budget operates on a two-year cycle due to the ACRL Conference, which takes place in odd years, with deficits in even years and surpluses in the odd years. It is important to note that operating processes in academic institutions, associations, and businesses disrupted by furloughs, enrollment declines, and services, resulted in lost revenue globally due to the COVID-19 pandemic. Social justice concerns, lost jobs, and human loss took a toll on everyone, yet ACRL remained steadfast in providing quality services and programs throughout the pandemic. However, because early limitations on in-person gatherings led to severe disruptions, the in-person ACRL 2021 Conference, the RBMS conference, and RoadShows were held virtually; nevertheless, the member committees provided resoundingly excellent conference opportunities and effective programs for members.

The Fiscal Year 2020 performance

In FY 2020, ACRL ended 21% better than anticipated, with over \$190K better than budgeted. *Choice* also had a positive year with nearly \$70K better than budgeted.

The detailed information below explains why ACRL and Choice funding deviated from the norm for FY2020 and FY2021.

ACRL TOTAL	FY20 Actual	FY20 Budget	Variance from Budget	FY18 Actual	Variance FY18 to FY20
Beginning net asset balance	\$3,311,824	\$3,311,824	\$0	\$4,687,947	(\$1,376,123)
Revenues	\$1,639,469	\$2,572,017	(\$932,548)	\$2,691,183	(\$1,051,714)
Expenses	\$2,370,052	\$3,492,645	(\$1,122,594)	\$3,423,870	(\$1,053,818)
NET	(\$730,583)	(\$920,628)	\$190,045	(\$732,687)	\$2,104
Ending net asset balance	\$2,581,241	\$2,391,196	\$190,045	\$3,430,260	(\$849,019)

Choice TOTAL	FY20 Actual	FY20 Budget	Variance from Budget	FY19 Actual	Variance FY19 to FY20
Beginning net asset balance	\$2,571,980	\$2,571,980	\$0	\$2,926,294	(\$354,314)
Revenues	\$2,485,767	\$2,645,629	(\$159,862)	\$2,520,863	(\$35,096)
Expenses	\$2,425,753	\$2,654,850	(\$229,097)	\$2,698,854	(\$273,101)
NET	\$60,014	(\$9,221)	\$69,236	(\$177,991)	\$238,005
Ending net asset balance	\$2,631,994	\$2,562,758	\$69,236	\$3,273,303	(\$641,309)

While ACRL total revenues declined about 36% (-\$932,548) overall, expenses also declined by about 32% (-\$1,122,594). The offsets and income revenue shifts occurred in education (cancellation of the RBMS Conference, licensed workshops), publications, and membership.

ACRL expenses within the same budget categories: approximately 72% (-\$529,888) in meetings and conference expenses, rentals, equipment, facilities, meals, etc. Likewise, transportation declined 68% (-\$95,366), and outside professional services such as bank fees and messenger services were reduced by 44% or (-\$118,199). Furloughs and retirement accounted for about 7% or (-\$117,602).

Choice's total budgeted revenue fell by about \$160,000. However, reductions in expenditures offset the losses and enabled a \$60,014 surplus, thus ending with a net balance of \$2,631,994. Subscription revenue was 5% below budget and about 3.5% below the prior year, realizing \$1,258,734.

Choice Expenses for FY20 dropped by \$207,939 before overhead and taxes amounting to about 9.1% of the budget. However, the overall net revenue was a positive \$60,014.

Details can be found in the supplemental charts.

The Fiscal Year 2021 performance

The FY2021 budget saw a \$786K net increase, about 343% better than the budget with an ending net asset balance of \$ 3,367,722. Expenses \$2,443,625, a reduction of \$1,769,863. These outstanding results are due to the high performance of the staff in the face of complex challenges, including furloughs, as mentioned above. They are to be congratulated for their perseverance and dedication to the association and its members.

ACRL revenue streams supporting education (conferences and workshops dropped 32% or - \$849,611, and publications (including Choice) declined by 1% or \$19,099. Memberships exceeded expectations by 33% at \$615,789. Total revenues for FY21 were 17% lower than budgeted equalling -\$659,817 in revenues below budget.

While membership remained a priority, the Budget and Finance Committee recommended that the Board of Directors rescind the dues increase proposed for FY21 for retired (\$1) and personal

members (\$2) as a symbolic gesture and compassion during the COVID19 pandemic. Membership dues are typically aligned with the Higher Education Price Index, which dropped from 2.5% to 1.9% in 2020. Student membership rates remain at \$5.00 for FY20 & FY21.

ACRL Expenses declined as expected, resulting in a reduction of 42% or \$1,768,863. In-person cancellation expenditures saw education expenses drop by 62% or -\$1,507,075, publications (with Choice) declined 14% or -\$441,112 and membership expenses declined 34% or -\$347,324 (travel, annual conference and other programs).

ACRL TOTAL	FY21 Actual	FY21 Budget	Variance from Budget	FY19 Actual	Variance FY19 to FY21
Beginning net asset balance	\$2,581,390	\$2,581,390	\$0	\$3,430,260	(\$848,870)
Revenues	\$3,229,958	\$3,889,775	(\$659,817)	\$5,115,731	(\$1,885,773)
Expenses	\$2,443,625	\$4,213,488	(\$1,769,863)	\$5,234,168	(\$2,790,543)
NET	\$786,333	(\$323,713)	\$1,110,046	(\$118,437)	\$904,770
Ending net asset balance	\$3,367,722	\$2,257,677	\$1,110,045	\$3,311,823	\$55,900

Choice TOTAL	FY21 Actual	FY21 Budget	Variance from Budget	FY20 Actual	Variance FY20 to FY21
Beginning net asset balance	\$2,587,461	\$2,587,461	\$0	\$2,571,980	\$15,481
Revenues	\$2,327,415	\$2,382,519	(\$55,104)	\$2,435,934	(\$108,519)
Expenses	\$1,990,631	\$2,370,053	(\$379,423)	\$2,420,453	(\$429,822)
NET	\$336,784	\$12,465	\$324,319	\$15,481	\$321,303
Ending net asset balance	\$2,924,244	\$2,599,926	\$324,319	\$2,587,461	\$336,784

Choice completed the year \$324K better than expected, with a net operating income of \$336,784, totaling revenue of \$2,327,415 and expenses of only \$1,990,631. Of note, Choice received \$322,388 in funds from the Paycheck Protection Program, which resulted in a total net asset balance of \$2,924,244.

CHOICE revenues derive from subscriptions, royalties, and sponsored content. Revenues met the allocated budget but fell by 4% from the previous year. Although the goal was met, a consistent decline in subscription revenue of earlier years has led to overall revenue falling \$108,519 below last year. Advertising and sponsored content, however, exceeded budget.

Based on declining trends in the marketplace for print materials, *Choice* and *Choice Reviews* which made up about 88% of the advertising revenue, experienced similar declines. However, with a strategic pivot to support and provide webinars, podcasts, and producing white

papers, “sponsored content” had grown substantially, reaching \$597,000 in FY21 from a start of \$68,000 in FY13.

The 43 Webinar programs presented in FY21 grossed \$282,532 with 48,145 registrations and 24,063 attendees, about a 35% increase over FY20. White Paper sales generated \$48,000 in gross sales, 20% ahead of budget; podcasts, \$36,500, about 22% above budget, and newsletters and eblasts accounted for \$244,000, over 50% ahead of budget.

Advertising and sponsored content accounted for \$778,000, growing by 16% over the prior year.

Subscription revenue, derived from sales of *Choice Reviews*, *Choice Magazine*, *Reviews on Cards*, *Resources for College Libraries*, and *ccAdvisor*, declined substantially. In FY21, revenue was \$1,098,388, 10% below budget and 9% below the previous year.

The Future

Choice will continue to review its portfolio for adding new products and developing new collaborations for growth. The Budget and Finance Committee and the Board of Directors will continue to consider options for any recommended enhanced services and new and improved revenue streams that ensure financial stability.

The Budget and Finance Committee will continue to monitor the ACRL and Choice budgets, making recommendations to the Board of Directors for changes or enhancements.

The Board of Directors will review the Budget and Finance Working Group recommendations to enrich equity, diversity, and inclusion within the association.

Equity, diversity, and inclusion will become embedded in all aspects of the association's work.

The association will continually examine membership growth for successful and sustainable models that support cultural and economic changes.

Thank You

Mark Cummings, editor, and publisher of Choice retired in April 2022. Mark has been a vital contributor to the ACRL Budget and Finance Committee. He gently and eloquently expanded our publishing knowledge and made the many conundrums he faced daily seem easy. His contributions to the library profession have positively impacted thousands of librarians and library staff, and we are grateful for your leadership.

Mark, may you have many happy new beginnings.

	A	B	C	D	E	F	G	H
1		FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
2		Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
3	Beginning Reserves							
4	Reserve Sept. 1: ACRL Operating	\$3,311,824	\$3,311,824	\$0	0%	\$4,687,947	(\$1,376,123)	-29%
5	Reserve Sept. 1: ACRL LTIs	\$4,954,016	\$4,954,016	\$0	0%	\$4,180,025	\$773,991	19%
6	Reserve Sept. 1: CHOICE Operating	\$2,571,980	\$2,571,980	\$0	0%	\$2,926,294	(\$354,314)	-12%
7	Reserve Sept. 1: CHOICE LTI	\$538,536	\$538,536	\$0	0%	\$572,349	(\$33,813)	-6%
8	Total	\$11,376,355	\$11,376,355	\$0	0%	\$12,366,615	(\$990,260)	-8%
9								
10	Revenues							
11								
12	Membership							
13	Dues	\$611,284	\$559,529	(\$51,755)	-8%	\$609,906	(\$50,378)	-8%
14	Standards, Licensing Fees	\$4,000	\$204	(\$3,796)	-95%	\$65,254	(\$65,050)	3188700%
15	Advisory	\$88,500	\$73,975	(\$14,525)	-16%	\$0	\$73,975	N/A
16	Awards	\$16,600	\$13,036	(\$3,564)	-21%	\$17,450	(\$4,414)	-25%
17	Special Events	\$15,125	\$12,300	(\$2,825)	-19%	\$31,282	(\$18,982)	-61%
18	Diversity Alliance & EDI	\$24,000	\$14,000	(\$10,000)	-42%	\$0	\$14,000	N/A
19	Project Outcome	\$0	\$1,500	\$1,500	n/a	\$0	\$1,500	N/A
20	Subtotal	\$759,509	\$674,544	(\$84,965)	-11%	\$723,892	(\$49,348)	-7%
21								
22	Publications							
23	CHOICE	\$2,645,629	\$2,485,767	(\$159,862)	-6%	\$2,520,863	(\$35,096)	-1%
24	C&RL	\$16,200	\$18,981	\$2,781	17%	\$14,758	\$4,223	29%
25	C&RL News	\$564,657	\$464,730	(\$99,927)	-18%	\$569,964	(\$105,233)	-18%
26	RBM	\$27,373	\$27,365	(\$8)	0%	\$22,871	\$4,493	20%
27	Nonperiodical Publications	\$379,380	\$275,831	(\$103,549)	-27%	\$388,475	(\$112,644)	-29%
28	Library Statistics	\$157,809	\$86,561	(\$71,248)	-45%	\$116,797	(\$30,236)	-26%
29	Subtotal	\$3,791,048	\$3,359,235	(\$431,813)	-11%	\$3,633,727	(\$274,492)	-8%
30								
31	Education							
32	Institutes & Liscensed Workshops	365,624	39,305	(326,319)	-89%	\$232,048	(\$192,743)	-83%
33	ACRL Conference	(24,000)	(39,552)	(15,552)	65%	\$36,635	(\$76,187)	-208%
34	Preconferences & RBMS Conference	218,895	7,160	(211,735)	-97%	\$448,527	(\$441,367)	-98%
35	Annual Conference & MW Programs	16,000	500	(15,500)	-97%	\$15,800	(\$15,300)	-97%
36	Web-CE	90,570	84,217	(6,353)	-7%	\$121,416	(\$37,199)	-31%
37	Subtotal	\$667,089	\$91,630	(\$575,459)	-86%	\$854,426	(\$762,796)	-89%
38								
39	Special Programs							
40	Friends of ACRL-Restricted	\$0	\$8,206	\$8,206	n/a	(\$9,737)	\$17,943	184%
41	Friends of ACRL-Operating	\$0	(\$173)	(\$173)	n/a	\$0	(\$173)	N/A
42								
43	Total Revenues							
44	Total Revenues ACRL	\$2,572,017	\$1,639,469	(\$932,548)	-36%	\$2,691,183	(\$1,051,714)	-39%
45	Total Revenues CHOICE	\$2,645,629	\$2,485,767	(\$159,862)	-6%	\$2,520,863	(\$35,096)	-1%
46	Total Revenues ACRL & Choice	\$5,217,646	\$4,125,236	(\$1,092,410)	-21%	\$5,212,046	(\$1,086,810)	-21%
47								

	A	B	C	D	E	F	G	H
1		FY20	FY20	\$ Variance	% Variance	FY18*	\$ Variance	% Variance
2		Budget	Actual	From Budget	From Budget	Actual	From 2018	From FY18
48	Expenses							
49								
50	Membership							
51	Membership Services	-\$45,922	(\$30,473)	\$15,449	-34%	\$200,336	(\$230,809)	-115%
52	Exec. Cttee. & Board	\$223,581	\$190,825	(\$32,756)	-15%	\$212,181	(\$21,355)	-10%
53	Advisory	\$80,276	\$96,548	\$16,273	20%	\$100,632	(\$4,084)	-4%
54	Standards Distribution	\$3,283	\$1,053	(\$2,230)	-68%	\$15,293	(\$14,240)	-93%
55	Awards	\$49,407	\$41,038	(\$8,369)	-17%	\$47,571	(\$6,533)	-14%
56	Chapters	\$31,477	\$17,287	(\$14,190)	-45%	\$27,541	(\$10,254)	-37%
57	Committees	\$156,633	\$137,392	(\$19,241)	-12%	\$153,752	(\$16,360)	-11%
58	Sections	\$130,774	\$130,178	(\$596)	0%	\$128,865	\$1,313	1%
59	C&RL Over Revenue	\$40,746	\$35,603	(\$5,144)	-13%	\$38,594	(\$2,991)	-8%
60	C&RL News Over Revenue	\$21,246	\$47,606	\$26,360	124%	\$0	\$47,606	N/A
61	Liaisons to Higher Ed. Organizations	\$60,773	\$25,803	(\$34,970)	-58%	\$43,951	(\$18,149)	-41%
62	Special Events	\$14,498	\$12,107	(\$2,391)	-16%	\$36,513	(\$24,406)	-67%
63	Information Literacy	\$10,603	\$10,493	(\$110)	-1%	\$37,333	(\$26,840)	-72%
64	Scholarly Communications	\$142,290	\$87,024	(\$55,266)	-39%	\$119,856	(\$32,832)	-27%
65	Value of Academic Libraries	\$101,018	\$31,246	(\$69,772)	-69%	\$167,758	(\$136,513)	-81%
66	Government Relations	\$57,065	\$35,495	(\$21,570)	-38%	\$56,668	(\$21,172)	-37%
67	Scholarships	\$43,000	\$2,500	(\$40,500)	-94%	\$40,845	(\$38,345)	-94%
68	Annual Conference Programs	\$57,550	\$26,389	(\$31,162)	-54%	\$35,012	(\$8,624)	-25%
69	New Roles & Changing Landscapes	\$19,483	\$16,532	(\$2,952)	-15%	\$13,896	\$2,636	19%
70	Diversity Alliance & EDI	\$74,369	\$15,152	(\$59,218)	-80%	\$32,770	(\$17,618)	-54%
71	Project Outcome	\$209,452	\$194,456	(\$14,996)	-7%	\$0	\$194,456	N/A
72	Subtotal	\$1,481,604	\$1,124,254	(\$357,349)	-24%	\$1,509,366	(\$385,111)	-26%
73								
74	Publications							
75	CHOICE	\$2,654,850	\$2,425,753	(\$229,097)	-9%	\$2,698,854	(\$273,101)	-10%
76	C&RL	\$16,200	\$18,981	\$2,781	17%	\$14,758	\$4,223	29%
77	C&RL News	\$564,657	\$464,730	(\$99,927)	-18%	\$487,139	(\$22,408)	-5%
78	RBM	\$16,588	\$22,066	\$5,478	33%	\$21,400	\$666	3%
79	Nonperiodical Publications	\$332,809	\$262,137	(\$70,671)	-21%	\$330,329	(\$68,192)	-21%
80	Library Statistics	\$95,965	\$59,202	(\$36,763)	-38%	\$70,310	(\$11,108)	-16%
81	Subtotal	\$3,681,069	\$3,252,870	(\$428,199)	-12%	\$3,622,790	(\$369,920)	-10%
82								
83	Education							
84	Institutes & Liscensed Workshops	\$346,147	\$92,101	(\$254,047)	-73%	\$222,813	(\$130,712)	-59%
85	ACRL Conference	\$301,759	\$155,844	(\$145,914)	-48%	\$238,096	(\$82,252)	-35%
86	Preconferences & RBMS Conference	\$201,176	\$53,364	(\$147,813)	-73%	\$388,225	(\$334,861)	-86%
87	Web-CE	\$75,779	\$59,841	(\$15,939)	-21%	\$76,078	(\$16,237)	-21%
88	Subtotal	\$924,861	\$361,149	(\$563,712)	-61%	\$925,211	(\$564,062)	-61%
89								
90	Special Programs							
91	Friends of ACRL-Restricted	\$0	\$8,206	\$8,206	N/A	(\$9,737)	\$17,943	184%
92	Friends of ACRL-Operating	\$59,962	\$57,532	(\$2,429)	-4%	\$65,357	(\$7,825)	N/A
93	Subtotal	\$59,962	\$65,738	\$5,777	10%	\$55,620	\$10,118	N/A
94								
95	Total Expenses							
96	Total Expenses ACRL	\$3,492,645	\$2,370,052	(\$1,122,594)	-32%	\$3,423,870	(\$1,053,818)	-31%
97	Total Expenses CHOICE	\$2,654,850	\$2,425,753	(\$229,097)	-9%	\$2,698,854	(\$273,101)	-10%
98	Total Expenses ACRL & Choice	\$6,147,496	\$4,795,806	(\$1,351,690)	-22%	\$6,122,724	(\$1,326,918)	-22%
99								

* = Column F includes FY18 actuals for ACRL to reflect two-year conference budget and FY19 actuals for Choice.

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

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

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

Choice Performance Comments FY22 Q2

Choice's overall financial performance through January of FY22 remains ahead of budget, with net operating income of \$165,049 on revenues of \$996,465 and expenses of \$831,416. Advertiser interest in sponsored content programs and better than expected performance in subscriptions has helped us exceed revenue projections by \$173K. Through careful management of expenses and some staff retirements in Q1 Choice is \$181K better than budget on spending. We received \$153K in Paycheck Protection Program (PPP) money in FY22. Removing the PPP allocations from our operating budget (putting it "below the line") reveals that Choice is 12K better than budget. Choice fully expects to meet revenue and expense projections for the remainder of FY22.

	Jan-22							
CHOICE 404	Budget (Year)	Budget YTD	Actual YTD	Var	% Budget	Prior YTD	Var	% Prior
Beginning Net Assets			2,924,245			2,571,980	352,265	13.70%
TOTAL REVENUES	2,246,444	823,343	996,465	173,122	21.0%	1,120,610	(124,145)	-11.08%
Total Expenses before OH/Taxes	2,142,494	895,144	687,682	207,461	23.2%	802,816	802,816	100.00%
Contribution Margin	103,950	(71,801)	308,783	380,583	-530.1%	317,794	(9,011)	-2.84%
Overhead	297,655	110,879	132,058	(21,179)	-19.1%	83,177	(48,881)	-58.77%
Allocations (575 Main St)	16,240	6,767	11,676	(4,910)	-72.6%	6,321	(5,355)	-84.72%
Tax	0	0	0	0		0	0	
TOTAL EXPENSES	2,456,389	1,012,789	831,416	181,372	17.9%	892,314	60,897	6.82%
Net Revenue/(Expense) from Ops	(209,945)	(189,446)	165,049	354,494	187.1%	228,296	(63,248)	27.70%
PPP allocation (5005)	0	0	(153,043)	(153,043)		322,388	(475,431)	-147.47%
CCA writedown								
Net Revenue/(Expense)	(209,945)	(189,446)	12,006	201,451	-106.3%	550,684	(538,679)	-97.82%
Ending Net Asset Balance			2,936,251	2,936,251	#DIV/0!	3,122,664	(186,413)	-5.97%

SUBSCRIPTIONS

Subscriptions to Choice's print products—*Choice* magazine, and *Reviews on Cards*—are \$33K better than budget while *Choice Reviews* is close to budget. We are no longer accepting renewals for *ccAdvisor* in anticipation of sunsetting this product by the end of 2022. *Resources for College Libraries* subscription revenue outperformed budget by \$15K.

ROYALTIES

Licensing (royalty) income is ahead of budget, due to timing. We negotiated a two-year extension of our agreement with ProQuest's ebook platform and we expect to meet our revenue goal of \$455K for FY22.

ADVERTISING AND SPONSORED CONTENT

Choice magazine and Choice Reviews advertising revenue track close to budget while sponsored content is behind budget. Overall, advertising revenue, driven by webinars, is \$60K better than budget. This is \$86K less than FY22, but there is still ample time in the year to close this gap.

EXPENSES

On the expense side, we are \$225K better than budget—\$153K of that PPP allocations. Our Outside Services expenses, which includes copy editing, are on budget, but we expect this cost to rise (and payroll to fall) over the course of FY22. Our copy editor retired in December and we plan on relying more on our freelance copy editor for the foreseeable future.

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Board of Directors and Budget & Finance Committee Discussion Form

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

Subject: Development Discussion

Submitted by: Jay Malone, ACRL Executive Director

Date submitted: 10 June 2022

Background

With the upcoming 150th anniversary of the founding of ALA, I would like to gather your thoughts as we strive to increase contributions to ACRL. I believe that ALA will be using the occasion of the anniversary for some ambitious goals, and I would like to try and tap into that energy. I'm not sure if ALA has yet identified a fund-raising target but as they do, I would like to begin a discussion of a goal for ACRL for 2026. Many of you have in-depth experience with development and can offer valuable advice. Although many organizations use anniversaries to raise funds, few people give simply because of such milestones, and I recognize that many of our members have ambivalent feelings towards ALA, but I believe we may be able to tap into a powerful zeitgeist for 2026. Not only will ALA be celebrating 150 years, it will be the 250th anniversary of the establishment of the United States, so the public mood will be more historically oriented than in a typical year. More importantly, the year 1876 marked a watershed in American history with the contested presidential contest between Democrat Samuel J. Tilden and Republican Rutherford B. Hayes. The compromise, that Democrats would recognize Hayes if federal troops were removed from the South, effectively ended Congressional Reconstruction, and marked a dark chapter in our country's history as those who had been enslaved were subjected to terror upon terror. In anticipation of this anniversary, we could position ALA and ACRL as beacons of hope that have resisted, albeit imperfectly, the darker impulses of our democratic society.

As we begin the discussion, it may be helpful to understand what our current development scheme looks like:

ALA Development Office History:

Staff: Tracie Hall, Director; Anne Manly, Assistant Director, Corporate and Foundation Relations; Alice Burton, Communications Assoc; Remigio Torres, Operations Associate.

Development at ALA has been spotty in the past. Sheila O'Donnell was the director of development from March 2018 to Feb 2020 and left just a few weeks before Tracie and the pandemic arrived. Tracie has done significant work with fundraising and these efforts are a major point of her pivot plan to create other revenue streams. Anne Manly, who is trained as an attorney, joined the office 3 years ago and has been trying to run it short staffed. Anne told me shortly after I began this past September that they would soon start a search for a new director of advancement and hoped to have someone in place in

March or April. That was later revised to July or August but the latest information, as of 7 June 2022, is that ALA has hired a consulting group to evaluate development needs, including what skill set to look for in the Director of Advancement. This assessment will start the week of 6 June 2022 and it is unlikely that we'll see a new Director in FY22. A systematic analysis by a consultant is probably a good move because development at ALA, from software to information, requires some work, and we can be sure to make our voice heard with this evaluation.

State of the Development Play at ALA:

Anne is leading the ALA Grants and External Relationships cross functional team, on which I also serve, and there is some hope that this CFT will help synthesize and coordinate information across ALA. But there are challenges, particularly with software. ALA uses iMIS, a cloud-based system, for membership and for development, but I am told that the package we purchased was not intended for development and that it does not allow us to record contacts with donors, which is problematic. Some units use Salesforce for development, but Anne is not sure if this will continue.

Even with these challenges, ALA has had some success. The office was charged to raise \$2.5M in FY21 and raised \$3.8M. Much of this has been through corporations and foundations, some of it pass-through grants, but the real weakness is with individual donations. Here are some suggestions from Anne for approaching individuals:

1. We could do better with donor advised funds,
2. The messaging ALA sends out is politically progressive, and we should remain aware of the conservative values of some of our members,
3. ALA has significant resources in various regions and these can be used not only to raise money but also to increase membership (I need clarification from Anne about these resources),
4. We need better prospecting (some donation software provides this, down to the neighborhood) and we need more people willing to ask for money,
5. We need better software, from Web site to donor software. Unfortunately, ALA's online donation system has many foibles as was evident toward the end of last year when some donations were not properly recorded and some were lost. That must be fixed.

The Development Office would like there to be a library of grants that we've received and a ready record of activities across ALA so that, for example, we could send a proposal to a pharmaceutical company that works with HIV and show them our work in this area.

In my early conversations with Anne, she said that one of Tracie's goals was to improve ALA's GuideStar rating. Tracie had been approached by a potential donor who told her that ALA needed to raise that rating (which was at Silver) before they would consider giving. GuideStar, like Charity Navigator, provides donors information on 1000s of non profits. These ratings (no rating, Bronze, Silver, Gold, Platinum) are based on the amount of information that organizations share with GuideStar, with increased transparency reflecting a higher rating. GuideStar provides a wide swath of information, from 990s, to mission impact, to board development processes, and much more. Anne and I met several times and were able to achieve a Gold rating in February and then a Platinum rating in April: [American Library Association - GuideStar Profile](#). This probably required about 6 hours of my time and gave me a chance to become more familiar with ALA as a whole. Tracie has mentioned this Platinum rating several times to the ALA Board, and it is seen as an important piece in the puzzle of ALA's development efforts.

Divisions and Fundraising:

Traditionally, ALA has allowed divisions to lead their own fundraising, and ACRL is seen as the unit that knows how to fundraise. Former ACRL Executive Director Mary Ellen Davis did much to foster prospects and ACRL Associate Director Mary Jane Petrowski has been excellent in helping us identify donors and nurture relationships. We are also fortunate that we are not too many years removed from our 75th anniversary and some of the data gathered in that effort will still be valuable. ACRL employs many proven tactics to enhance donor relations: we phone donors to thank them (a practice shared by the ACRL Executive Director and by ACRL board members); we actively engage in Giving Tuesday each November; we organize in-person gatherings (when not in pandemic) to thank donors; and we provide testimonials as to why people should give. Our board gives at a high rate and this is important because some donors will ask what percentage of the board has given to the Association. (The answer, preferably, is 100%, and there is no expectation as to the amount (and let me emphasize that we deeply value every board member's time, and see that time as a priceless gift)).

For FY22, from September 1, 2021 – May 18, 2022, we raised \$20,566 from 187 donors. As of May 18, 2022, the Friends of ACRL fund balances were: \$39,583 (Advancement Fund), \$57,395 (ACRL Conference Scholarship Fund), and \$16,296 (RBMS Scholarship Fund).

As you know, the optimal gifts are those that come without restrictions, but they can be the most difficult to secure.

One strategy to avoid restrictions is to endow current positions and activities, which will effectively free up money for other work. I am working with ALA to explore the endowment of various positions. We could also seek donors for activities in which we already engage and operate at a loss, such as [Benchmark](#) (aka Academic Library Trends and Statistics). To offset the approximately \$95K net expense with Benchmark, we would need a gift of \$2,375,000. In research for the 75th anniversary, major donors were asked to rank 6 different possible categories for gifts, and the category receiving the highest interest was “endowment fund,” but we must be prepared to tell donors who choose to endow something that is already in place how we will use the money that is subsequently saved. I have been assured by Tracie that any money that we free up with endowed positions or activities would be used by ACRL.

Questions for the Board and Committee to Discuss

1. Should we devote effort to endowing positions within ACRL? If so, should we focus on corporations, foundations, and/or individuals?
2. Should we devote effort to endowing activities in ACRL? If so, should we focus on corporations, foundations, and/or individuals?
3. If we believe that we should actively fundraise for 2026, what steps do we need to take to prepare for a successful campaign? For example, form a Development Advisory Board.

Stakeholders

I will include the Budget and Finance Committee in this discussion, which is preliminary. I am also approaching major donors to ACRL.

Strategic Goal Area Supported

[Select the goal area that will be affected most by this action.]

X ☐ Value of Academic Libraries

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

X ☐ Student Learning

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

X ☐ Research and Scholarly Environment

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

X ☐ New Roles and Changing Landscapes

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

X ☐ Equity, Diversity & Inclusion

Goal: TBD

X ☐ Enabling Programs and Services

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

To: ALA Executive Board and ALA Council

Re: Operating Agreement Work Group Final Report and Recommendations

DATE: June 17, 2022

ACTION REQUESTED/INFORMATION/REPORT: This report provides an update and final report on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council.

CONTACT PERSON:

Maggie Farrell, maggie.farrell@unlv.edu, ALA Treasurer; Operating Agreement Work Group Co-Chair

Andrew Pace, andrewkpace@gmail.com, Operating Agreement Work Group Co-Chair

DRAFT OF MOTION:

- 1) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 2) If the new policy is approved, authorize an 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. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 3) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

BACKGROUND:

<https://operatingagreement.ala.org/>

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020 with an extension to continue the work through June 2022. For nearly two years, the Work Group has met with a variety of member leaders through Division, PBA, Council, BARC, F&A, and the Executive Board. These meetings complemented thoughtful and lively discussions within the Work Group. The Work Group is presenting their final report with specific recommendations for next steps.

The Work Group has drafted for consideration a revised policy to outline the relationship between ALA and Divisions. The draft separates policy from practice and creates a clearer understanding of the interdependencies and strengths of the ALA structure. The Work Group is recommending the following actions:

- 1) Revise the current Operating Agreement policy to focus only on policy.
 - a. Update the language for a united ALA organization to achieve its mission while appreciating the specialization and expertise that Divisions bring to the Association.
 - b. Remove redundant sections from the policy such as “values” that are articulated in other ALA policies.

- c. Remove language with outdated historical context and staff organizational structure.
 - d. Remove practices and procedures from the policy and place within appropriate operational practices and internal ALA processes.
 - e. Remove references to Divisional “Net Asset Balances” and place within the appropriate operational practices and internal ALA processes.
 - f. Remove references to “overhead” from the policy and build within the practice a funding strategy for financing shared and member value services.
- 2) Revise the [Operational Practices](#) to outline how various aspects of the Policy are to be implemented.
- a. Develop a new budget process that is clear, consistent, collaborative, and employs strong communication throughout the Association.
 - b. Eliminate the internal transfer of Division funds referred to as “overhead” to develop a new process for funding shared operational and member valued services through a new budget process.
 - c. Consider a budget process for RoundTables and some ALA units who internally transfer funds as “overhead” to determine if this practice should continue or if a new budget process manages these expenses.
 - d. Determine a strategy that addresses the historical Net Asset Balances as a new budget process is developed.
 - e. Determine a strategy that accounts for revenues over expenses to fund initiatives, reserves, and/or adding to the ALA endowment.
 - f. Develop accountability measures that review and ensure quality shared services.

Motions:

- 4) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.
- 5) If the new policy is approved, authorize an 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. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.
- 6) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the [Operational Practices](#) that update and include accountability and service expectations for shared services.

The following individuals diligently served on and/or supported the Work Group:

Maggie Farrell, Andrew Pace, Clara Bohrer, Diane Chen, Sophia Sotilleo, Miranda Bennett, Christine Dulaney, Clara Harmon, Wanda Brown, Peter Hepburn, Tammy Dillard Steels, Kara Malenfant, Kerry Ward, Lorelle Swader, Denise Moritz, Dina Tsourdinis, Melissa Walling, Kathi Kromer, Keith Brown, Marsha Burgess, and Holly Robison.

Attachments:

- Recommended Policy (clean copy)
- Current Policy
- Current Policy with Track Recommended Changes

A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1) DRAFT REVISION BY OPERATING AGREEMENT WORK GROUP, June 2022

A.4.3.4.2 Preamble

The American Library Association (ALA) is one association, governed by one Council, from which its Executive Board is elected. ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of the Executive Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions are inextricably interrelated in overall mission, structure, personnel, resources, and operations. All members of Divisions first join ALA in support of general interest in libraries and librarianship. Their decision to become Division members is an indication of their special interests, thus the commitment of Divisions to serve those special interests.

By this commitment, expressed in an array of services germane to their mission statements, the Divisions serve the American Library Association as a whole. ALA looks to the Divisions as the subject matter experts in their respective mission areas and tangibly recognizes the importance of Divisions by providing for operational needs, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a respectful, transparent, and collaborative style of interaction and to remaining flexible enough to address the ever-changing environment, the financial well-being of the Association, and issues facing libraries and librarians.

This collaborative model implies mutuality in relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the specialization that Divisions bring to ALA, as well as the value of shared services provided by ALA. The specialties and focus on their members that Divisions provide are of tremendous value to the Association, just as ALA's shared mission and values are of value to the entire membership.

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA Bylaws, Article VI, Section 2b)
- Representation on ALA Council to raise issues and set policy (ALA Bylaws, Article IV Section 2c; ALA Policy A.4.2.3)
- Negotiation of performance objectives of Division Executive Directors (ALA Bylaws, Article VI; ALA Policy A.4.3.4.8)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association
- Staff and volunteer representation on Association-wide bodies
- Participation in the strategic planning and budgeting process

In sum, this document is designed to serve as a cooperative framework in which the Divisions can focus on their valued contributions to ALA and their members while ensuring the long-term success of a unified Association.

A.4.3.4.3 Purpose, Implementation, and Review Process

A. *Purpose*

The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and responsibility in developing programs and services that meet the needs of their members. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council.

B. *Implementation*

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

C. *Review Process*

To make this Agreement responsive to the needs of the Association, this policy shall be reviewed as needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. Interim changes may be recommended by ALA Leadership (Executive Board, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.

Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programs of ALA and the Divisions.

Roles of Key Parties to the Operating Agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the Operating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to the Operating Agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board.
- Division Executive Directors: identify problem areas and issues and work with ALA management and Division Boards to explore problems and solutions.

A.4.3.4.4 Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ALA Divisions must be housed in properties owned or leased by the Association.

A.4.3.4.5 Financial

Divisions are governed by prevailing ALA fiscal policies and procedures related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

A. *Shared Services and Expenses*

The fiscal arrangements between ALA and its membership Divisions can be categorized in four ways—shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

1. Shared Administrative and Operational Expenses

- a. Award promotion
- b. Communications and media
- c. Executive Office and Governance
- d. Financial and Accounting Services
- e. Human Resources
- f. Legal services
- g. Library & information resources and archive services
- h. Member Services (e.g., ALA Annual Conference travel, equipment, supplies, services, and space; customer services; and other services as defined in the Operational Practices.)
- i. Publishing and intellectual property (IP) services (e.g., copyright, rights, and permission services)
- j. Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)

2. Shared Member Value and Mission-based Expenses

- a. ALA Development
- b. Accreditation
- c. Center for the Future of Libraries

- d. Chapter Relations
 - e. Data, Research & Design
 - f. Diversity, Literacy, and Outreach Services
 - g. Human Resource Development
 - h. Intellectual Freedom
 - i. International Relations
 - j. Public Policy & Advocacy
 - k. Public Programs
3. Division Expenses
- a. Division personnel compensation
 - b. Projects and activities of the Divisions except as specified in this agreement
 - c. Membership group support (governance: boards, committees, etc.)
 - d. Divisions may purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.
4. Direct Cost Services
- Divisions will pay directly for specialized services as defined in Operational Practices.

B. *Net Asset Balances*

ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build or maintain separate net asset balances.

C. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source, including historical net asset balances or budgeted revenue that exceeds expenses, once ALA's liquidity position and budget can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy A.6.5.1.

Net asset transfers by the Divisions to the Endowment Fund will be reviewed and approved as part of the budget process and after review of ALA's liquidity position to determine sufficient cash balances to support the transfer.

D. *Division Budget Process and Review*

The ALA budget process is codified in [Operational Practices](#) and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility

for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members.

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

F. *Other*

1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

A.4.3.4.6 Publishing Activities

The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most

needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.

Materials prepared by a Division, for other than its own publication(s), should be offered to ALA Publishing & Media for first consideration. A Division may pursue other publishing opportunities if considerations such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their publications.

A Division may purchase production services from ALA's central production services team, part of ALA Publishing & Media and the Governance Office.

ALA Publishing & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing & Media on royalties and other variables of publishing.

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of recordings of a Division's conference programs. Divisions have the right to record and market recordings of Division pre-conferences, programs at ALA Annual Conferences that ALA chooses not to record, and at Division national and regional conferences and meetings.

A.4.3.4.7 Personnel

All ALA personnel are responsible to the ALA Executive Director and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the membership of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves in a senior professional position and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designees.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, the ALA Executive Director, Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ALA Management that has responsibility for evaluating the performance of Division Executive Directors. The ALA Executive Director or Department Head shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

A.4.3.4.8 Division National Conferences, Pre-conferences, and Related Activities

Divisions may conduct pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and LibLearnX Meeting in order "to view and explore areas of Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional

chapters and the proposed Divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters and Divisions.

A.4.3.4.9 Conference Programming

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except for financial support for staffing and equipment as described in ALA Policy A.4.3.4.5, Section A.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

A.4.3.4.10 Special Projects of Divisions

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding and may include grant overhead to support administrative and operational services.

A.4.3.4.11 Planning

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. Divisions have the responsibility to develop and implement a planning process to guide their programs and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive financial and operational reporting.

*A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions
(Old Number 6.4.1)*

1. *Preamble* The American Library Association (ALA) is unique among American associations in the manner in which it is structured. It is one association, with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is governed by one Council, from which its Executive Board is elected, and is managed by an Executive Director who serves at the pleasure of that Board.

It is also the home for eleven Divisions, each of which has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

Divisions and all other units of ALA are inextricably interrelated in structure, personnel, resources, overall mission, and operations. All members of Divisions are first members of ALA. Their voluntary selection of Division membership is an indication of their special interests, in addition to their general concern for libraries and librarianship, and it demands the commitment of the Divisions to serve those special interests.

By this commitment, expressed in publications, conference programming, advisory services, and other educational activities germane to their mission statements, the Divisions serve the American Library Association as a whole. By supporting Division operations through the provision of space and services, ALA gives tangible evidence of its recognition of the importance of Divisions in meeting the needs of its members.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a collaborative style of interaction and to remaining flexible enough to address the ever-changing issues facing libraries and librarians.

This collaborative model implies mutuality in all relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the differences between Divisions and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.

These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the services provided by ALA, and ALA members and units must recognize the value to ALA as a whole of the services provided by Divisions. Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- Full authority within those areas of responsibility designated by ALA Council (ALA [Bylaws, Article VI, Section 2b](#))
- Representation on ALA Council to raise issues and to set policy (ALA [Bylaws, Article IV, Section 2c](#); ALA Policy 5.3)
- Representation on the Planning and Budget Assembly (ALA [Bylaws, Article VIII, Section 2](#))
- Negotiation of performance objectives of Division Executive Directors with the Associate Executive Director, Member Programs and Services (ALA Policy 6.4.1 VII)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association Representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force
- Participation in the planning process.

In sum, this document is designed to continue a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

2. *Current Organizational Values of ALA*

This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.

1. *Unity*

ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.

2. *Diversity*

ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.

3. *Authority*

Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of

the Association, to the profession of librarianship, to the broader educational community, and to the public at large.

4. *Autonomy*

ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out their missions when their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions.

5. *Collaboration/Cooperation*

ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.

3. *Purpose, Scope, Implementation, Review Process, and Definitions*

1. *Purpose and Scope*

Divisions have a substantial degree of autonomy and responsibility; however, the corporate and legal entity is the American Library Association. Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution and Bylaws and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ALA has other policies and procedures that govern the relationships with other organizational units.

2. *Implementation*

Implementation of these policies will be carried out under the direction of the ALA Executive Director, working with the department heads and Division executive directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

3. *Review Process*

To make this Agreement responsive to the needs of the Association, it shall be reviewed on an annual basis by those responsible for the governance of ALA and its membership Divisions. Changes may be recommended by Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:

- Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.
- Midwinter-Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by

BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.

- Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.
- Annual-Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to Executive Board for action by Council. Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the program of ALA and of the Divisions.

Roles of Key Parties to operating agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
- BARC: identify problem areas and issues; communicate information concerning the operating agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreement.
- ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and Executive Board. Division
- Executive Directors: identify problem areas and issues and review as appropriate with management and Division Boards.

4. *Definitions*

The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:

- *Policies*: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.
- *Operational Practices*: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues

contained in the “Policies” document that may require negotiation between departments and membership Divisions.

Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

- *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, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.
- *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/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.
- *Overhead*:
 1. Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue-generating activities identified in this policy document.
 2. External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.
- *Fund Balance*: Accumulated net revenue.

4. Use of ALA Services

All ALA Divisions must use exclusively the following services provided by ALA: Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives. ALA Divisions must be housed in properties owned or leased by the Association.

5. *Financial*

Divisions are governed by prevailing ALA fiscal policies and procedures. Divisions shall participate in formulating and revising these policies and procedures.

1. *Dues*

Divisions 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](#))

Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA [Bylaws, Article I, Section 2 A.7](#))

2. *Council Actions with Fiscal Implications*

Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)

3. *Services and Charges*

The fiscal arrangements between ALA and its membership Divisions in regard to charges for services can be categorized in five ways. The five categories are defined below. Specific examples of the services in each category are given.

1. ALA provides to Divisions at no direct charge the following services of ALA Departments and Offices:

1. Staff Support Services Department

- Office space and related services
- Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice
- Distribution services
- Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member
- Equipment maintenance on equipment supplied by ALA

- Personnel services
 - Purchasing
 - Data processing (as defined in an Operational Practice)
 - Storage and warehouse space
2. Member Programs and Services and Communications
Departments
 - Conference Arrangements, including:
 - Staff travel costs and per diem for Midwinter Meetings and Annual Conferences
 - Equipment (e.g., AV and computers including the cost of labor), supplies, services, and space for programs, meetings and offices at the Midwinter Meeting and Annual Conference (as defined in an Operational Practice)
 - Exhibit space at Annual Conference
 - Membership services
 - Public information services, including the preparation and distribution of news releases
 3. Fiscal Services Department
 - Accounting
 - Financial systems
 - Planning and budgeting
 - Business expense (insurance, legal, audit)
 - Credit and collections
 4. Publishing Department
 - Copyright service
 - Rights and permissions
 5. Executive Office
 6. Washington Office
 7. Office for Intellectual Freedom
 8. Office for Literacy and Outreach Services
 9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

1. Staff Support Services

- Specialized data processing, as defined in an Operational Practice
- Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control
- Printing and duplication, as defined in an Operational Practice
- Telephone services not specified in V.C.1.a., as defined in an Operational Practice
- Postage for special mailings, as defined in an Operational Agreement

2. Fiscal Services

- Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.
- Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:
 - registration fees
 - exhibit space rental
 - meal functions, except for separately-ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:
 - 50% of the ALA composite rate in 1991 and 1992
 - 75% of the ALA composite rate in 1993
 - 100% of the ALA composite rate in 1994)
- Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:
 - net sales of materials
 - subscriptions

- advertising except in those publications which are provided to Division members as a perquisite of membership
- other miscellaneous fees
- Overhead will not be assessed on revenues from:
 - dues
 - donations
 - interest income
 - ALA royalties to Divisions
 - travel expense reimbursements from outside organizations
 - separately-ticketed events at conferences (e.g., tours and meal functions)
 - advertising in those publications which are provided to Division members as a perquisite of membership

3. Publishing

- Subscription and order billing services
- Central production services
- Marketing services

3. ALA and the Divisions share the costs of the following:

- Division Leadership Enhancement Program
- Awards promotion

4. Divisions assume total responsibility for the following costs:

- Division personnel compensation
- Projects and activities of the Divisions except as specified in this agreement
- Membership group support (governance - boards, committees, etc.)
- Furnishings and equipment purchased by Divisions and over which they have sole control and use. *See also* Section IX, Annual Conference and Midwinter Meeting.

5. Divisions may:

Purchase services or products from other ALA units and outside agencies, consistent with ALA policy.

4. *Fund Balances*

1. ALA Divisions build and maintain fund balances appropriate to their needs. A fund balance is defined as accumulated net revenue.
2. Divisions will not receive interest on fund balances or deferred revenue.

5. *Endowments*

Divisions may establish endowments or add to existing Division endowments from any source including existing fund balances once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the budget review process and approved financial plan. The establishment of Division endowments will follow the guidelines outlined in ALA policy. The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.

6. *Furniture and Equipment*

ALA will provide basic furniture and equipment to each regular Division staff member.

Divisions will retain sole control and use of all furniture and equipment purchased with Division funds.

Divisions may acquire additional furniture and equipment in two ways:

1. Above the capitalization limit:
 1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.
 2. Divisions can purchase furniture and equipment through ALA budget request process by paying the scheduled depreciation, subject to ALA priorities and approvals.
2. Below the capitalization level, Division have the authority to purchase equipment outright.

7. *Division Budget Review*

Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Divisions also have the responsibility to alert the Association to any planned activities that could have a potential negative impact upon the fiscal stability of the Association.

8. *Divisions with Small Revenue Bases/Number of Members*

ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is

not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.

Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.

9. *Association Finances*

The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

10. *Other*

1. Credit and Collections

Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

6. *Publishing Activities*

The ALA Publishing Committee has the responsibility for control of the ALA imprint.

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. Materials prepared by a Division for other than its own publication must be offered to ALA Publishing Services for first consideration. A Division has the right to accept or reject ALA's offer and pursue other publishing opportunities.

Divisions exercise editorial and managerial control over their periodicals.

The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.

A Division may purchase production and distribution services from ALA's central production unit. A Division may also purchase marketing services from the Publishing Services Department.

ALA Publishing Services pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services on royalties and other variables of publishing. An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.

ALA has the sole right to record and market tapes of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of tapes of a Division's conference programs. Divisions have the right to record and market tapes of Division preconferences, programs at ALA Annual Conferences which ALA chooses not to record, Division national conferences and regional institutes.

7. Personnel

All ALA personnel are responsible to the ALA Executive Director, and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the memberships of their respective Divisions.

All ALA employees are subject to ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees. Each Division Executive Director serves as an ALA Program Director, a senior professional position, and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director and the Division Board in consultation with the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its designates.

Each Division's Board of Directors shall annually review the performance of the Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, Associate Executive Director, Member Programs and Services, and Division Executive Director. The Division Board shall convey its recommendation to the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has

delegated the responsibility for evaluating the performance of Division Executive Directors. The Associate Executive Director, Member Programs and Services, shall discuss the confidential report of the performance review with the Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

8. Division National Conferences, Preconferences, and Related Activities

Divisions may conduct preconferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy 7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" and Midwinter Meeting in order to view and explore areas of divisional concerns in depth." Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed divisional conference, the ALA Executive Board shall make the decision in consultation with the chapters.

9. Annual Conference and Midwinter Meeting

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except financial support for staffing and equipment as described in Section V.C.1.b. Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

10. Special Projects of Divisions

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals

and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding.

11. Planning

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. They have the responsibility to develop and implement a planning process to guide their program and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ALA's existing financial policies and resting on multi-year program plans reflecting the priorities of the Division's members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive reporting.

A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (Old Number 6.4.1)

A.4.3.4.2 Preamble

~~1-~~ The American Library Association (ALA) is ~~unique among American associations in the manner in which it is structured. It is~~ one association, ~~with indivisible assets and a single set of uniform administrative, financial, and personnel policies and procedures. It is~~ governed by one Council, from which its Executive Board is elected, ~~and~~ ALA is managed by an Executive Director who oversees ALA's office units and serves at the pleasure of ~~that the Executive~~ Board. ALA has indivisible assets and a single set of uniform administrative, legal, financial, technology, and personnel policies and procedures. It also has a set of shared values articulated in its Policy Manual, Key Action Areas, and regularly updated strategic planning. ALA's unique Division structure provides additional layers of governance, member benefits, and programmatic priorities. Divisions work within one ALA and their work aligns with the overall goals, strategies, and processes set by the Executive Board.

~~It is also the home for eleven Divisions, each of which has:~~

Each Division has:

- a statement of responsibility developed by its members and approved by ALA Council;
- a set of goals and objectives established by its members, which drive its activities;
- an Executive Director and other personnel as necessary to carry out its programs;
- responsibility for generating revenue to support staff (salaries, wages, and benefits) and carry out its programs; and,
- a separate Board of Directors, elected by its members, and responsible to ALA Council.

ALA and its Divisions ~~and all other units of ALA~~ are inextricably interrelated in overall mission, structure, personnel, resources, ~~overall mission~~, and operations. All members of Divisions ~~are first~~ members join ALA in support of ALA general interest in libraries and librarianship. Their ~~voluntary selection of decision to become~~ Division membership members is an indication of their special interests, ~~in addition to their general concern for libraries and librarianship, and it demands thus~~ the commitment of ~~the~~ Divisions to serve those special interests.

By this commitment, expressed in ~~publications, conference programming, advisory an array of services, and other educational activities~~ germane to their mission statements, the Divisions serve the American Library Association as a whole. ~~By supporting Division operations through~~ ALA looks to the provision of space ~~Divisions as the subject matter experts in their respective mission areas and services, ALA gives tangible evidence of its recognition of~~ tangibly recognizes the importance of Divisions ~~in meeting the by providing for operational~~ needs of its members, and also through supporting strategic commitments to ALA's mission-based activities and member value operations.

The nature of the relationships among the various ALA units is a dynamic one. Divisions and ALA are committed to maintaining a [respectful, transparent, and](#) collaborative style of interaction and to remaining flexible enough to address the ever-changing [environment, the financial well-being of the Association, and](#) issues facing libraries and librarians.

This collaborative model implies mutuality in ~~all~~ relationships, the ability of any aggregation of units to work together for the common good, and the coexistence of Division autonomy and ALA unity.

This policy document implies the need for a mutual understanding of the [differences between specialization that](#) Divisions ~~and other ALA units, differences which are balanced by a similarity of interest and activity. It underscores the Divisions' willingness bring to support and contribute to ALA as a whole and their recognition of the interdependence of all ALA units.~~

~~These policies must be based on an appreciation by the total membership and by other ALA units of the Divisions' contributions to ALA as a whole. An activity carried out by a Division is an ALA activity. Division staff members are ALA staff members and represent ALA/ALA, as well as their own Divisions in work with members and the general public. Division officers and members must recognize the value to the Division of the shared services provided by ALA, The specialties and ALA focus on their members and units must recognize that Divisions provide are of tremendous value to ALA as a whole of the services provided by Divisions, the Association, just as ALA's shared mission and values are of value to the entire membership.~~

Divisions are integrally involved in the decision-making process of the Association. They exercise their decision-making prerogatives through the following means:

- ~~Full authority within those areas of responsibility designated by ALA Council (ALA-Error! Hyperlink reference not valid.)~~ [Bylaws, Article VI, Section 2b\)](#)
- Representation on ALA Council to raise issues and ~~to~~ set policy
 - ~~(ALA-Error! Hyperlink reference not valid.)~~ [Bylaws, Article IV Section 2c; ALA Policy 5A.4.2.3\)](#)
- ~~Representation on the Planning and Budget Assembly (ALA-Error! Hyperlink reference not valid.)~~
- Negotiation of performance objectives of Division Executive Directors ~~with the Associate Executive Director, Member Programs and Services (~~
 - [\(ALA Bylaws, Article VI; ALA Policy 6A.4.1-VII\)3.4.8\)](#)
- Day-to-day involvement of Division staff in the operations and deliberations of the Association ~~Representation~~
- ~~Staff and volunteer representation on Association-wide bodies including the Legislative Assembly, the Library Education Assembly, and the Membership Promotion Task Force~~
- Participation in the [strategic planning and budgeting](#) process-

In sum, this document is designed to continue serve as a cooperative framework in which the inevitable questions of organizational relationships can be addressed and resolved.

~~2. Current Organizational Values of ALA~~

~~This statement reflects the current organizational values of the American Library Association and was developed through reference to existing ALA documents.~~

~~1. Unity~~

~~ALA is one association. It has a single set of administrative, financial, and personnel policies and procedures, as well as indivisible assets. All members of Divisions are members of ALA. Divisions and all other ALA units are inextricably interrelated in structure, personnel, resources, overall mission, and operations.~~

~~2. Diversity~~

~~ALA has a stake in the work of each of its Divisions. Division activities and services are of value and importance to the Association. They provide for a rich and diverse program that gives opportunities to all segments of the profession for involvement, leadership, and participation in activities that carry out the mission, goals, and priorities of the Association.~~

~~3. Authority~~

~~Recognizing the significant contribution, resources, and expertise of its Divisions, ALA delegates to each Division the authority and responsibility to represent the Association in designated areas. Each Division provides unique programs and services to its members, to all members of the Association, to the profession of librarianship, to the broader educational community, and to the public at large.~~

~~4. Autonomy~~

~~ALA provides leadership for the development, promotion, and improvement of library service. ALA values the strength and effectiveness of its Divisions. Divisions are best able to carry out can focus on their missions when valued contributions to ALA and their members have the autonomy, independence, and freedom to pursue goals and objectives of particular concern to them, as well as to participate democratically in the Division's direction, governance, and financial decisions while ensuring the long-term success of a unified Association.~~

~~5. Collaboration/Cooperation~~

~~ALA and its Divisions have opportunities through the Association's unique governance and administrative structure to stimulate and build on one another's strengths and resources to advance shared, as well as diverse, goals.~~

~~3. A.4.3.4.3 Purpose, Scope, Implementation, and Review Process, and Definitions~~

~~-~~

~~1.A. Purpose and Scope~~

~~Divisions have~~The American Library Association is the corporate and legal entity; however, as a part of its business model, Divisions enjoy a substantial degree of autonomy and

responsibility; ~~however, the corporate and legal entity is the American Library Association in developing programs and services that meet the needs of their members.~~ Any responsibilities not specifically delegated to Divisions remain within the authority of the Executive Board and ALA Council. The principal intent of this document is to define the policies governing the relationship between ALA and its membership Divisions.

In addition to the ALA Constitution ~~and~~, Bylaws, and other ALA Policies, this document provides a framework of guiding principles for that relationship. As a policy document, its adoption and approval of revisions are the responsibility of the ALA Council. ~~ALA has other policies and procedures that govern the relationships with other organizational units.~~

2.B. Implementation

Implementation of these policies and associated practices will be carried out under the direction of the ALA Executive Director, working with the department heads and Division ~~executive directors.~~ Executive Directors. Major operational decisions made in that implementation will be codified in documents referred to as "Operational Practices."

Operational Practices: Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the "Policies" document that may require negotiation between departments and membership Divisions.

Operational Practices are developed and periodically reviewed by the ALA Executive Director with the ALA Department Heads in consultation with the Division Executive Directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those practices for review and comment to appropriate ALA staff members whose work will be affected by those practices. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.

Detailed information about the implementation of the policies outlined throughout this document is found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.

3.C. Review Process

To make this Agreement responsive to the needs of the Association, ~~it~~ this policy shall be reviewed ~~on an annual basis~~ as needed at least every five years by those responsible for the leadership and governance of ALA and its membership Divisions. ~~Changes~~ Interim changes may be recommended by ~~Division leadership, ALA staff and management, or other interested parties at any time; however, BARC shall initiate the review process annually according to the following schedule:~~

- ~~Fall BARC Meeting-At this meeting, BARC develops agenda of major emerging issues and requests input from Divisions. The annual indirect cost study shall be available.~~
- ~~Midwinter Divisions discuss any operating agreement issues identified by BARC and raise other operating agreement issues to be discussed by BARC at its Spring meeting. The Planning and Budget Assembly (PBA) may be used as a forum for PBA participants to identify operating agreement issues of concern.~~
- ~~Spring BARC Meeting-Mandated discussion of operating agreement issues raised by Divisions, ALA staff and management, and/or other interested parties. BARC recommends mechanism and time table for cooperative actions with Divisions to address proposed changes.~~

~~Annual Operating agreement is a mandated item on PBA agenda. Division Boards review any BARC recommendations and respond to BARC. BARC forwards any necessary recommendations to ALA Leadership (Executive Board for action by Council, Division Executive Boards, and ALA Council) to the Budget and Review Committee (BARC) or other appropriate policy-making body.~~

- Any changes undertaken in this Operating Agreement shall be implemented consistent with the budget cycle of ALA and its Divisions and shall be done in such a manner as to minimize negative impact on the programprograms of ALA and ~~of~~ the Divisions.

Roles of Key Parties to ~~operating agreement~~the Operating Agreement

- Division Boards: identify problem areas and issues; initiate actions necessary for revisions; work with Division staff and other Divisions as appropriate to explore problems and solutions; make recommendations to BARC to initiate revisions.
 - BARC: identify problem areas and issues; communicate information concerning the operating agreementOperating Agreement through PBA to Council and to ALA at large; work with Division leaders and ALA management to recommend solutions and consequent revisions to operating agreementthe Operating Agreement.
 - ALA Management: identify problem areas and issues and work with the Division Executive Directors to explore problems and solutions. Review policies and make recommendations as appropriate to BARC and the Executive Board. Division
 - Division Executive Directors: identify problem areas and issues and ~~review as appropriate work~~ with ALA management and Division Boards.
- ~~4. Definitions to explore problems~~
- ~~The following definitions are guidelines for members and staff in the development, review, and implementation of these policies:~~solutions.
 - Policies: Guiding principles that provide the framework for the relationship between ALA and its membership Divisions. Policies reflect the views and thinking of membership, and provide a guide to action to achieve the goals of the American Library Association. Policies are adopted by the Council of the American Library Association.

- ~~*Operational Practices:* Definitions of the manner or method of implementing policies. Operational Practices (1) deal with terms under which services will be provided free of charge or at a cost; (2) define roles and responsibilities in policy implementation; and (3) reflect other issues contained in the “Policies” document that may require negotiation between departments and membership Divisions.~~

A.4.3.4.4 Use of ALA Services

~~Operational Practices are developed by the ALA Executive Director with the ALA Department Heads in consultation with the Division executive directors and appropriate personnel in the department responsible for the activity described. Department personnel will provide draft copies of those procedures for review and comment to appropriate ALA staff members whose work will be affected by those procedures. Copies of Operational Practices are supplied to appropriate membership units responsible for the governance of ALA and its membership Divisions.~~

~~Detailed information about implementation of the policies outlined throughout this document are found in the Operational Practices for the Implementation of Policies of the American Library Association in Relation to Its Membership Divisions.~~

- ~~*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, personnel resources, outreach services, government relations, intellectual freedom, accreditation; Library.~~
- ~~*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/professional relations, administration of awards and scholarships, membership promotion/retention, executive/administrative/financial services.~~
- ~~*Overhead:*~~
 1. ~~Internal: that overhead rate applied to units of ALA, e.g., the annual overhead rate paid by divisions for revenue generating activities identified in this policy document.~~

~~2.—External: that overhead rate applied for the purposes of external reporting, e.g., grants and taxes.~~

~~•—Fund Balance: Accumulated net revenue.~~

~~4. Use of ALA Services~~

All ALA Divisions must use exclusively the following services provided by ALA: finance and accounting services; procurement, subscriptions, orders, and billing services; furniture and equipment procurement services; distribution and mail services; telecommunications and IT infrastructure; human resources and recruitment; membership and customer services; communication and media services; legal services; insurance services; library and information resources and archive services. ~~Human Resources, Membership Services, telephone, insurance, purchasing, Fiscal Services Department, Legal Counsel, and Archives.~~ ALA Divisions must be housed in properties owned or leased by the Association.

5. A.4.3.4.5 Financial—

Divisions are governed by prevailing ALA fiscal policies and procedures: related to dues (ALA Bylaws, Article I, Section 2; Article VI, Section 6) and Council actions with fiscal implications for Divisions (ALA Policy A.4.2.2). Divisions shall participate in formulating and revising these policies and procedures.

~~1.—Dues~~

~~Divisions have the right to establish their own personal and organizational dues structures and set membership perquisites. (ALA Error! Hyperlink reference not valid.;Error! Hyperlink reference not valid.)~~

~~Discount and special promotion dues authorized by the ALA Executive Board apply only to that portion of dues applying to ALA membership. Divisions receive proportionate reimbursements for “free” Division choices of continuing and life members. (ALA Error! Hyperlink reference not valid.)~~

~~2.—Council Actions with Fiscal Implications~~

~~Council resolutions that would impose specific assignments on a Division shall be reviewed by BARC with the Division Board of Directors to assess any financial implications of that assignment. BARC shall report back to Council with recommendations as to any budgetary adjustments necessary to implement such assignments prior to final Council action on that item. (ALA Policy 5.2)~~

3.A. Shared Services and ChargesExpenses

The fiscal arrangements between ALA and its membership Divisions ~~in regard to charges for services~~ can be categorized in ~~five~~four ways. ~~The five categories are defined below. Specific examples of the services in each category are given—~~shared administrative and operational expenses that are covered by ALA and Division revenue; shared member value and mission-based expenses that are covered by ALA and Division revenue; Division expenses for which the Division assumes full responsibility; and direct costs for services that are paid by Divisions for special services.

~~1. ALA provides to Divisions at no direct charge the following services of ALA Departments~~Shared Administrative and Offices:

~~1. Staff Support Services Department~~

- ~~Office space and related services~~
- ~~1. Telephone services: switchboard, 800 number, and internal service, as defined in an Operational Practice~~Expenses
 - ~~Distribution services~~
 - ~~Basic furniture and equipment (as defined in an Operational Practice) for each regular Division staff member~~
 - ~~Equipment maintenance on equipment supplied by ALA~~
 - ~~Personnel services~~
 - ~~Purchasing~~
 - ~~Data processing (as defined in an Operational Practice)~~
 - ~~Storage and warehouse space~~
- a. Member Programs and Services and Award promotion
- ~~2.b. Communications Departments and media~~
- c. Executive Office and Governance
- d. Financial and Accounting Services
- e. Human Resources
- f. Legal services
- g. Library & information resources and archive services
 - Member Services (e.g., ALA Annual Conference Arrangements, including:
 - ~~Staff travel costs and per diem for Midwinter Meetings and Annual Conferences~~
- ~~h. Equipment (e.g., AV and computers including the cost of labor), equipment, supplies, services, and space for programs, meetings; customer services; and offices at the Midwinter Meeting and Annual Conference (other services as defined in an the Operational Practice) Practices.)~~
 - ~~Exhibit space at Annual Conference~~
- Membership Publishing and intellectual property (IP) services

- i. Public information (e.g., copyright, rights, and permission services, including the preparation and distribution of news releases)

3. Fiscal Services Department

- Accounting
- Financial systems
- Planning and budgeting
- Business expense (insurance, legal, audit)
- Credit and collections

4. Publishing Department

- Copyright service
- Rights and permissions

5. Executive Office

6. Washington Office

- j. Office Staff support services (e.g., office space, telecommunications, basic furniture and equipment, personnel services, and other services as defined in the Operational Practices.)

2. Shared Member Value and Mission-based Expenses

a. ALA Development

b. Accreditation

7.a. Center for Intellectual Freedom

c. Office for the Future of Libraries

d. Chapter Relations

e. Data, Research & Design

8.f. Diversity, Literacy, and Outreach Services

g. Human Resource Development

h. Intellectual Freedom

9. Office for Library Personnel Resources

10. Office for Research

11. Library and Research Center

2. ALA charges Divisions for the actual costs of the following services of ALA departments:

~~1. Staff Support Services~~

- ~~• Specialized data processing, as defined in an Operational Practice~~
- ~~• Equipment maintenance for equipment purchased by the Division over which the Division exercises sole use and control~~
- ~~• Printing and duplication, as defined in an Operational Practice~~
- ~~• Telephone services not specified in V.C.1.a., as defined in an Operational Practice~~
- ~~• Postage for special mailings, as defined in an Operational Agreement~~

~~2. Fiscal Services~~

- ~~• Overhead on non-dues revenue-generating activities. The rate will be set annually according to an ALA Operational Practice and will be assessed as explained below on non-dues revenue at a composite rate.~~
- ~~• Overhead will be assessed at 100% of the ALA composite rate (at the end of a four-year phase-in period, beginning in 1991 and ending in 1994) on revenue from:~~
 - ~~• registration fees~~
 - ~~• exhibit space rental~~
 - ~~• meal functions, except for separately ticketed events (The schedule for phase-in of the ALA composite overhead rate on revenues is:~~
 - ~~• 50% of the ALA composite rate in 1991 and 1992~~
 - ~~• 75% of the ALA composite rate in 1993~~
 - ~~• 100% of the ALA composite rate in 1994)~~
- ~~• Overhead will be assessed at 50% of the ALA composite rate (at the end of a five-year phase-in period, beginning in 1991 and ending in 1995, in equal annual increments) on revenues from:~~
 - ~~• net sales of materials~~
 - ~~• subscriptions~~
 - ~~• advertising except in those publications which are provided to Division members as a perquisite of membership~~
 - ~~• other miscellaneous fees~~
- ~~• Overhead will not be assessed on revenues from:~~
 - ~~• dues~~
 - ~~• donations~~

- ~~interest income~~
- ~~ALA royalties to Divisions~~
- ~~travel expense reimbursements from outside organizations~~
- ~~separately ticketed events at conferences (e.g., tours and meal functions)~~
- ~~advertising in those publications which are provided to Division members as a perquisite of membership~~

~~3. Publishing~~

- ~~Subscription and order billing services~~
- ~~Central production services~~
- ~~Marketing services~~

~~3. ALA and the Divisions share the costs of the following:~~

- ~~Division Leadership Enhancement Program~~
- ~~Awards promotion~~

~~4. Divisions assume total responsibility for the following costs:~~

- ~~i. International Relations~~
- ~~j. Public Policy & Advocacy~~
- ~~k. Public Programs~~

3. Division Expenses

- a. Division personnel compensation
- b. Projects and activities of the Divisions except as specified in this agreement
- c. Membership group support (governance—: boards, committees, etc.)
- ~~Furnishings and equipment purchased by Divisions and over which they have sole control and use. See also Section IX, Annual Conference and Midwinter Meeting.~~

~~5. Divisions may:~~

- d. Purchase purchase services or products from other ALA units and outside agencies, consistent with ALA policy and maximize vendor centralization to achieve cost savings through economies of scale.

4. Fund Direct Cost Services

Divisions will pay directly for specialized services as defined in Operational Practices.

4.B. Net Asset Balances

~~1. ALA maintains a single net asset balance which represents the excess of assets over liabilities. Divisions do not build and/or maintain fund separate net asset balances appropriate to their needs. A fund balance is defined as accumulated net revenue.~~

~~2. Divisions will not receive interest on fund balances or deferred revenue.~~

~~5.C.~~ Endowments

Divisions may establish endowments or add to existing Division endowments from any source, including ~~existing fund~~ historical net asset balances or budgeted revenue that exceeds expenses, ~~once the Division has reached a minimum fund balance as determined by the Division and approved in accordance with the ALA's liquidity position and budget review process and approved financial plan,~~ can support the Division endowment transfer. The establishment of Division endowments and associated spending policy will follow the guidelines outlined in ALA policy. ~~The use of the interest from these Division endowments will be subject to Division Board approval and applicable ALA policy.~~ A.6.5.1.

~~6.~~ Furniture and Equipment

~~ALA will provide basic furniture and equipment to each regular Division staff member.~~

Net asset transfers by the Divisions to the Endowment Fund will retain sole control be reviewed and use approved as part of all furniture and equipment purchased with Division funds.

~~Divisions may acquire additional furniture and equipment in two ways:~~

~~1. Above the capitalization limit:~~

~~1. Divisions have authority to purchase capital equipment outright by paying the full price to ALA, with ALA taking the depreciation.~~

~~2. Divisions can purchase furniture and equipment through ALA budget request process by paying and after review of ALA's liquidity position to determine sufficient cash balances to support the scheduled depreciation, subject to ALA priorities and approval transfer.~~

~~2. Below the capitalization level, Division have the authority to purchase equipment outright.~~

~~7.~~ D. Division Budget Process and Review

The ALA budget process is codified in Operational Practices and is based on transparency, collaboration, and cooperation between all units. It is a process that is iterative, inclusive, and accountable. Division Boards have responsibility for developing and approving budgets and multi-year program and financial plans, which are then reviewed by ALA management and BARC. Annual budgets are approved by the ALA Executive Board. Division representative(s) have the ability throughout the review process to support their approved budget requests. Divisions ~~also~~ will receive reports on revenue and expenses (income statement) to effectively monitor their budgets. Divisions have the responsibility to alert the Association to multi-year budget cycles and any planned activities that could have a potential negative impact upon the fiscal stability of the Association. In turn, Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.

E. Divisions with Small Revenue Bases/Number of Members

~~8. ALA Council has assigned specific responsibilities to Divisions. To carry out these responsibilities, each Division requires a base of operating revenue. ALA recognizes that each Division must have staff and must provide basic services to its members as defined in Section III. When a Division's current revenue from dues and other sources excluded from overhead is not sufficient, ALA recognizes its obligation to provide supplemental financial support up to a maximum of 50% of the funding required. This support would be provided only as a result of a well-planned process that is an integral part of the annual budget process that includes review by BARC and approval by the Executive Board. This type of support would not be available to a Division, which, at the end of a fiscal year happened to find itself in a deficit position. Annually BARC and the Executive Board will determine and approve the specific amount of funding required to provide a minimum level of staff and basic services, compare this amount to the Division's estimated revenue, and allocate an appropriate General Fund supplement.~~

~~Divisions must generate from dues and other revenue excluded from overhead at least 50% of the funding required to provide basic services. If a Division is unable to meet this 50% level for two consecutive years, its status as a Division must be referred to Council by the Executive Board, with an appropriate recommendation. Money from the General Fund will not be used to offset expenses for non-dues revenue-generating products and services. Divisions may retain the net revenue from these activities to initiate and support other similar activities in the future.~~

9. Association Finances

~~The Divisions will be kept informed about the Association's financial health and will be involved in meaningful consultation when there is potential impact on Divisions, collectively or individually.~~

While a Division has the responsibility for generating revenue to carry out its programs, support its staff, and contribute to overall ALA mission and services; circumstances may arise where a Division may not be able to meet that financial responsibility for a period of time. Recognizing that each Division brings a valued specialization to the Association, the Division will be required to develop a well-planned strategy, working collaboratively with the ALA Executive Director, Finance Office, BARC, and the Executive Board during the budget process, to address the issue and work to regain financial stability. The Division, again working in collaboration with the ALA Executive Director, Finance Office, BARC, and the Executive Board, will explore organizational and/or operational strategies as necessary to reach financial stability within three to five years.

~~10.F.~~ Other

1. Credit

and

Collections

~~1.~~ Management will provide effective credit and collection policies and services to the Divisions. Divisions will be charged for their bad debts in accordance with ALA policy.

2. Unrelated Business Income Taxes (UBIT)

To the extent that Divisions incur unrelated business income, they will assume responsibility for paying the resulting taxes.

~~6.~~ **A.4.3.4.6 Publishing Activities**

~~The ALA Publishing Committee has the responsibility for control of the ALA imprint.~~

A Division may publish materials in three ways: through ALA Publishing Services, on its own, or through an outside publisher. The ALA Publishing Committee is a Committee of Council that brings together a diversity of members to share their expertise and experience in helping identify the content most needed and desired by the field, the most appropriate channels for disseminating that content, and continuous improvement in related business practices. The Committee includes representatives from imprint-specific committees, advisory boards in Divisions or other ALA units across ALA, and other units at ALA with publishing activities.

Materials prepared by a Division, for other than its own publication ~~must(s), should~~ be offered to ALA Publishing Services & Media for first consideration. A Division ~~has the right to accept or reject ALA's offer and may~~ pursue other publishing opportunities if considerations

such as total revenue generated for the Division and for ALA, available technology, distribution channels, or timeline are more favorable.

Divisions exercise editorial and managerial control over their ~~periodicals~~publications.

~~The ALA Publishing Committee shall be informed of plans for any new Division periodicals prior to publication.~~

A Division may purchase production ~~and distribution~~ services from ~~ALA's~~ALA's central production ~~unit. A Division may also purchase marketing services from the team, part of ALA Publishing Services Department~~& Media and the Governance Office.

ALA Publishing Services & Media pays royalties to Divisions for Division-generated materials. Divisions may negotiate with ALA Publishing Services & Media on royalties and other variables of publishing. ~~An "Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the Director of Publishing Services for each publishing project.~~

"Intra-mural Agreement of Publishing Responsibility" is signed by the Division Executive Director and the AED, ALA Publishing & Media for each publishing project.

ALA has the sole right to record and market ~~tapes~~recordings of programs at ALA conferences with the advance consent of the units and speakers. Divisions receive royalties from the sale of ~~tapes~~recordings of a ~~Division's~~Division's conference programs. Divisions have the right to record and market ~~tapes~~recordings of Division ~~preconferences~~pre-conferences, programs at ALA Annual Conferences ~~which that~~ ALA chooses not to record, ~~and at~~ Division national ~~conferences~~ and regional ~~institutes~~conferences and meetings.

~~7.~~ A.4.3.4.7 **Personnel—**

All ALA personnel are responsible to the ALA Executive Director~~,~~ and through the Executive Director to the entire membership. Unlike other ALA personnel, Division Executive Directors are also responsible to Division Boards and through those Boards to the ~~memberships~~membership of their respective Divisions.

All ALA employees are subject to ~~ALA's~~ALA's personnel policies. Each Division shall be responsible for generating the income required for the salaries, wages, and benefits of Division employees.

Each Division Executive Director serves ~~as an ALA Program Director, in~~ a senior professional position~~,~~ and is responsible for advising on ALA plans and preparing recommendations on priorities and alternatives, especially as they relate to the ~~Division's~~Division's priorities, goals, and objectives. The Division Executive Director meets regularly with other ALA staff

members and communicates, cooperates, and coordinates Division activities with those of other ALA units.

The assignment of the appropriate grade for Division staff is made according to ALA personnel policies. The determination of the appropriate staffing pattern (number and position descriptions) shall be made by the Division Executive Director ~~and the Division Board~~ in consultation with the Division Board and the ALA Executive Director.

The recruitment, appointment, and termination of Division Executive Directors shall be a process involving consultation by the ALA Executive Director with the Division Board of Directors or its ~~designates-designees~~.

Each ~~Division's~~Division's Board of Directors shall annually review the performance of the ~~Division's~~Division's Executive Director based upon a single set of goals and objectives as agreed upon by the Division Board, ~~Associate~~the ALA Executive Director, ~~Member Programs and Services~~Department Head, and Division Executive Director. The Division Board shall convey its recommendation to ~~the Associate Executive Director, Member Programs and Services, to whom the ALA Executive Director has delegated the ALA~~ Management that has responsibility for evaluating the performance of Division Executive Directors. The ~~Associate~~ALA Executive Director, ~~Member Programs and Services, or~~ Department Head shall discuss the confidential report of the performance review with the ~~Division's~~Division's President upon request.

Division Executive Directors shall have the authority to select, evaluate, and recommend termination of all Division employees, consistent with ALA personnel policies and procedures. Assignments of Division staff to ALA internal committees are arrived at in the context of Division priorities and are kept at a reasonable level.

8. A.4.3.4.8 Division National Conferences, ~~Preconferences~~Pre-conferences, and Related Activities

- Divisions may conduct ~~preconferences~~pre-conferences, workshops, institutes, seminars, and Division national conferences, in accordance with ALA Policy, at intervals determined by Division program priorities and supported by sound financial management. A Division is responsible for all costs incurred in planning and carrying out such activities. (ALA Policy A.7.2.2)

Division National Conferences shall be defined as "non-business conferences removed in time and place from the American Library Association's Annual Conference" ~~Conference~~ and ~~Midwinter LibLearnX~~ Meeting in order "to view and explore areas of divisional ~~divisional~~ Divisional concerns in depth."

Location Proposals for Division National Conferences should be made to the ALA Executive Board at least two years in advance of the anticipated meeting date following a prescribed

proposal outline. ALA state and regional chapters in the geographical area of a proposed conference shall be notified in writing of a desired conference prior to submitting the request to the Executive Board. Such notice shall seek the cooperation of the chapters with respect to scheduling and programming to the extent feasible. The Division shall contact the host Chapter prior to determining date availability with the host city. The Division shall contact the chapters in the geographical area immediately after determining date availability with the host city. In the event of a conflict with the ALA state or regional chapters and the proposed ~~divisional~~[Divisional](#) conference, the ALA Executive Board shall make the decision in consultation with the chapters-[and Divisions.](#)

~~Annual~~

A.4.3.4.9 Conference ~~and Midwinter Meeting~~—Programming

~~9.~~

ALA provides the support necessary for Divisions to conduct business and plan and present Conference programs. Some Conference program costs may be borne by the Division except [for](#) financial support for staffing and equipment as described in [ALA Policy A.4.3.4.5, Section V-CA.1.b.](#) Recognizing that conference programming benefits all attendees, financial support in the form of General and Special Allocations from ALA to Divisions and other units for Annual Conference programming shall be provided; this support will be arrived at as the result of an explicit and equitable process in which the Divisions participate. Meal functions and special events must be self-supporting.

A.4.3.4.10 Special Projects of Divisions—

~~10.~~

Divisions may seek external (non-ALA) funding to pursue projects to enhance Division program priorities. Division Boards of Directors have the responsibility for assessing programmatic impact and must approve all requests for funding external projects. Additionally, all proposals and contracts for such funds are signed by the Executive Director of ALA in the name of the Association. All special projects are reviewed, approved, and conducted in accordance with established ALA policies and procedures and the conditions of the grant or contract. All costs for projects funded through grants or contracts from outside agencies or organizations should be covered by project funding-[and may include grant overhead to support administrative and operational services.](#)

A.4.3.4.11 Planning—

~~11.~~

Each Division has autonomy in its own planning processes within its area of responsibility as designated by ALA Council, subject to present and future ALA policies. ~~They~~[Divisions](#) have the responsibility to develop and implement a planning process to guide their ~~program~~[programs](#) and allocate their resources within the areas of responsibility assigned to them by the ALA Council. Since Divisions contribute to the formulation of ALA goals, it may be expected that many of the

priorities and activities reflected in the plans will also be a part of Division priorities and activities. Further, each Division has responsibility for providing ALA with a multi-year financial plan consistent with ~~ALA's~~[ALA's](#) existing financial policies and resting on multi-year program plans reflecting the priorities of the ~~Division's~~[Division's](#) members. Divisions have a responsibility to assist and inform the ALA Executive Board of their strategic plans on a regular basis, and to inform the ALA Executive Board of their work through timely and comprehensive [financial and operational](#) reporting.



**Association of College and Research Libraries
ACRL Board of Directors Meeting**

ALA Annual Conference – Washington, DC
Renaissance, Meeting Room 12, 13, 14
Saturday, June 25, 2022
8:00 a.m. – 11:30 a.m. EDT

Draft Proceedings & Informal Notes

Present: Julie Ann Garrison, ACRL President; Erin Ellis, ACRL Vice-President; Carolyn Henderson Allen, ACRL Budget and Finance Chair; Robert Jay Malone, Ex-Officio Member; Directors-at-large: Faye Chadwell, Mary Mallory (virtual), and Yasmeen Shorish.

Not Present: Jon Cawthorne, ACRL Past President; Jacquelyn Bryant, ACRL Division Councilor; Directors-at-large Toni Anaya, Jessica Brangiel, Kim Copenhaver, April Cunningham, and Cinthya Ippoliti,

Guests: José A. Aguiñaga, Rebecca Croxton, Maisha Duncan Carey, Maggie Farrell, Beth McNeil, Joe Mocnik, Andrew K. Pace, Katy O'Neill, Jung Mi Scoulas, Anne Sleeman

Staff: Rachel Hendrick, CHOICE Interim Editor and Publisher, and Kara Malenfant, ACRL Senior Strategist for Special Initiatives.

13.0 Call to order (Garrison)

ACRL President Julie Garrison called the meeting to order at 8:05 am.

14.0 Adjournment

Motion: Due to the absence of a quorum, ACRL Director at Large Faye Chadwell moved that the ACRL Board of directors adjourn at 8:06. Carolyn Allen seconded.

Action: The ACRL Board of Directors adjourned.

Informal Notes

After the meeting adjourned, the Board held informal discussions and the notes are included here. Submitted by ACRL Executive Director Jay Malone.

16.0 ALA Operating Agreement Work Group (Maggie Farrell) #21.0

The Board received an update and had an opportunity to ask questions of ALA Operating Agreement Work Group Co-Chair, ALA Executive Board liaison, and ALA Treasurer Maggie Farrell. And Co-chair Andrew Pace.

ACRL AC22 (makeup meeting) Doc 22.0

Farrell commended Malenfant for her participation on and contributions to the working group, specifically noting her historical information and insights. Farrell reported that this afternoon she will give a heads up to ALA Council that the OAWG recommendations are coming. These recommendations go to the EBD and if report and recommendations are accepted, ongoing work will continue. The working group is finished as of this conference but the recommendation is that this work continue by the Committee on Organization (COO), which will be lead by Andrew Pace. It is hoped that COO can provide recommendations for Council for final policy approval in January 2023. During this meeting Council is focused on Transforming ALA Governance (TAG) and thought it would be too much for them to look at two big policy changes during this meeting.

Pace reported on the three recommendations: to remove historical, temporal text and at the same time insert language about the review so it does not take 30 years to review again. The revised document is now ½ the length also due to removing the practice and leaving just the policy. Another recommendation is for ALA to form a group of staff to revise operational practices. The third is to form a task force about developing a new budget process for ALA – it is expected that this task force will comprise ALA staff.

Allen asked about cross communication. Pace reported that COO is a better place for ownership than the EBD to ensure all the relevant groups are talking to each other, especially about the budget plan for the fiscal year.

Garrison asked about what happens in the meantime and Farrell and Pace affirmed that the current policy is in force until policy changes are made.

Farrell reflected on Board Update conversation about Long Term Investments (LTI) saying even if recommendations are not accepted, it is the hope that the budget process be examined as far as timing and communication. Her personal hope as treasurer is that we don't need a recommendation to make those kinds of changes.

Pace reported that even if there is not substantial change to operational practice, the policy itself is much better than it was, talks about the relationship between ALA and divisions and it stands well. Operational practices vitally important but separate from policy.

Shorish asked about interest and will on breaking the recommendations apart more piece meal, given that they seem sequenced and tied to each other.

Pace felt that there should be progress made between now and January on the operational practices and budgeting process so that Council sees at the same.

Malone asked when this goes to EBD. Pace replied Monday.

Malone asked about current agreement and desire now that if those are not being adhered to concerns should be directed to exec director and CFO, but since Council is responsible for the policy, to whom should concerns be directed.

Farrell clarified that bylaws say all budgetary oversight rest with EBD, and divisions have as much control and independence as is delegated. She made the analogy of a library and its colleges or universities that can swoop in and make changes. This year, while unusual the exec director and CFO are making decisions for the financial stability of the organization and we'd hope in most years divisions are able to

ACRL AC22 (makeup meeting) Doc 22.0

make decisions but every once in a while the EBD will make a decision that is unpopular or goes against that division independence. This is a reason to focus on operational practices, focus on quality of services and more understanding and accountability. Really isn't a member-driven function, actual practice belongs with ALA internally, staff members need to come together.

Garrison indicated the board may review the questions generated during SPOS and come back with written feedback. She asked about whether changes to ALA Council mean it is still the right body. Pace said this would also be taken up by COO so will be tracking carefully.

17.0 Goal-area Committee Updates

The Board received updates from and held discussions with the following goal-area committees.

17.1 Equity, Diversity and Inclusion Committee (Maisha Duncan Carey, Chair)

Carey reported that the committee hopes to continue strengthening connections with groups in ACRL and beyond, to increase alignment and reduce redundancy, create community and strengthen connections.

She reported about 47 recipients in first cohort of BIPOC memberships and that 34 will continue for second year. Cohort 2 has 25 memberships, so fewer people and hope Board approves them for 2nd year of funding. Plan is to have very intentional connections, help them get to know ACRL in a way they wouldn't otherwise, with structured support, to increase belonging while taking into account identities. Then will spend time evaluating efficacy – do they continue membership, what is their experience. Initial discussion about other historically marginalized groups, such as the disability community, using memberships in a strategic way to do EDI work.

Je Salvadore (Vice Chair) has been supporting review of standards, have a cmte member working with ARL on their institute. Lastly, working on goal area committee goal and objective, not sure what Board sees as EDI's role but excited to participate. Know it's not "ours" and important to keep it that way, and will happily participate.

Shorish asked if there was more Carey reported about meeting with Je and Allison Payne about how the process of adding a new goal works. Garrison reported that hope is to have Board finalize language in the fall. Malone reported that Core Commitment remains and that other Goal Area cmtes, with EDI language in their areas, are made aware so this will happen through Board liaisons. An iterative process of liaisons getting feedback from GAC and bringing back to inform EDI. A different process than other goals that were established by the Board during SPOS.

Carey indicated that the EDI cmte welcomes more direction and engagement, whether they should wait and give feedback once the brainstorming flip charts are synthesized and something suggested, or more active participation. The look forward to a more active connection.

17.2 Value of Academic Libraries Committee (Rebecca Croxton, Jung Mi Scoulas)

Croxton reported orally about details from written report she distributed. She listed everything they did and then created a cross-walk to the objectives in PFE. They realize there are misconceptions about what VAL work is and decided to make sure cmte members are all on the same page, with a guest speaker. 1 internal webinar on this topic then 4 public webinars. Published 3 spotlights on professionals doing EDI in assessment, will reenergize to find more folks in the fall. Slower this last year due to emotional exhaustion of potential participants. Published one report related to libraries role during

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pandemic, and delighted that Croxton was featured interviewee in role of library analytics. Continue to build out library analytics toolkit. Continue to work with staff to refresh and update website to be launched in early part of the year. Submitted 10 conference proposals including IUIUP, Library Assessment Conference and ACRL 2023. 8 proposals accepted and the 2 for ACRL 2023 still pending. Taking the work of educating the public seriously.

Additionally, came to light that proficiencies need to be updated with noteworthy gaps and working now to center EDI and social justice, with reach far beyond librarians to others in higher education so have about 20 people joining together. So far have done a comprehensive scan and literature review. Have held two focus groups and one interview, anticipate more. Over the next month, will consolidate that information and share with the writing team of the task force, then move on to the reviewing team. Hoped that by spring things will be ready for review and by next June will have new proficiencies.

Croxton reminded the Board of past conversations about pressing concerns bubbling up in the profession about funding, positions being held open, deprofessionalization. Subsequently Erin Ellis charged joint working groups to look at ACRL policies as regards payments to volunteers and other issues. Looked at responses from ACRL2021 participants (top issues facing you, facing the profession), consulted with top trends cmte and 6 large themes emerged where advocacy may be useful. Wrote user stories for each of these areas so people across the profession can have resources. So far, pointing to existing gaps but asked for clarification on whether this group is also responsible for developing new materials where there are gaps. Ellis clarified that they need to make recommendations and some other group would be appointed to fill. Croxton said the hope is to launch in January and share out with the profession. Garrison reported that there is enthusiasm among the profession to have something coming when she visits with chapters. She welcomes VAL making recommendations and if they think they could take on some of the development of new resources, that would be welcome.

Shorish recommended being consistent with acronyms (EDI) and had a question about professional roles tab and whether there was discussion about exemplars of library faculty research. Thinking about TAMU in particular, the idea that the library is a “service unit” we also need to provide people clicking on this tab things that are exemplars of research in the field.

18.0 Diversity Alliance Task Force (José Aguiñaga) #4.0, #5.0, #5.1, #5.3, #5.4, #6.0, #7.0
Aguiñaga reported out highlights of the report and environmental scan. Residencies have developed but there are areas still with issues. The outstanding questions are what will we do to have residencies as part of the culture in academic libraries with substantive numbers of librarians of color. There are areas where additional study is needed to get in depth analysis. ACRL has provided room to be creative, which is welcome, but more needs to be done to be an exemplar in higher education and have libraries with colleagues that represent the communities where they are working.

Shorish asked about the proposed make up of a committee and whether there were already thoughts on an inaugural chair and vice-chair for this transition. Aguiñaga reported that he and Annie had initial thoughts about who from the current task force they would recommend be appointed for continuity and to make the greatest contributions.

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Malone thanked Aguiñaga for the environmental scan and asked if there were aspirational # of institutions to participate and if there was a goal. Aguiñaga reported there were not any in depth conversation about a goal but with the proposed membership levels, there could be much broader participation from a couple dozen to over 50.

Allen commented on a stumbling block being a guarantee for future employment as that limits institutions that can participate and guarantee employment beyond the residency, due to limitations by a legislature in a state. Shorish remarked in the usefulness of the tired structure given these operating limitations. She asked if current members would sign new letters of commitment and be member institutions under this new framework. She wondered if signing this and coming in at a different level would affect their ability to continue participating. Aguiñaga reported that he imagined this would be an easy transition and that they could change level.

Garrison thanked Aguiñaga and indicated there would be a future meeting where the Board could take action.

20.0 Officers' Reports

Written reports submitted. Highlights may be given, and questions will be taken at this time.

20.1 President's Report (Garrison) #1.1

Garrison indicated it was energizing to meet with groups in the spring. She asked if there were questions about her report.

20.2 Vice-President's Report (Ellis) #1.2

Ellis reported her focus was on appointments, which were recently wrapped up. She invited questions.

20.3 Past-President's Report (Cawthorne)

20.4 Councilor's Report (Bryant) #1.4

20.5 Executive Director's Plan for Excellence Activities Report (Malone) #1.5, #1.6

Malone gave updates on ALA AC 7,906 paid, 5,761 comp total 13,657 registrants. Malone reported that Allison will be on FMLA starting in late November/early December. Malone reported that we continue to struggle with getting good financial service through ALA. That the Pathable platform for RBMS invoice was submitted in April and had to escalate and escalate, this is creating stress, along with Jan financial reports only in June. He is hopeful this will change.

Garrison indicated this came up in BARC and that there was a lot of positivity around accelerating remediation, but that this has been going on for 2+ years. Allen reported that she heard the CFO was forthcoming and wants to correct them. The size of the staff has something to do with it and that ALA has been struggling for some time to get financial reports done. She reminded people of the failed outsourcing to India and backlog and loss of CFO with an interim. Allen is optimistic that things will turn around within the next year and that we'll see a difference. She was pleased to hear Tsourdinus (CFO) is meeting with EDs and budget people and will continue.

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21.0 ACRL Budget and Finance (Allen/Malone)

21.1 FY20 & FY21 Financial Reports (Allen) #18.0

The Board had an opportunity to ask questions about the combined FY20 & FY21 financial report published in June 2022 and added as supplementary files to the Annual Report in the December 2021 issue of C&RL News.

Allen remarked about the unusual nature of this report given the financial exigencies and complimented staff on navigating these challenges and producing reports as best they could to keep the B&F and Board informed. In FY20, \$190K better than expected and Choice had a positive year performing better by \$70K. Although ACRL revenue declined, expenses declined at an even greater rate, yielding a surplus.

In FY21 we saw a \$786K net increase, the high performance of staff even with furloughs contributed to that. Allen remarked that staff put in a great deal of time and effort to keep every one on track, even in the face of furloughs, and thanked staff.

Shorish expressed appreciation to Allen for her work and communicating it so clearly. She asked about the transition plan. Allen explained that Mocnik has been on the committee for 4 years and was pleased to recommend that he be appointed. She also relayed that there is strong support from staff, even in Payne's absence, and that their reports are very clear so she expects staff to be of great aid with these highly skilled professionals. She also expects that as ALA matures there will be better results.

21.2 FY22 2nd Quarter Report and Projections (Allen/Malone) #13.0, #13.1

The Board received an update and had the opportunity to ask questions regarding ACRL's FY22 2nd quarter report (actuals through January 2022) and FY22 projections.

Malone reported on FY22 five months, that by January revenue is ahead and expenses way below so net is looking much better than budgeted. He reminded the Board that there will not be Payroll Protection Plan monies going forward. He commented on ACRL's LTI, which will undoubtedly go down due to stock market.

Allen reported on updates from BARC about the time frame and that the lag time is likely to continue with June numbers available in August.

Malone reiterated that the staff performance is very high, especially given furloughs and dated information from accounting.

22.0 Choice Budget & Finance (Rachel Hendrick) #10.2, #19.0

The Board received an update and had the opportunity to ask questions regarding Choice's FY22 2nd quarter report and FY22 projections.

Hendrick reported on 3 retirements on first quarter and delayed hiring means being ahead of budget as of January, with expense \$181k below budget and will make up deficit that was projected. Revenues in January \$173k better than budgeted on strength of webinar program and online advertising. She reported on her projections and believes that instead of a shortfall there will be a \$400K surplus.

Garrison asked about past conversations around operating agreement, the extent to which Choice is seen as separate from ALA/ACRL and wondered the extent to which Hendrick is involved and whether Choice is coming up during those conversations. Hendrick reported she is not directly involved and

challenges the narrative that Choice is not profitable when it sends \$300K to the general fund annually. She indicated that the business is very different from 8, 5, 3 years ago and that more attrition is expected due to retirements which will provide opportunities to reconfigure, and continue to direct energy away from print.

Ellis asked about any thoughts from BARC. Again, Hendrick harkened to a comment by Tsourdinus who pointed out that even though Choice does not have a large net, that doesn't mean it's not profitable as it generates overhead.

Malone praised Hendrick for taking on the interim role. He shared that they have met with Tsourdinus and Moritz to explain that the Choice office arrangement is different from the DC office. He reported being optimistic about Choice's future. Hendrick indicated that while the transition after Cummings retirement has been a challenge, he left with a good plan that the team is executing.

23.0 Awards Processes Implementation Task Force (Garrison/Malone) #17.0

The Board discussed a request to establish the Awards Processes Implementation Task Force.

Garrison asked people to send any feedback by email prior to the next meeting. Shorish asked about questions raised during the town hall and if there was a timeline to follow up and answer, around named awards, if incremental things could be done. Garrison remarked that communication has to go out about getting this task force started to give the approach we should take to the process. She pondered whether each award is its own outlier and many will put up their hands. At this point she felt the new task force should do its work and then have a clear communication out. Shorish said those questions from the town hall were captured and it would mean a lot to the members if the Board could provide answers, even if the answer is – this will be taken up.

Shorish asked Ellis about the compensation task force, and they will be reporting in October. Malone reported about nominations task force, looking at bylaws, what other societies are doing to increase diversity in nominations.

Garrison indicated that the followup Board virtual meeting could have oral updates from Board liaisons to these task forces.

24.0 New Business/Upcoming Virtual Action (Garrison)

Upcoming virtual action: the Board will receive a heads-up that following Annual, the Board may be asked to consider virtually an executive session business decision after the ACRL Budget & Finance Committee discusses the proposal at their June 26 meeting.

Garrison indicated there will need to be a July meeting to take actions.

Board liaison roles came up with a question about obligations and the intention of the relationship. Shorish stated she hears a theme about the need for clear and consistent communication from the Board to membership, along with the need to create more clarity and consistency. Shorish reported studying all the background materials shared and now appreciating the role and her understanding of the role to help there be closeness of sections and committees with Board directions. And also that the Board keeps connected and reflected the *Harvard Business Review* reading that was in the Board packet and how the Board needs to be more enmeshed with the membership. She discussed the need for bi-directional communication and how that is challenging when Board liaisons are not to advocate on their

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behalf. That indicates more of a top-down view. Garrison talked about the need to hear a perspective and also take a larger view and willingness to see that side as well. Chadwell relayed her experience on another Board and acknowledged that it is tricky to explain the parameters within which we work and to discern if something is so important that it is worth pushing up, as a liaison. McNeil reflected on her past experience as a Board liaison to a section with strong membership and their beliefs about things the Board changed that they did not like. She recalled bringing some concerns up informally during Board lunch and/or update. Malenfant reminded the Board of their important role in helping sections and member groups bring items to the Board for discussion and action. She also reminded everyone that there are established processes, e.g. Board Action Form, for sections to raise concerns with the Board. Shorish expressed a desire for dedicated time during meetings for meaningful engagement – are their concerns, in your capacity in a Board liaison, that you want to raise for conversation with your colleagues. There was conversation about the value of informal conversation during update and/or lunch and also having a formal agenda item. She expressed desire to have a different tenor in responding to sections about what is/isn't possible.

Garrison indicated that Ellis could decide to organize agendas differently in the future to reflect this.

25.0 Recognition of outgoing Board members (Garrison)

- Jon E. Cawthorne, ACRL Past President
- Carolyn Henderson Allen, ACRL Budget and Finance Chair
- Faye A. Chadwell, Director-at-Large

26.0 Executive Session (Garrison)

- ACRL Executive Director Review #14.0

As we will not go into exec session, Garrison will ask Board for input via email after the meeting.

27.0 Passing of the gavel (Garrison)

Ellis recognized Garrison and extended thanks and gratitude to steward the Board, orient VP and new ED, navigate all the changes across the assn. establishing task forces, extending BIPOC memberships, Garrison has achieved much while being generous and thoughtful.

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Recap of ALA Governance Meeting AC22 From ACRL Executive Director Jay Malone

Some snapshots from ALA Exec Board meetings 24-28 June 2022 and Planning and Budget Assembly (27 June 2022 meeting), by Jay Malone (I was unable to attend all of the EB sessions). Can see board documents here: [Executive Board Document Inventory 2021-2022](#) | [About ALA](#). Please take special notice of the branding working group discussion.

ALA Board 24 June 2022, [not able to be present for full meeting]

Office of Diversity, Literacy and Outreach Services (ODLOS) report (Kevin Strowder): Jennifer Shimada gave a nice update on the EDI assembly [in which Jay is involved]; emphasized that it has been a bit ad hoc, not sustainable. Spectrum Scholarship program, 94% retention rate for FY22 cohort, 200+ applications for new cohort. 6- scholars have been selected for FY23. 100% renewal of FY22 sponsorships for FY23. Spectrum Leadership Institute welcomed nearly 15- scholars to ALA annual. Spectrum Doctoral Fellowship, selection of 7 fellows has been decided.

ALA working group to condemn white supremacy and Fascism, 2023 edition of the ALA Standards for Library Services for the incarcerated and detained. Revisions of 2017 standards and Guidelines for Service for the LoC network of libraries serving the blind and physical handicap.

Membership Report: Melissa Walling, Financial proposal for new membership model ready in Jan 2023, which could go on spring ballot. Create some sort of incentive structure, belonging to divisions and round tables. Working with Ave M consultants, which worked on the simplified membership model, will help with the financial modeling for new structure. Task Force Round Table Coordinating Assembly, working on dues standardization, recommending a consistent structure for round table dues. Looking at the culture of round tables. Christina Rodriguez is board liaison, meeting with Round Table Assembly on July 28 to get their feedback. Corey Stevenson, Manager Community Engagement: ALA Connect: Motions passed in April, Code of Conduct committee met June 14, voted to add language to the Code that reflects board's decisions passed in April regarding job postings, to be announced in early August. Some 1700 communities in Connect. 10% of the space is work space. 50,658 active members, 1 out of 4 are non members. People getting used to Connect.

January 2022 ca. 50,500 members. Will be optimistic but conservative with membership growth. Should exceed budget by 1% for FY22. Engagement: Lean into in-person conferences. Special invitations to students to stop at ALA lounge, encourage them to come to orientation. Keeping graduating students engaged is a priority. Will continue virtual onboarding. Want to make sure students know about career resources. Supporting upgrade of iMIS taking place over summer 2022. Looking closely at customer service. Round table convergence. Want to make sure membership is involved with Lessa's branding efforts through Mission Partners (see below).

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27 June 2022

Proposal to approve draft budget for FY23

PPP \$6,213,035 loans have been forgiven. Can't do projections through year end because we need at least 6 months of financial data. Should be able to share financials through July in the next month or so. Sept 15 at the latest. FY23 \$48,897M, \$48,847M, \$50K surplus. \$3,177,000 decreased expenses. Board asked how will decreased expenses affect member services. Dina said member services should not be affected.

Sample Expenses:

IT= \$1,982,000

Publishing \$234,000

FY23, Income 114,539,660

Easy vote by board, no questions.

Contributed revenue: Grants and gifts that go to the bottom line. 49% for FY22, 18% for FY23. Chicago non profits average around 46%. 41% spent on pass-through grants, scholarships, awards. Will be part of ALA for years to come. Donors are approaching ALA to give us money.

Endowment at \$58,664,326, Book value of \$12,273,000. Outperforming main indices.

ESG (Environmental, Social, Governance) near 62% of portfolio.

Operating Working Group:

DATE: June 17, 2022 ACTION REQUESTED/INFORMATION/REPORT: This report provides an update and final report on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council. CONTACT PERSON: Maggie Farrell, maggie.farrell@unlv.edu, ALA Treasurer; Operating Agreement Work Group CoChair Andrew Pace, andrewkpace@gmail.com, Operating Agreement Work Group Co-Chair

DRAFT OF MOTION:

1) The Executive Board accepts the OAWG final report and presents the rewritten policy and outline for changing internal processes and procedures to ALA Committee on Organization for their review, continued association wide feedback, and forward to the Executive Board and Council for final review and vote.

2) If the new policy is approved, authorize an 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. This process should be developed during FY23-24 with a report to the Executive Board, Division Boards, and Council. The goal would be to implement a new process for FY25.

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3) The Executive Board encourages the ALA Executive Director to form an internal working group to revise the Operational Practices that update and include accountability and service expectations for shared services

Larry Neal asked to add language outlining what happens if a division or unit fails to perform after 3-5 years (page 6). Also asked about why divisions can't have meetings during their biennial meetings. Don't need to address that now, did not want to slow things down, but would like folks to be aware.

28 June 2022

Board had discussed Juneteenth as a holiday, but hadn't voted. Exec Dir took action and board wanted to have a record for this. Board voted to make Juneteenth a regular holiday for staff.

Branding Working Group Update: Julius. Everyone is a possible member of ALA. Jessica Hassanzadeh, Managing Dir Bridget Pooley COO, Mission Partners, made her presentation remotely. Julius wants to make sure we get this right. Public Awareness Campaign. The ALA is the voice of America's libraries. The current ALA brand is geared heavily towards a professional audience. ALA has an opportunity to deepen engagement, foster loyal and drive revenue by launching a new public-awareness campaign that resonates at the intersection of professional services and public interest. Looked at other professional organizations that reach a public audience. Method: Communications audit, in-depth interviews and focus groups, community survey. Some 1200 individual inform the views.

Messaging Research: 2 audience profiles: Joyful library goer (Joy, connection, community, growing, learning), the advocate for access (protecting, freedom, information, learn, read, defend, urgent, under threat).

Community Survey: 1,174 responses. Respondent defaulted to a tone of skepticism in their feedback to sample messaging; while messaging largely resonated with participants, there was hesitation and questions about the reality of messages, despite positive internal/external stakeholders testing, taglines did not test well with participants.

Joyful library sample messages: Every stage of life and for every path in life, there is space for everyone at the library.

Advocates: Our libraries protect the right to learn for all people and uphold the belief that an informed society is a better society for all. Libraries strengthen our democracy.

Visual identity: "At the library" concept. "Libraries are Boundless: Where will the library take you today?"

Goal: Make a connection between ALA and the public. Drive engagement and fundraising.

Audiences: Existing library card holders, existing past advocates, existing library workers, Expanded engaged millennial, retired learner. Engaged millennials: read news, double income,

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usually no children, highly educated, involved in community; Dedicated Parents: family is their priority, highly educated, news consumers, involved in community; retired learner, over age of 60, working for fun, lifelong library card holders, as they transition into retirement, thinking about spending, maybe legacy giving.

Channels for impact: podcasts, social channels (targeted).

Key campaign phases: need 6 mos to start ramping up. Phase 1: Foundation setting; Phase II: Local and general awareness; Phase III: National and Targeted conversation; Phase IV: Share momentum and iterate.

Recommending that there is additional data collection. Hoping to build a campaign that resonates with new audiences. Recommend ALA launch a baseline giving campaign based on a current audience -- don't know what capacity is for giving, how much people might give. By end of year should have a solid campaign goal. Launch Feb 2023.

Board response to presentation: Alexandra (Alex) Rivera, Michigan State Library, campaign seems to be targeting school and public libraries [I spoke to Alex afterwards and thanked her for raising this issue and urged her to keep pressing it so that ACRL members are not unintentionally alienated by this campaign.] Larry: Can we target the 120K library workers? Don't want to impinge on local library fundraising. Tracie: Anything we can do to raise awareness of libraries is good. Giving Tuesday most successful this past year, due to social media. ALA outside of IMLS, largest granter.

Conference report: Proposing Louisville KY for LLX for 2024. Months of negotiations to hold it in Orlando have ended due to hotels etc. being unable to guarantee ALA's provisions for inclusiveness, etc. Karen S pointed out that KY is on the CA banned list. Karen also pointed out that Orlando has performed near the bottom of the list for prior conferences and wondered why it was even considered. [Orlando was originally considered, because it was warm.] Conf Comm chair said that there could be problems with any state. Alex can't support Louisville due to rules against reproductive rights. Board asked for a list of viable sites that are not on the CA list and promised to give Earla feedback on the location of 2024 LLX as soon as possible.

Julius asked why the placement center was at the Renaissance and not at the convention center. Reason was because the placement center is open to everyone, don't have to be registered or masked, and the convention center had restrictions in place.

IT: Sherri: IT implements, supports, and provides training on software and hardware technologies for our 8 divisions, 19 roundtables, 51,000 members, and 25 offices with approximately 220 staff. Currently have 6 full time employees. Use two major association management systems for tracking our member and customer transactions: iMIS is where we store all member and non-member contact information, committee membership, what conferences and continuing education members are registered for, dues payment information, member contributions and donations, and orders for products. The second system is Microsoft

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GP Dynamics. GP is where we store accounting information including the general ledger, accounts payable, fixed assets, and budgeting.

PROJECTS COMPLETED:

iMIS Membership System Upgrade Working with vendor to set up web portals, Single Sign-on, and testing integrations after a successful upgrade in our test environment. Ready in early Sept.

Drupal 9 Website Upgrade and Redesign Working with our vendor on a 20-24 month implementation. Have started meetings with internal and external stakeholders. Doesn't affect sites in Wordpress or conference websites. Lots of microsites.

Assist with the New Continuing Education Learning Management/eCommerce System Work with vendor to set up Face-to-Face events

Clean up data in the iMIS membership database Some cleanup will happen as a result of the iMIS system upgrade above

Want to increase IT staff to 10 in FY23, including a Chief Info Technology Officer (CITO)

Board seems genuinely appreciative of what IT has done. IT has responded to board's concerns.

Other:

Some discussion about dissolution of The Association of Specialized and Cooperative Library Agencies (ASCLA), a division of the American Library Association. It was described as the premier destination for ALA members to find information and build capacity to serve populations that are served by state library agencies, libraries serving special populations, library cooperatives and library consultants.

Planning & Budget Assembly (PBA), Budget Analysis & Review Committee (BARC) & Division Leadership Joint Meeting 2022 Annual Conference Sunday, June 26, 2022 Marriott Marquis Liberty Ballroom 1:00-3:00 pm. BARC tracks current budget and Treasurer tracks upcoming budgets.

Lessa: President's Initiative: Pandemic forced her to change plans a bit. Will have a strategic approach, rather than a broad overview, including helping members find their place. Work on ALA's brand and public awareness. Mission Partners presenting to board on Tuesday at 8:00 in the Linden room

FY22 budget update: Six months ending 1/31/22. Does not contain LLX details. Revenue is around \$19.9M with a budget of \$18.5M, Total Expenses about on budget, \$19.3M. \$2M for PPP treated as a negative expense.

Division revenue around \$4.7M compared to budget of \$4.4M. Doesn't include LLX or PLA. Net of \$417K

Hope to be caught up by Sept with financials. Revenue is usually recognized in the month that a meeting occurs. But not expenses.

FY23 Budget Timetable

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1. 2nd review of FY23 draft budget, 2. Council approve FY23 Annual Estimates of Income (AEI), 3. Final budget review/approval Fall, 4. Budget strategies – strategic pivot plan.

Budget assumptions: Staff salary increase of 2%, furlough days of 0, Overhead rate of 26.5%, continued freeze do NABs transfers to endowment (trying to preserve cash on hand), approved 5% endowment payouts by unites and divisions with endowment.

Overhead rate lower than actual expenses.

Received just over \$6M in PPP.

Contributed revenue is cash in the door: For FY22 \$3.85M, \$5.9M for FY21. BARC trying to address the timeline for finances, moving to quarterly reports and moved operations to in house.

FY23 looking for a surplus of \$50K. Annual Estimates of Income (used to be called budgetary ceiling). What we believe net assets will be at end of FY22. Forecasting \$22M for FY22, for FY23 \$49M. Maximum we could spend \$114,539,660.

Annual conference doing well.

Operating Agreement:

Divisions responsible for covering their costs, also covering cost for any new initiatives. One budget.

Advocating elimination of internal transfers for overhead.

TAG: John Lehner (retired from Univ of Houston) chaired the Forward Together Fiscal Group, worked with BARC. John not here, unexpectedly. Maggie provided the report: Some TAG recommendations approved by Council. Council will be smaller but will continue to be policy making. Exec Board will expand by 1 individual (AASL member). What are the financial impacts of new board? Minimal costs with additional board member, travel and IT.

Existing cost of Council is \$360K. By moving to 3 virtual meetings, hybrid meetings, etc. Savings of about \$100K.

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Association of College & Research Libraries
ALA/ACRL American Library Association
225 N Michigan Ave, Suite 1300
Chicago, IL 60601
acrl@ala.org, <http://www.acrl.org>



Board of Directors/Budget & Finance Action Form

To: ACRL Budget and Finance and ACRL Board of Directors

Subject: ACRL Chapter Funding Policy

Submitted by: Lauren Carlton, Program Officer

Date submitted: July 14, 2022

Background

The funding policy for ACRL Chapters has not been updated since 1998 (Doc 23.1 1998 ACRL Chapter Relations Task Force Report). The 1998 ACRL Chapter Relations Task Force Report is the basis for the current ACRL Chapter funding policy articulated in the ACRL Guide to Policies and Procedures, Chapter 5.4 Funding Programs for Chapters. ACRL provides Chapters with funding for ACRL officer visits, ACRL membership lists, two free webcasts per year, and an annual budget based on the number of ACRL members in the chapter's state/region. In addition, ACRL is obligated to pay chapters \$10 for each member who joins ACRL if recruitment documentation is supplied. ACRL currently has 43 chapters, all of which are separate legal entities, and, unlike ALA Chapters, are not required to join ALA or ACRL as organizational members (at the lowest organizational member rate of \$150).

Given the current financial pressures and constraints on the ACRL budget for FY23 (and beyond), an update to the current funding policy is needed to better align policy with actual budgeting practice. The current policy states:

"ACRL allots chapters \$1.00 for each national personal ACRL member living within the geographic region served by the chapter and chapters with fewer than 100 members will be allocated a minimum of \$100. Source: ACRL Board, July 1985, June 1998"

However, since 2011 the Board has approved the following budget assumption for Chapters:

- "Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)

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

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As Doc 23.2 Chapter Funding, 2011-2021 shows, the ACRL Board has approved steady reductions in Chapter funding (from a high of \$11,603 in 2002 to \$4,000 in FY21) to the point where ACRL is effectively budgeting about \$100 per chapter per year. Changing Chapter funding policy to a flat annual amount for all chapters would bring policy into alignment with actual budgeting practice and save approximately two days of staff time currently devoted to calculating, disseminating, and monitoring 43 separate budgets and processing check requests in the coming years.

Stakeholders

The ACRL Budget and Finance Committee has been asked to review and recommend this change to the ACRL Board. ACRL Chapter leaders have been notified that changes to Chapter funding policy are under consideration.

Fiscal and Staffing Impact

Revising chapter budget allocations to a fixed amount (\$100 per Chapter per year) would align ACRL policy with actual budgeting practice. Additionally, such a change would not affect allocations amounts for eight chapters (Arkansas, Idaho, Kentucky, Nebraska, New Mexico, North Dakota and Manitoba, Oklahoma, and South Dakota) which currently receive allocations of \$100 nor would it impact the eight chapters which are currently ineligible to receive funding because they have not submitted annual reports for two consecutive years (Arizona, Colorado, Mississippi, Montana, Nevada, North Carolina, Utah, and Washington). The chapters most affected by this change include California, New England, Illinois, Texas, and New York Metro. (See Doc 23.2, which includes a list of FY20 allocations by state.)

Budget & Finance Committee Action Recommended

That the ACRL Budget & Finance Committee approves the recommendation to the ACRL Board of Directors to update the ACRL Guide to Policies and Procedures, Chapter 5.4, Funding Programs for Chapters to read: "ACRL allots chapters \$100 per year. If any chapter does not use its full budgeted allotment during the ACRL fiscal year, the money reverts to the ACRL general fund"

Board Action Recommended (if approved by B&F)

That the ACRL Board of Directors approves the ACRL Budget & Finance Committee's recommendation to update the ACRL Guide to Policies and Procedures, Chapter 5.4, Funding Programs for Chapters to read: "ACRL allots chapters \$100 per year. If any chapter does not use its full budgeted allotment during the ACRL fiscal year, the money reverts to the ACRL general fund"

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

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

● Page 2

ACRL AC22 (makeup meeting) Doc 23.0

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

Memorandum

To: ACRL Executive Committee

From: John Collins and Ray English, Co-chairs
ACRL Chapters Relations Task Force

Date: April 13, 1998

Subject: Task Force Report

Attached is the report of the ACRL Chapters Relations Task Force, for consideration by the ACRL Board at the annual conference in Washington.

This final version of the report reflects the following substantive changes from the draft report that was circulated and discussed in New Orleans:

Section 7, page 6. Funding for new members of ACRL who live in the chapter's geographic region will be awarded to the chapter only if it conducted ACRL membership recruitment activities and summarized them in its annual report.

Section 8, pages 6-8. The section on communication has been substantially revised, primarily by adding subsections entitled "Communication of ACRL Plans and Activities" and "Annual Discussion of Board Plans and Chapter Activities." A chapter annual report form has also been developed.

Other revisions from the draft report are minor in nature.

cc: ACRL Chapters Relations Task Force

RECEIVED
APR 14 1998
ACRL

ACRL Chapter Annual Report Form
(Due August 15)

This report should be written by the Chapter President and sent to:

ACRL
50 E. Huron
Chicago, IL 60611

Please also add this report to the Chapter's web site.

Chapter Name: _____

Chapter President: _____

President's Address: _____

President's E-mail: _____

Chapter's Officers' Terms begin in _____ and end in _____

Number of Chapter Members: _____

Please indicate your Chapter's status

☐ Independent

☐ Affiliated with state/regional organization (please be specific)

☐ Affiliated with other organization (please be specific)

☐ Other (please be specific)

Each ACRL unit is asked to address the following issues in order for ACRL to assess how it is making progress on the strategic plan. Please provide a short summary of the Chapter's activities for the following issues.

1. How has the Chapter facilitated professional development activities?

2. How has the Chapter influenced legislative activities regarding information policy or higher education at the state, regional or national level?

3. How has the Chapter contributed to ACRL membership recruitment activities?

4. Has the Chapter undertaken any special efforts this year?

**Report of the
ACRL Chapters Relations Task Force**

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ACRL Chapters Relations Task Force Members

John Collins, Co-chair
Ray English, Co-chair
Rena Fowler
Barbara Baxter Jenkins
Victoria A. Montavon
Linda Muroi
J. Fred Olive
Henry R. Stewart
Lee Marie Wisel

REPORT OF THE ACRL CHAPTERS RELATIONS TASK FORCE

1. Task Force Background

The ACRL Chapters Relations Task Force was created by the ACRL Board at the 1996 ALA Annual Conference in New York. Members of the Task Force, who were appointed by the ACRL Executive Committee in the fall of 1996, are: John Collins (co-chair), Ray English (co-chair), Rena Fowler, Barbara Baxter Jenkins, Victoria A. Montavon, Linda Muroi, J. Fred Olive, Henry R. Stewart, and Lee Marie Wisel. The task force was formed to resolve long-standing concerns, as summarized in Section 3 below, and given a broad charge to define a more mutually beneficial and reinforcing relationship between ACRL and its affiliate chapters in accordance with the goals of the ACRL Strategic Plan.

The task force met four times at midwinter and annual conferences and it also discussed specific issues through electronic mail. In developing this report, the task force has attempted to create a broad consensus among representatives of ACRL and the chapters on major questions that define their relationship. Preliminary proposals from the task force, including funding for chapters, were discussed at the Chapters Council meeting at the 1997 annual conference in San Francisco. The first draft of this report was distributed and discussed at the Chapters Council meeting at the 1998 midwinter conference in New Orleans. The task force also received feedback on the draft report from chapter officers who are not members of Chapters Council. Financial aspects of the report were discussed at a joint meeting of the ACRL Budget and Finance Committee and the ACRL Board in New Orleans. Other issues were discussed via electronic mail with members of the ACRL Executive Committee and at an informal meeting of the ACRL Board in New Orleans.

In pursuing its work, the task force drew on a document entitled "ACRL and Its Chapters: Benefits and Challenges for the Future," which was created by William Miller (then ACRL Vice-President / President Elect) and distributed prior to the New York meeting. Two other documents, "Concerns of ACRL and ACRL Chapters" and "Improving the Relationship Between ACRL and ACRL Chapters," which were written by a subcommittee of the Budget and Finance Committee in 1994, provided additional background. The task force also drew on aspects of the report of the ACRL Sections Task Force, which was submitted to the ACRL Board in 1997, and it took into consideration the *ACRL Guide to Policies and Procedures* and the ACRL Bylaws (in both their current form and as proposed for revision.)

2. Chapters Background

Under current policy ACRL establishes a chapter upon the petition of at least twenty-five ACRL national members residing in a particular geographical area. ACRL's first chapter was established in 1951 and the association now has a total of forty-two state and regional affiliates. Chapters fall into two categories: slightly more than half serve as the academic division of their state library association, and slightly less than half are

independent entities. While chapters may admit members who do not belong to ACRL the ACRL Bylaws require that the president (chair) and the vice-president (vice-chair) be members of the national association. Chapters may be dissolved at their request by the ACRL Board or if they become inactive or fail to comply with the provisions for chapters in the ACRL Bylaws.

ACRL's chapters have historically had a great deal of autonomy. They may adopt their own bylaws, develop programs, establish criteria for dues and membership, and communicate with their members through newsletters and listservs. According to the ACRL Bylaws, chapters are expected to hold at least one meeting a year (unless they are affiliated with an organization that normally meets biennially); to send written reports of their meetings to ACRL within one month of each meeting; to submit to ACRL a list of their officers; and to provide funds to support chapter activities.

ACRL provides several means of financial support for chapters. It allots to each chapter up to \$0.75 for each personal member of ACRL living within the geographic region served by the chapter. Requests for such funds must be submitted by the chapter to the ACRL office, with documentation of expenses. Chapters may also apply to have projects funded through the ACRL Initiative Fund and ACRL officers may be funded to visit chapters to speak at their meetings.

The ACRL Chapters Council, which consists of representatives from each chapter, meets regularly at midwinter and annual meetings. Its primary purpose is to consider matters of mutual concern to chapters. Among other responsibilities, it serves as a forum for the exchange of information among chapters, it promotes chapter development, and communicates chapter concerns to the ACRL Board.

3. Issues and Concerns

In reviewing the relationship between chapters and ACRL the task force has identified and considered several issues and concerns:

a. Degree of independence. The fact that chapters have been largely autonomous has caused concern among some members of ACRL that chapters may not be sufficiently accountable to ACRL and that their activities may not always be in harmony with the association's goals. Chapters, on the other hand, greatly value their independence and their ability to chart their own direction. Given these differences in viewpoint, it is important to clarify the degree of independence chapters have, since it is a fundamental aspect of their relationship with ACRL.

b. Liability. Several of ACRL's independent chapters are not incorporated. Legal advice has made it clear that ACRL could be held liable for the actions of a chapter that is not incorporated or not a part of a state association that is incorporated. Related to the question of liability, there is also concern that chapter publications and program announcements may need to make clear that chapters are separate entities from ACRL and that the national association is not responsible for chapter programs and other activities. Similarly, ACRL's website, which has the capacity to link seamlessly to chapter websites, may need to make clear that chapters are separate from ACRL.

c. Communication. Communication between ACRL and chapters has been an ongoing concern. Many chapter members believe that communication tends to be from ACRL "down" to chapters, rather than a reciprocal flow of information between equal partners. They also believe that the important role chapters play for ACRL has not been sufficiently recognized by the national association. Among ACRL members there is some sense that chapters do not sufficiently report their activities to ACRL, or at least that the ACRL leadership is not sufficiently aware of their activities.

d. Funding. Funding from ACRL is also an ongoing concern. The current funding model provides little incentive to chapters to assist in recruiting new members to ACRL or in recruiting ACRL national members to the chapter. Chapters remain unhappy with the amount of general support provided by ACRL, a lingering effect of the 1992-93 reduction in per capita funding from \$1.50 to \$0.75. While some members of ACRL feel that chapters should be more accountable for the ACRL funds they expend, chapters feel strongly that current policies and procedures for receiving funding already have too many strings attached.

e. Membership recruitment. Representatives of both parties agree that ACRL and the chapters have not been very successful in working together to increase either ACRL membership or the number of ACRL members who belong to chapters.

f. ACRL member outreach. There is concern that some chapters do not provide outreach to, or opportunities for, ACRL members who live in the chapter region, but are not chapter members. In some chapters, for example, ACRL members who are not members of the chapter do not receive registration discounts at chapter conferences, even though their ACRL dues indirectly support the chapter's programs.

4. Creating a More Mutually Beneficial Relationship

In developing this report, the task force has attempted to address the concerns described above by clarifying the basic nature of the relationship between ACRL and its chapters, by describing how the relationship might be improved, and by recommending specific measures that should enable ACRL and its chapters to work more productively to each others benefit.

In examining the role of chapters, the task force has been impressed by the enormous range of their activities. It is obvious that chapters create significant value for ACRL. Chapters give ACRL a local presence; they promote professional development, particularly among those who cannot realistically participate in ACRL on a national basis; they provide opportunities for leadership development; and they assist in legislative advocacy.

Since chapters have functioned for the most part quite effectively, the task force sees no compelling reason to recommend a change in their degree of autonomy or their basic relationship with ACRL. The task force is convinced, for a variety of reasons, that chapters will function best if their current degree of independence is reaffirmed.

The need for chapters to incorporate (or be part of a separately incorporated entity) in order to avoid potential liability for ACRL reinforces their fundamental independence from ACRL. Changes that are underway in redrafting the ACRL Bylaws are also consistent with this degree of independence. The proposed revision in the bylaws makes it clear that chapters are separate organizations interested in academic and research libraries that request affiliation with ACRL. In other words, ACRL recognizes as a chapter of the association an organization that meets certain criteria. ACRL affiliates with the chapter; it does not, however, establish the chapter as an organization, it does not control it, and it is not responsible for its actions.

The fact that chapters stand on their own helps to resolve some of the issues and concerns surrounding their relationship with ACRL. Chapters are independent entities that, by virtue of their chapter status, work in partnership with ACRL toward the advancement of common goals. Their status is therefore different from a section, which is a more integral part of the association. (Sections are by definition a division of ACRL; they are composed of members of the national association and their activities are held in conjunction with the association's national meetings.)

In order for ACRL and its chapters to benefit from their affiliation, they must establish communication and other structures that reinforce each other's value and importance in the relationship. Communication must function as a means of furthering partnership between two parties that have equal standing, rather than as a means through which control is exercised by one party and reacted to by the other. The Chapters Council plays an essential role in insuring that communication flows in both directions in an atmosphere of mutual respect and appreciation for the roles of both parties.

In the sections of this report that follow, the task force offers comment, suggestions and recommendations regarding chapter recognition, incorporation, funding, membership recruitment, disclaimer notices, and communication. These are followed by a summary of the responsibilities of chapters, of Chapters Council, and of ACRL as we envision them. Formal recommendations of the task force are summarized at the end of the report.

5. Chapter Status

Under the revised ACRL Bylaws, a chapter will be a local, state or regional group that has requested affiliation with ACRL and has been recognized as a chapter of ACRL by the ACRL Board. An organization thus becomes a chapter by affiliating with ACRL, rather than by being established by the national association. A chapter's affiliation may be dissolved at its request by the Board and its affiliation will be dissolved if the chapter becomes inactive or fails to comply with bylaws provisions regarding chapters. These bylaws changes are consistent with the thrust of the task force's report, which affirms the independence of chapters.

6. Incorporation

Recommendation:

The task force recommends to the ACRL Board:

- a) that new chapters either incorporate or belong to a state association that is incorporated within one year of their recognition by ACRL,
- b) that existing chapters incorporate or become a part of an incorporated state association by the end of the year 2000, and
- c) that ACRL working through the Chapters Council, provide guidance and advice to chapters on the process of incorporation.

Rationale:

Legal advice has made it clear that ACRL could be held liable for the actions of a chapter that is not incorporated. In order to insure their independent status and also resolve concerns about liability for ACRL, it is essential that chapters incorporate or be a division of an incorporated state library association.

7. Funding

The question of funding for chapters has been the most difficult issue considered by the task force. In addition to considering what level of basic funding is appropriate for chapters, the task force has looked at a several ways in which it might be possible to increase financial incentives to chapters to promote membership in ACRL and to encourage ACRL national members to join chapters. Record keeping and administration prove to be significant difficulties in funding models that are based on the number of ACRL members who are also members of the chapter. A chapter has no way to determine which of its members belong to ACRL, unless it checks its chapter list--name by name--against a list of ACRL members in its region--a cumbersome process at best. It would also be administratively difficult to require chapters to submit list of their members to ACRL for centralized checking.

The solution recommended by the task force has two components -- a modest increase in the current per capita allocation to chapters and a direct incentive for recruiting new members to ACRL.

Recommendations:

The task force recommends to the ACRL Board:

- a) that funding for each ACRL chapter be increased from \$0.75 to \$1.00 for each ACRL national member living within the geographic region served by the chapter; and that the small chapter allocation be continued at its current level,
- b) that ACRL, beginning in the 1999-2000 fiscal year, provide additional funding to chapters in the amount of \$10 for each new member of ACRL in the chapter's geographic region (as indicated by the new member's preferred ALA mailing

address) who joined in the previous fiscal year, if the chapter conducted AC membership recruitment activities and summarized them in its annual report (see Section 8 below), and

- c) that, with the exception of the requirement to submit annual reports (see Section 8 below), ACRL limit restrictions on funds allocated to chapters to those required by ALA policy.

Rationale:

The recommended increase in the per capita allocation would provide chapters a modest increase in their base funding. If implemented, this increase in chapter funding, which supports basic chapter activities, would underscore the value of chapters to ACRL. As has been the case in the past, chapters could increase their base funding from ACRL by working to increase the number of ACRL members living in the chapter region. The cost to ACRL of implementing the increase is modest, approximately \$3,750 per year.

In addition to the increase in the per capita allocation, chapters that have conducted ACRL membership recruitment activities would receive one-time funds based on the number of new ACRL members in the region who joined the previous year. A "new member" is defined as a member who is new to ACRL; the category would not include lapsed members who have reinstated or current members who have moved from one geographic region to another. The task force believes that this funding arrangement would provide a significant incentive to encourage chapters to work with the ACRL membership committee and Chapters Council to recruit new ACRL members both to ACRL national and to the local chapter. The new member allocation would be simple easy for ACRL staff to carry out, since it can be accommodated using records currently maintained in the ACRL office in addition to the information provided by the chapter in its annual report. The allocation will have a positive budgetary impact to the extent that ACRL can succeed in retaining the new members who join.

In considering the process by which funds are awarded to chapters, the task force favors the general principles included in the Sections Funding Task Force. The basic idea is to simplify the process of requesting funds, to limit requirements to those imposed by ALA policies, and to trust chapters to use their funding in accordance with the ACRL Strategic Plan. ALA policy prohibits ACRL funds being used by chapters for speaker travel and honoraria for librarians living in the chapter region, software, audiovisual production, and capital equipment.

8. Communication

a. Annual Report for Chapter Activities

Recommendation:

The task force recommends to the ACRL Board:

- 1) that each ACRL affiliate chapter be expected to submit a brief, one page annual report of its activities to the ACRL office by September 1 of each year, includ.

in the report a statement of how the chapter's activities supported the ACRL Strategic Plan in regard to the goals of professional development and legislative issues, and what activities the chapter may have undertaken to promote membership recruitment,

- 2) that the form appended to this report be used by each chapter in submitting its report,
- 3) that all chapter annual reports be distributed to both the ACRL Board and the ACRL Chapters Council, and
- 4) that both regular allocation and new member funding be withheld from any chapter that fails to submit an annual report for two consecutive years; that such funding be reinstated once a chapter has submitted an annual report; and that compliance with the reporting requirement be monitored by ACRL staff.

Rationale:

To help insure that chapters are working in general harmony with the goals of ACRL, it is important that they report regularly to ACRL on their activities. It is also important that chapter reports be distributed to the Board of Directors to make the ACRL leadership aware of the range and scope of chapter activities. Members of the task force believe that it is also reasonable to withhold funding from any ACRL chapter that fails for two consecutive years to report on its activities.

b. Communication of ACRL Plans and Activities

Recommendation:

The task force recommends to the ACRL Board:

that an annual summary and update of the ACRL Strategic Plan be mailed to each ACRL affiliate chapter and the Chapter Council officers.

Rationale:

Regular communication to chapters and Chapters Council about the ACRL Strategic Plan and ACRL activities that are carrying out the plan should help to insure that chapters are in a position to work in harmony with the goals and general direction of ACRL.

c. Annual Discussion of Board Plans and Chapter Activities

Recommendation:

The task force recommends to the ACRL Board:

that an annual meeting be held between the Chapters Council officers and representatives of the ACRL Board for the purpose of considering issues of mutual concern.

Rationale:

A regular forum for informal communication between the officers of Chapters Council and representatives of the ACRL Board should help to insure that the ACRL Board remains aware of concerns at the chapter level and that chapters are aware of ACRL's general direction and any concerns that the Board may have regarding chapter activities. Such a forum should also help to insure that ACRL and chapters are working collaboratively on such issues as legislative advocacy, membership recruitment, and professional development. The Chapters Council meetings, though they are regularly attended by ACRL officers, are not well suited for the give-and-take communication that is needed to foster a more mutually-reinforcing relationship between ACRL and its chapters.

9. Membership Recruitment

The chapter funding for new members of ACRL provides an opportunity for the ACRL membership committee to work in conjunction with the Chapters Council and individual chapters to encourage membership drives at the chapter level. While the task force believes that no formal recommendation to the Board is required, it hopes that the Membership Committee and the Chapters Council will work on a variety of strategies to encourage chapter membership initiatives. At a minimum, chapters should be made aware of the new funding and literature relating to ACRL membership should be made available to them.

10. ACRL Member Outreach

Recommendation:

The task force recommends to the ACRL Board:

that chapters be encouraged to offer opportunities, such as discounts on conference registration, to ACRL members who are not members of the chapter.

Rationale:

Chapters that are divisions of a state association may be limited in what breaks they can offer to ACRL members in their region who do not belong to the chapter. It is, however, desirable for chapters to offer discounts on conference registrations and other similar breaks to ACRL members whenever possible. Such incentives may encourage participation by ACRL members in chapter activities and lead to increased ACRL membership in the chapter. Incentives are also appropriate, since the ACRL member's dues indirectly support the chapter's activities.

11. Disclaimer Statements

ACRL legal counsel has suggested that it may be advisable for chapters to include a disclaimer statement on print materials advertising programs that receive funds from

ACRL. The task force believes that the autonomous nature of chapters, as described in this report, as implied in the revised ACRL bylaws, and as legally embodied through the process of incorporation, provides sufficient protection to ACRL in this regard. The task force agrees, however, that it would be advisable for ACRL to include language in the ACRL website that makes clear that chapters are separate organizations that are affiliated with ACRL; the website should also make it evident to the user that chapter websites are maintained separately from the ACRL site.

12. Membership Lists

Beginning in 1997-98 ACRL has established a policy of providing each chapter, at its request, one list or set of mailing labels of all ACRL national members living in the chapter's geographic region. Each chapter is entitled to one free list or set of mailing labels each year.

13. Roles and Responsibilities of Chapters, Chapters Council, and ACRL

The following are the roles and responsibilities of chapters, Chapters Council, and ACRL as envisioned by the task force:

a. Roles and Responsibilities of Chapters

Affiliated chapters are important partners for ACRL. Although they are largely independent, they provide a local presence for ACRL and assist in attaining the goals of the ACRL Strategic Plan. They foster professional development, particularly for those who cannot participate at the national level; they participate in legislative advocacy; and they promote ACRL membership.

Programming. Chapters offer a variety of programs that advance the professional development goals of ACRL.

Legislative network. Chapters participate in the ACRL legislative network in order to advance the ACRL legislative agenda.

Membership recruitment. Each chapter has a financial incentive to recruit new members to the chapter and to ACRL. Chapters are encouraged to plan membership drives in collaboration with the ACRL membership committee and the Chapters Council.

Chapters Council. Each chapter participates in Chapters Council through two representatives who have one vote on behalf of the chapter. Representatives are the president (chair) and vice-president (vice-chair) or a delegate who is a member of the executive board of the chapter and also a member of ACRL.

Officers. The president (chair) and vice-president (vice-chair) of each chapter are members of ACRL.

Incorporation. Each ACRL chapter is responsible either for incorporating itself or belonging to a state association that is incorporated. New chapters must incorporate or belong to a state association within one year of their recognition by ACRL. Existing ACRL chapters must incorporate or belong to a state association that is incorporated by the end of the year 2000.

Bylaws. Each chapter adopts its own bylaws, provided they are not in conflict with ACRL's bylaws.

Meetings. Each chapter holds one meeting each year, unless it is a member of a state association that has biennial meetings.

Officer lists. Each ACRL chapter submits a list of its officers to the ACRL office within one month of the election.

Annual reports. Each chapter submits a brief, one-page annual report to the ACRL office by September 1 of each year. The report summarizes the chapter's activities and specifies how the chapters met the goals of the ACRL Strategic Plan regarding professional development and legislative issues. The report also notes efforts the chapter may have made to recruit new members to the chapter and to ACRL. Chapters are aware their funding from ACRL will be withheld if they do not submit an annual report for two consecutive years.

Outreach to ACRL national members. Each chapter is encouraged to offer opportunities such as breaks on conference registration, to ACRL members living in their region who are not members of the chapter.

Disaffiliation. In the event that a chapter becomes inactive, or for other reasons chooses to disaffiliate, the chapter notifies ACRL of its intention to dissolve its affiliation with the association.

b. Responsibilities of Chapters Council

Chapters Council serves as ACRL's primary forum for dealing with the interests and concerns of ACRL chapters. It serves as the central means of communication among chapters and between chapters and ACRL. Its specific responsibilities are the following:

Information sharing. Chapters Council facilitates the exchange of information among chapters.

Chapter Topics. Chapters Council coordinates the publication of *Chapter Topics*, which serves as a primary means of communicating chapter activities and concerns among chapters and to the ACRL Board.

Communication with Board. Chapters Council regularly apprises the ACRL Board of chapter activities and concerns. Chapters Council officers meet annually with representatives of the ACRL Board to discuss issues of mutual concern.

ACRL information. Chapters Council promotes the dissemination of information about ACRL to local chapters.

Chapter development. Chapters Council promotes the organization and development of ACRL Chapters.

Membership recruitment. The Chapters Council cooperates with ACRL, and particularly with the ACRL membership committee, in promoting ACRL membership.

Legislative network. The Chapters Council works with the ACRL Board, the ACRL staff member responsible for government relations, and the ACRL Government Relations Committee to coordinate the ACRL legislative network and advance the ACRL legislative agenda.

Elections. Chapters Council holds elections for Chapters Council officers.

Directors at Large. Chapters Council nominates biannually two at-large candidates for the ACRL Board.

Leadership Council. The Chair and vice-Chair of Chapters Council attend ACRL Leadership Council meetings.

Presidential Candidates Forum. The Chapters Council organizes the ACRL Presidential Candidates Forum at every mid-winter meeting.

Annual Report. The Chapters Council submits each year an annual report to ACRL and makes it available to chapters.

c. Responsibilities of ACRL

ACRL recognizes the importance of its affiliate chapters by supporting their work in a variety of ways.

Funding. ACRL provides funding for chapters in the amount of \$1.00 for each ACRL personal member living in the geographic region served by the chapter. Beginning in the 1999-2000 fiscal year, ACRL grants to each chapter \$10 for each new ACRL member living in the chapter's geographic region who joined ACRL during the previous fiscal year, if the chapter conducted ACRL membership recruitment activities during the previous year and summarized them in its annual report.

Chapters Topics. ACRL funds, prints, and distributes *Chapter Topics*.

Initiative Fund. ACRL supports new initiatives by chapters through the Initiative Fund process. Chapters may apply each year for an Initiative Fund grant of up to \$2,500. Projects are awarded on a competitive basis and should meet the goals of the ACRL Strategic Plan.

Speakers. ACRL provides funds for ACRL officers (ACRL president, president-elect, executive director, and past-president) to travel to and speak at ACRL chapter meetings.

Speakers are requested by the individual chapter. Funds are generally available for a chapter to be visited approximately once every three years.

Membership Lists. ACRL provides each year at no cost to the chapter one list of ACRL members living in the chapter's geographic region.

Officer Lists. ACRL maintains and makes available a list of officers from each chapter.

Chapter Reports. The ACRL office receives chapter annual reports each year and circulates them to the ACRL Board and the ACRL Chapters Council. The office monitors compliance with the chapter reporting expectation and withholds ACRL funds from any chapter that does not submit an annual report for two consecutive years.

ACRL Plans and Activities. The ACRL Office provides an annual summary and update of the ACRL Strategic Plan to each ACRL affiliate chapter and the Chapters Council officers.

Meeting with Chapters Council Officers. Representatives of the ACRL Board meet annually with Chapters Council officers to discuss issues of mutual concern.

Websites. ACRL maintains wording on the ACRL website that makes clear that chapters are separate organizations that are affiliated with ACRL; the website also makes it evident to the user that chapter websites are separate from the ACRL site; the website lists chapters and provides links to their webpages.

14. Summary of Recommendations

The ACRL Chapters Relations Task Force recommends to the ACRL Board:

- a) That funding for each ACRL chapter be increased from \$0.75 to \$1.00 for each ACRL national member living in within the geographic region served by the chapter, and that the small chapter allocation be continued at its current level.
- b) That ACRL, beginning in the 1999-2000 fiscal year, provide additional funding to chapters in the amount of \$10 for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year, if the chapter conducted ACRL membership recruitment activities and summarized them in its annual report.
- c) That, with the exception of the requirement to submit annual reports, ACRL limit restrictions on funds allocated to chapters to those required by ALA policy.
- d) That each ACRL affiliate chapter be expected to submit a brief, one page annual report of its activities to the ACRL Office by September 1 of each year, including in it a statement of how the chapter's activities supported the ACRL Strategic Plan in regard to the goals of professional development and legislative issues; that the form appended to this report be used by each chapter in submitting its report; that all chapter annual reports be distributed to both the ACRL Chapters Council and the ACRL Board; that both the regular allocation and new member funding be withheld from any chapter

that fails to submit an annual report for two consecutive years; and that such funding be reinstated once a chapter has submitted an annual report.

- e) That an annual summary and update of the ACRL Strategic Plan be mailed to each ACRL affiliate chapter and the Chapters Council officers.
- f) That an annual meeting be held between the Chapters Council officers and representatives of the ACRL Board for the purpose of considering issues of mutual concern.
- g) That new chapters either incorporate or belong to a state association that is incorporated within one year of their recognition by ACRL; that existing chapters incorporate or become a part of an incorporated state association by the end of the year 2000; and that ACRL provide guidance and advice to chapters on the process of incorporation.
- h) That chapters be encouraged to offer opportunities, such as discounts on conference registration, to ACRL members who are not members of the chapter.

ACRL Chapters Relations Task Force Members:

John Collins (co-chair), 1996-97 Chapters Council President
Ray English (co-chair), Chair, ACRL Budget and Finance Committee, ACRL Board
Rena Fowler, ACRL Budget and Finance Committee
Barbara Baxter Jenkins, 1997-98 Chapters Council President
Victoria A. Montavon, ACRL Board
Linda Muroi, ACRL Board
J. Fred Olive
Henry R. Stewart
Lee Marie Wisel

ACRL AC22 (makeup meeting) Doc 23.2

Attachment 2: Chapter Expenditures, 2011-2021

Year	Chapter Allocations (Budgetd)	Actual Spent	% Unspent
FY11	\$ 5,000	\$ 5,316	0%
FY12	\$ 5,000	\$ 5,392	0%
FY13	\$ 5,400	\$ 4,898	9.30%
FY14	\$ 4,500	\$ 6,035	0%
FY15	\$ 5,000	\$ 3,845	23.10%
FY16	\$ 6,035	\$ 3,669	39.21%
FY17	\$ 6,035	\$ 3,683	39%
FY18	\$ 4,500	\$ 3,816	15.20%
FY19	\$ 4,500	\$ 2,823	32.27%
FY20	\$ 4,500	\$ 1,141	74.65%
FY21	\$ 4,000	\$ 28	92.80%
TOTAL	\$ 54,470	\$ 40,646	25.38%

Note: Even though Chapter budgets have been steadily reduced over the past eleven years, the amounts budgeted are rarely fully expended.

The table on page 2 shows how much each ACRL chapter was eligible to receive in FY20 based on the ACRL membership counts for their respective states. The allocations range from \$930 (California) to \$100 (Arkansas, Idaho, Kentucky, Nebraska, New Mexico, North Dakota and Manitoba, Oklahoma, and South Dakota).

In FY20, only four chapters requested their budget allocation (and this is typical of pre-COVID years).

Additionally, 18.6% (8) chapters are not eligible to receive budget allocations per Section 5.6.1 Annual Report for Chapter Activities in the ACRL Guide to Policies and Procedures which states, “Both regular allocation and new member funding will be withheld from any chapter that fails to submit an annual report for two consecutive years and such funding may be reinstated once a chapter has submitted an annual report. Compliance with the reporting requirement will be monitored by ACRL staff and became effective with the FY 1998-99 year.”

ACRL AC22 (makeup meeting) Doc 23.2

2019-2020 Chapter Expenses			
	Allowance	Used	Notes
Alabama	\$ 128	\$ -	
Arizona	\$ -		No annual report in 2 years, no budget.
Arkansas	\$ 100	\$ -	
California	\$ 930	\$ -	
Colorado	\$ -		No annual report in 5 years, no budget
Delaware Valley	\$ 435	\$ -	
Florida	\$ 361	\$ 361	Coffee break 1-28-2020
Georgia	\$ 227	\$ -	
Idaho	\$ 100	\$ -	
Illinois	\$ 569	\$ -	
Indiana	\$ 231	\$ -	
Iowa	\$ 171	\$ -	
Kansas	\$ 129	\$ -	
Kentucky	\$ 100	\$ -	
Louisiana	\$ 111	\$ -	
Maryland	\$ 257	\$ 200	Winter social - March 9, 2020
Michigan, MLA	\$ 344	\$ -	
Michigan, MI-ALA	\$ 344	\$ -	
Minnesota	\$ 189	\$ -	
Mississippi	\$ -		No annual report in 3 years, no budget
Missouri	\$ 144	\$ -	
Montana	\$ -		No annual report in 4 years, no budget
Nebraska	\$ 100	\$ -	
Nevada	\$ -		No annual report in __? years, no budget
New England	\$ 813	\$ 813	Strategic planning catering (\$846)
New Jersey	\$ 239	\$ -	
New Mexico	\$ 100	\$ -	
New York, Eastern	\$ 202	\$ -	
New York, Metro	\$ 445	\$ -	
North Carolina	\$ -		No annual report in 2 years, no budget.
North Dakota & Manitoba	\$ 100	\$ -	
Ohio	\$ 361	\$ -	
Oklahoma	\$ 100	\$ 100	Zoom 08/12/2020
Oregon	\$ 141	\$ -	
Western Pennsylvania & West Virginia	\$ 120	\$ -	
South Carolina	\$ 118	\$ -	
South Dakota	\$ 100	\$ -	
Tennessee	\$ 167	\$ -	
Texas	\$ 491	\$ -	
Utah	\$ -		No annual report in 4 years, no budget
Virginia	\$ 331	\$ -	
Washington	\$ -		No annual report in 2 years, no budget.
Wisconsin	\$ 150	\$ -	
Total:	\$ 8,948	\$ 1,474	

ACRL Active Task Force Status Report

Task Force	Charge	Leadership	Timeline	Status Notes
ACRL/ALA/ARL IPEDS Task Force	Charge: To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in line with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis.	<p>Co-chairs: Adrian Ho & Erik Mitchell by ARL. See https://www.ala.org/acrl/aboutacrl/directoryofleadership/taskforces/tfs/acr-tfipeds</p> <p>Board Liaison: n/a</p> <p>Staff Liaison: Mary Jane Petrowski</p>	<p>AC 2022: Final report due.</p> <p>AC 2021: Interim report due. [Report not submitted and TF needs to be extended by the board for another 2 years at AC222.</p> <p>October 2019: Board approved Task Force extension and new charge/timeline.</p> <p>Fall 2017 Initial Task Force established</p>	<p>May 2022: The Task Force met to discuss various changes recommended by respondents to the 2021 survey. The IPEDS ALC director was not able to attend the May meeting and a follow-up meeting has been scheduled for May 27. The ACRL Associate Director has been invited to meet with Marisa Pelczar and Matt Birnbaum from the IMLS Office of Research and Evaluation on June 23 to discuss migration of the ALC to IMLS. The Task Force is up for renewal in June 2022 and a Board Action Form has been submitted.</p> <p>February 2022: The Task Force received update on IPEDS changing approach for OMB packages, moving to annual cycle; following decision w/survey home; may result in one year delay (2023) of adding a new item on shared collections to the ALC. The Task Force will be requesting another extension through 2024.</p> <p>October 2021: Robert Dugan stepped down as the ACRL co-chair and Adrian Ho accepted an appointment to serve as co-chair through June 2022.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>September 2021: Martha Kyrillidou shared her final (confidential) draft of the report for IMLS outlining three scenarios for the future of the IPEDS AL Component.</p> <p>The Task Force will review the IPEDS help desk logs prior to the next meeting to see what, if any, changes are needed to the IPEDS instructions.</p> <p>Waiting to hear from the AL Component Director as to when the new question on shared collections will be included in survey.</p> <p>June 2021: Martha Kyrillidou briefed the Task Force on her draft report to IMLS which is planning to issue a request for comment in the Federal Register for the issues explored in the sustainability study underway exploring the transfer of the AL Component from NCES to IMLS. QualityMetrics will update the Advisory group on the latest drafts of the sustainability study and ensure the TF is aware of the request for comment when it is issued in the Federal Register. The TF was asked to mobilize their personal networks to provide comments (comment period will be open for 30 days). IMLS and</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>QualityMetrics expressed appreciation for the group's efforts and advice on the important issue as to whether IMLS can sustain the ALS data collection in future years.</p> <p>May 2021: The Task Force learned that IPEDS is looking to shift responsibility for the Academic Library Component to IMLS. IMLS engaged QualityMetrics (Martha Kyrillidou and Emily Gudhe) to assess the feasibility of adopting the Academic Libraries Survey (ALS) and meetings are being set up with the Task Force to discuss ramifications and issues connected with such a shift.</p> <p>January 2021: Task Force worked from July - December 2020 to develop a new question for shared collections. Once approved, this question will be included in the 2021 NCES IPEDS ALC.</p> <p>June 2, 2020: Task Force finalized revisions to staffing counts to include vacant short-term and vacant temporary positions.</p> <p>April 22, 2020: Task Force met and approved new guidance for usage using COUNTER 5. Since that meeting the Task Force has developed a new FAQ response for how to count vacant</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>short-term or temporary positions. The group is now working to develop new questions and definitions for shared collections to be completed by November 30, 2020.</p> <p>March 10, 2020: Task Force met and reviewed the timeline, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.</p> <p>November 2019: Appointments completed.</p> <p>Fall 2019: Appointments underway.</p> <p>Annual 2019: final report submitted to Board.</p> <p>April 2019: Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019.</p> <p>December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Fall Board Meeting 2018: interim report submitted.</p> <p>Fall 2018: One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.</p> <p>Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p> <p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>Spring 2017: The co-chairs and staff liaisons held two conference calls,</p>

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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>including one on March 28, 2017 with Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016 survey and IPEDS surveys have been compiled to identify issues.</p> <p>Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p>

<p>ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force</p>	<ul style="list-style-type: none"> • Scanning the environment, including review of relevant documents (e.g., ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; • Drafting the framework; • Seeking comment from stakeholders and the library community on the draft, and revising as needed. 	<p>Co-conveners: Jennifer Garrett (through May 2021), Marcela Y. Isuster (current)</p> <p>Facilitators: Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion; Assistant Director of Libraries, SC Governors School for the Arts and Humanities (May 2021-Present).</p> <p>Katherine Skinner, Executive Director, Educopia Institute (February 2020 to January 2021)</p> <p>Current staff liaisons: Allison Payne, ACRL; Kristin Lahurd, ODLOS; Nellie Barrett, PLA; DeLa Dos, ARL.</p>	<p>June 2022 Late Summer 2021: Final draft of document and final status report to ACRL Board.</p> <p>January 2022 Spring 2021: Draft shared and request for comments</p>	<p>Annual 2022: The final framework has been submitted to the four organizations for their review and approval process. Pending the outcome, the document could be approved by the end of July 2022.</p> <p>March 2022: The public comment period closed for the first draft and a working group is reviewing the feedback. The task force is on-track to have the four organizations review in June 2022, but this could change if significant changes are needed.</p> <p>February 2022: Two public forums (Feb 16 for all libraries and Feb 23 for public libraries) will be held during the request for comment period.</p> <p>January 19, 2022: A coordinated marketing push will launch to publicize the start of the six-week comment period. In addition to the four organizations' typical audiences, effort will be made to solicit feedback from stakeholders, such as rural libraries.</p> <p>December 2021: draft Framework finalized. All four orgs will work together for a coordinated announcement for a public comment period in January 2022. The task force</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
		Former staff liaisons: Scott Allen, PLA; Gwendolyn Prellwitz, ODLIS; Mark A. Puente, ARL; Gary Roebuck, ARL.		<p>plans to host two synchronous virtual forums.</p> <p>Fall 2021: The task force is finalizing a first Framework draft. The task force is working with the staff liaisons to launch a three-week request for comments, which will include asynchronous feedback through CommentPress and two live open forums. The request for comments will be shared widely with the four organizations' networks. The expected launch date is by December 2021 (delayed to January 2022).</p> <p>Annual 2021: Task Force leaders will present Cultural Proficiencies for Racial Equity Framework: An Update on June 27, 2021, 10:30 AM – 11:30 AM CT.</p> <p>May 2021: Framework Development Working Group formed to draft the document in consultation with the full task force. Working group is holding weekly meetings. Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion, is facilitating the Working Group. The full task convenes once per month.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Nov 2020-Jan 2021: Three work sessions facilitated by Katherine Skinner were held to identify the goals of the Framework.</p> <p>Fall 2020: Survey Working Group may distribute a survey widely to stakeholders of four organizations.</p> <p>November 9, 2020: First of three work sessions (facilitated by Katherine Skinner) planned. Other two work sessions will most likely be scheduled in early 2021.</p> <p>October 2020: ACRL Standards Committee rep reached out to co-chairs to check-in regarding ACRL Standards process.</p> <p>Summer 2020: Full task force meetings. Working groups formed: Data and Competencies; Glossary; and Survey.</p> <p>May 2020: Task Force roster announced (press release).</p>

Task Force	Charge	Leadership	Timeline	Status Notes
New Awards Task Force (2022-TBD)	TBD	Chair: Board Liaison: TBA Staff Liaison:	TBD	<p>April 25, 2022: Awards Town Hall held for awards stakeholders.</p> <p>Spring Board Meeting 2022: The Board approved a continued pause of ACRL's current award program for the length of time it takes to fully consider and implement the Award Task Force recommendations.</p> <p>LibLearnX 2022: The ACRL Board approved the previous Awards Task Force's thirteen recommendations, which included the creation of a new awards task force.</p>

Diversity Alliance Task Force	<p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p>	<p>Chair: José A. Aguiñaga, Annie Belanger</p> <p>Board liaison: April Cunningham</p> <p>Staff liaison: Robert Jay Malone, Allison Payne</p>	<p>June 2022: final report due</p> <p>January 2022: second interim report due</p> <p>January 2021: interim report submitted</p> <p>Summer 2020: Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.</p> <p>Spring 2020: Board action for recommendations on next steps.</p> <p>Annual 2016: Task Force established. Extended through AC 2020</p>	<p>Annual 2022: Final recommendations and documents submitted for Board review.</p> <p>Spring Board Meeting: The task force submitted documents for the Board to give feedback on proposed membership levels.</p> <p>February & March 2022: The task force is planning a few webinars for those interested in residencies to take place February – March.</p> <p>December 2021: The task force is working to develop tiered membership categories to include institutions that are not ready to commit to a full residency program.</p> <p>Fall 2021: The Task Force has been meeting monthly and working groups have also been meeting regularly to develop materials and make program recommendations. The task force is on-track to submit its final report on time in June 2022.</p> <p>February-June 2021: work is underway and the task force is meeting regularly.</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Midwinter 2021: Co-chairs met with the Board for clarification on charge and prioritization of projects.</p> <p>Dec 2020/Jan 2021: Task Force has met regularly.</p> <p>October/November 2020: Task Force virtual meeting.</p> <p>September 2020: Roster completed</p> <p>June 2020: A call for volunteers was posted on ACRL marketing channels, and appointments will be made by ACRL President Karen Munro and ACRL Vice-President Jon Cawthorne after the June 15 deadline.</p> <p>Spring Board 2020: The Board charged a new task force to carry out the current task force's recommendations.</p> <p>Midwinter 2020: Board received an update from the task force chair.</p> <p>Annual 2019: meetup held AC19.</p> <p>ACRL 2019 Conference: Diversity Alliance resident meetup with Spectrum Scholars. Hosted "Taking</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Charge of Your Narrative” preconference.</p> <p>Midwinter 2019 Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p>Fall 2018 TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary libraries and were able to highlight the Diversity Alliance in the presentations.</p> <p>June 2018 The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group’s proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p>May 2018</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p>January-February 2018 Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents.</p> <p>July-September 2017: Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p>May–June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February–April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p>Fall 2016: appointments completed by Irene Herold.</p> <p>Annual Conference 2016: task force approved by Board.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Member Accommodation/ Compensation Task Force	Review current practices for when and how members are recognized for their time and effort dedicated to advancing association work for the profession. Identify advantages and disadvantages of current practices. Investigate options for, and sustainability of, offering various forms of compensation or accommodation and determine where compensation may be warranted and could remove a barrier to participating.	Chair: Janice D. Welburn Board liaison: Jessica Brangiel Staff liaison: Margot Conahan	Task force terms: February 1, 2022 - January 31, 2023 Date interim report is due: October 2022 Date final report is due: January 2023	February/March 2022: task force appointments being completed. January 2022: task force approved by Board.

<p>National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force</p>	<p>To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comments on the analysis of the data by August 2021.</p>	<p>Chair: Merinda Hensley</p> <p>Board liaison: Kim Copenhaver</p> <p>Staff liaison: Mary Jane Petrowski</p>	<p>Date final report is due: 2022 Summer Board Meeting [We need to ask the board to extend the TF through FY23]</p> <p>Date interim report is due: 2020 Fall Board Meeting</p>	<p>May 2022: The Task Force will be submitting their final report and requesting an extension of the group.</p> <p>January 2022: The Task Force has reviewed and finalized the new IL module questions and have passed them to NSSE staff for refinement and testing.</p> <p>October 2021: The work of the Task Force will be completed in FY23, so the terms of the current members need to be extended through June 30, 2022. The revised IL module will be part of the 2023 survey. The TF has a deadline of June 2022 to finalize the first draft of new questions. NSSE will workshop the questions over the summer and have it back to Task Force by fall 2022. Workshopping is a staff review of questions -- edits, revisions, etc. This is an iterative process involving three or four drafts. This is internally focused -- reviewing language, double barreled questions, questions too specific to type of school; too jargony, etc. The new IL module is an optional add-on to the survey. Ideally it would be used as part of the larger NSSE survey instrument. We also want to make this available for schools if they want</p>
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Task Force	Charge	Leadership	Timeline	Status Notes
				<p>to use it for their schools as part of their own local measure.</p> <p>The TF audit of the entire survey to pull out IL concepts was very helpful to NSSE.</p> <p>September 2021: The Task Force is mapping where IL questions appear in the entire NSSE survey to show where there may be overlap and nuance with the NSSE IL module.</p> <p>The goal is to see if there are other places in the survey where IL exists, as well as a way to complement the survey questions with IL-specific questions.</p> <p>The comparison with the other modules will help TF to see overlap and ways in which we can make our module more distinct.</p> <p>Also identifying how IL module questions could add depth and more detail into the findings from a standard NSSE question could also be helpful.</p> <p>July 2021: The Task Force discussed various approaches to re-thinking the Information literacy module. The group is also looking at the IL module</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>data set to see how data might best be analyzed.</p> <p>May 2021: The Task Force invited Ashely Finley (Senior Advisor to the President and Secretary to the Board at AAC&U) to meet and discuss revisions to the NSSE IL module. She suggested that the revised module be focused on social justice to increase its appeal and use. She also indicated that AAC&U is looking to partner with a funding partner to review the VAL rubrics, including information literacy.</p> <p>April 2021: The Task Force contracted with Melanie Hawks to conduct a focus group with librarians who have used the NSSE IL module on April. Melanie met with the Task Force on May 7 to review her findings and submitted her final report.</p> <p>January 2021: The Task Force has conducted a survey of libraries whose schools used the old IL module. Results show that few librarians were aware of the data and/or knew how to use it. A focus group is planned for April 2021. NSSE staff have offered to fund cognitive interviews with students when the new IL module is developed.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
				<p>Fall 2020: The Task Force met on Oct. 9 with Kevin Fosnacht, NSSE research analyst, to discuss options for moving forward with revisions to the current IL module.</p> <p>Spring 2020: The Task Force has been appointed with four members and a chair.</p> <p>Spring Board 2020: The Board approved the task force.</p>

Task Force	Charge	Leadership	Timeline	Status Notes
Nominations and Policies Audit Task Force	<ul style="list-style-type: none"> Review current ACRL Bylaws and policies, focusing on the ACRL leadership nominations and recruitment process + Board participation requirements, to identify areas that may be impeding efforts to expand dimensions of diversity in the leadership pipeline - including people of color and minoritized groups, individuals in diverse roles within the library profession, and library workers in all types of academic library settings. Identify and evaluate alternatives to current policy, as well as advantages and disadvantages for each alternative, that they may reduce barriers and encourage greater participation. Recommend alternatives based on the evaluation of advantages and disadvantages. 	<p>Chair: Matthew Weirick Johnson</p> <p>Board liaison: Kim Copenhaver</p> <p>Staff liaisons: Robert Jay Malone, Elois Sharpe</p>	<p>Task force terms: February 1, 2022 - January 31, 2023</p> <p>Date interim report is due: October 2022</p> <p>Date final report is due: January 2023</p>	<p>February/March 2022: task force appointments being completed.</p> <p>January 2022: task force approved by Board.</p>

Board Working Group Status Chart

Title	Task(s)	Members	Timeline & Status
EDI Goals & Objectives Working Group	Draft goals and objectives for EDI goal area.	Toni Anaya, Jessica Brangiel, Faye A. Chadwell, Cinthya Ippoliti, Mary Mallery Staff liaison: Jay Malone	SPOS June 2022 (tent): review of draft goals and objectives February 23, 2022: 1 st working group meeting LLX22: EDI goal area approved and working group established.
EDI Priority Setting Working Group	Determine next steps, including assessment, for EDI short-term priority setting.	Jon Cawthorne, Jacquelyn A. Bryant, Cinthya Ippoliti Staff liaisons: Jay Malone, Allison Payne	LLX22: Working Group update scheduled. December 9, 2021: working group meeting to share priority setting themes found in committee work plans. November to December 2021: working group will review short-term priorities included in committee work plans. November 8, 2021: first working group meeting
Faculty Status Working Group	Consider if ACRL should issue a statement on librarian faculty status.	Erin Ellis, Cinthya Ippoliti, Mary Mallery, April Cunningham Staff liaison: Jay Malone	Spring Board Meeting 2022: Update scheduled. December 2021: working group formed January 2022: working group meeting

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Title	Task(s)	Members	Timeline & Status
WOC + Lib Working Group	Review questions from EDI Committee on the WOC + Lib statement and report out to the full Board.	Julie Garrison, Cinthya Ippoliti, Faye A. Chadwell, Yasmeen Shorish, Maisha Duncan Carey, Staff liaison: Jay Malone	LLX22: The Board will discuss working group's recommendations. January 5, 2022: working group meeting Fall Executive 2021: working Group formed

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL AC22 FYI-3

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Budget & Finance Committee - B&F Chair	Carolyn Henderson	Allen	Allison Elois	Payne Sharpe
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
External Liaisons Committee	Jessica	Brangiel	Robert (Jay) Allison	Malone Payne
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton
Value of Academic Libraries Committee	Jessica	Brangiel	Kara	Malenfant
Government Relations Committee	Jacquelyn	Bryant	Kara	Malenfant
Professional Values Committee	Jacquelyn	Bryant	David	Free
Academic Library Trends and Statistics Survey - Past President	Jon	Cawthorne	Gena Mary Jane	Parsons-Diamond Petrowski
C&RL - Past President	Jon	Cawthorne	Dawn	Mueller
C&RL News - Past President	Jon	Cawthorne	David	Free
CHOICE - Past President	Jon	Cawthorne	Rachel	Hendrick
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Jon	Cawthorne	Lauren	Carlton
New Publications Advisory - Past President	Jon	Cawthorne	Erin	Nevius
Project Outcome for Academic Libraries Editorial Board - Past-President	Jon	Cawthorne	Gena	Parsons-Diamond
Publications Coordinating - Past President	Jon	Cawthorne	David	Free
Publications in Librarianship - Past President	Jon	Cawthorne	Erin	Nevius
RBM - Past President	Jon	Cawthorne	David	Free
Resources for College Libraries - Past President	Jon	Cawthorne	Anne Rachel	Dougherty Hendrick
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Digital Scholarship Section (DSS)	Faye	Chadwell	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Faye	Chadwell	Allison	Payne
Arts Section	Faye	Chadwell	Lauren	Carlton
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL AC22 FYI-3

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Politics, Policy and International Relations Section (PIRS)	Kim	Copenhaver	Lauren	Carlton
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
ACRL Awards Task Force	Kim	Copenhaver	Kara	Malenfant
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Lauren	Carlton
Standards	April	Cunningham	David	Free
University Libraries Section (ULS)	April	Cunningham	Lauren	Carlton
Diversity Alliance Task Force	April	Cunningham	Robert (Jay) Allison	Maone Payne
European Studies Section (ESS)	April	Cunningham	Lauren	Carlton
Appointments Committee - President Elect	Erin	Ellis	Allison Elois	Payne Sharpe
Leadership Recruitment and Nomination Committee - President-Elect	Erin	Ellis	Elois	Sharpe
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Professional Development Committee - President Elect	Erin	Ellis	Margot	Conahan
Academic/Research Librarian of the Year Award-Committee President	Julie	Garrison	Lauren	Carlton
Chapters Council - President	Julie	Garrison	Lauren	Carlton
President's Program Planning Committee 2022	Julie	Garrison	Lauren	Carlton
College Libraries Section (CLS)	Cinthya	Ippoliti	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cinthya	Ippoliti	Lauren	Carlton
Research and Scholarly Environment Committee	Cinthya	Ippoliti	Kara	Malenfant
Anthropology and Sociology Section (ANSS)	Cinthya	Ippoliti	Lauren	Carlton
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
Community and Junior College Libraries Section (CJCLS)	Mary	Mallery	Lauren	Carlton
Liaisons Assembly	Mary	Mallery	Robert (Jay) Allison	Malone Payne
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL AC22 FYI-3

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Faye	Chadwell	David	Connolly
Academic Library Trends and Statistics Survey - Past President	Jon	Cawthorne	Gena Mary Jane	Parsons-Diamond Petrowski
Academic/Research Librarian of the Year Award-Committee President	Julie	Garrison	Lauren	Carlton
ACRL Awards Task Force	Kim	Copenhaver	Kara	Malenfant
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
Anthropology and Sociology Section (ANSS)	Cintha	Ippoliti	Lauren	Carlton
Appointments Committee - President Elect	Erin	Ellis	Allison Elois	Payne Sharpe
Arts Section	Faye	Chadwell	Lauren	Carlton
Budget & Finance Committee - B&F Chair	Carolyn Henderson	Allen	Allison Elois	Payne Sharpe
C&RL - Past President	Jon	Cawthorne	Dawn	Mueller
C&RL News - Past President	Jon	Cawthorne	David	Free
Chapters Council - President	Julie	Garrison	Lauren	Carlton
CHOICE - Past President	Jon	Cawthorne	Rachel	Hendrick
College Libraries Section (CLS)	Cintha	Ippoliti	Lauren	Carlton
Community and Junior College Libraries Section (CJCLS)	Mary	Mallery	Lauren	Carlton
Digital Scholarship Section (DSS)	Faye	Chadwell	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cintha	Ippoliti	Lauren	Carlton
Diversity Alliance Task Force	April	Cunningham	Robert (Jay) Allison	Malone Payne
Education and Behavioral Sciences Section (EBSS)	April	Cunningham	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Faye	Chadwell	Allison	Payne
European Studies Section (ESS)	April	Cunningham	Lauren	Carlton
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Jon	Cawthorne	Lauren	Carlton
External Liaisons Committee	Jessica	Brangiel	Robert (Jay) Allison	Malone Payne
Government Relations Committee	Jacquelyn	Bryant	Kara	Malenfant
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL AC22 FYI-3

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Leadership Recruitment and Nomination Committee - President-Elect	Erin	Ellis	Elois	Sharpe
Liaisons Assembly	Mary	Mallery	Robert (Jay) Allison	Malone Payne
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory - Past President	Jon	Cawthorne	Erin	Nevius
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Lauren	Carlton
President's Program Planning Committee 2022	Julie	Garrison	Lauren	Carlton
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Professional Development Committee - President Elect	Erin	Ellis	Margot	Conahan
Professional Values Committee	Jacquelyn	Bryant	David	Free
Project Outcome for Academic Libraries Editorial Board - Past-President	Jon	Cawthorne	Gena	Parsons-Diamond
Publications Coordinating - Past President	Jon	Cawthorne	David	Free
Publications in Librarianship - Past President	Jon	Cawthorne	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton
RBM - Past President	Jon	Cawthorne	David	Free
Research and Scholarly Environment Committee	Cintha	Ippoliti	Kara	Malenfant
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Resources for College Libraries - Past President	Jon	Cawthorne	Anne Rachel	Dougherty Hendrick
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Standards	April	Cunningham	David	Free
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
University Libraries Section (ULS)	April	Cunningham	Lauren	Carlton
Value of Academic Libraries Committee	Jessica	Brangiel	Kara	Malenfant
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton

ACRL Board Liaisons - sorted by group

ACRL AC22 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Rebecca	Waltz	David	Connolly
Academic Library Trends and Statistics Survey - Past President	Julie	Garrison	Gena Mary Jane	Parsons-Diamond Petrovski
Academic/Research Librarian of the Year Award-Committee President	Erin	Ellis	Lauren	Carlton
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrovski
Anthropology and Sociology Section (ANSS)	Cinthy	Ippoliti	Lauren	Carlton
Appointments Committee - President Elect	Beth	McNeil	Allison Elois	Payne Sharpe
Arts Section	Walter	Butler	Lauren	Carlton
Budget & Finance Committee - B&F Chair	Joe	Mocnik	Robert (Jay) Allison Elois	Malone Payne Sharpe
C&RL - Past President	Julie	Garrison	David Dawn	Free Mueller
C&RL News - Past President	Julie	Garrison	David	Free
Chapters Council - President	Erin	Ellis	Lauren	Carlton
CHOICE - Past President	Julie	Garrison	Rachel	Hendrick
College Libraries Section (CLS)	Mary	Mallery	Lauren	Carlton
Community and Junior College Libraries Section (CJCLS)	Walter	Butler	Lauren	Carlton
Digital Scholarship Section (DSS)	Yasmeen	Shorish	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cinthy	Ippoliti	Lauren	Carlton
Education and Behavioral Sciences Section (EBSS)	Toni	Anaya	Lauren	Carlton
Equity, Diversity and Inclusion Committee	Julie	Garrison	Allison	Payne
European Studies Section (ESS)	Walter	Butler	Lauren	Carlton
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Julie	Garrison	Lauren	Carlton
External Liaisons Committee	Jessica	Brangiel	Robert (Jay) Allison	Malone Payne
Government Relations Committee	Kara	Whatley	Kara	Malenfant
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrovski
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton

ACRL Board Liaisons - sorted by group

ACRL AC22 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Leadership Recruitment and Nomination Committee - President-Elect	Beth	McNeil	Elois	Sharpe
Liaisons Assembly	Mary	Mallery	Robert (Jay) Allison	Malone Payne
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
Member Accommodation/Compensation Task Force	Jessica	Brangiel	Margot	Conahan
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
New Publications Advisory - Past President	Julie	Garrison	Erin	Nevius
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
Nominations and Policies Audit Task Force	Kim	Copenhaver	Robert (Jay) Elois	Malone Sharpe
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Lauren	Carlton
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
President's Program Planning Committee 2024	Beth	McNeil	Lauren	Carlton
Professional Development Committee - President Elect	Beth	McNeil	Margot	Conahan
Professional Values Committee	Rebecca	Waltz	David	Free
Project Outcome for Academic Libraries Editorial Board - Past-President	Julie	Garrison	Gena	Parsons-Diamond
Publications Coordinating - Past President	Julie	Garrison	David	Free
Publications in Librarianship - Past President	Julie	Garrison	Erin	Nevius
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton
RBM - Past President	Julie	Garrison	David	Free
Research and Scholarly Environment Committee	Cinthyia	Ippoliti	Kara	Malenfant
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Resources for College Libraries - Past President	Julie	Garrison	Anne Rachel	Dougherty Hendrick
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Standards	Cinthyia	Ippoliti	David	Free
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
University Libraries Section (ULS)	Rebecca	Waltz	Lauren	Carlton

ACRL Board Liaisons - sorted by group**ACRL AC22 FYI-4**

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Value of Academic Libraries Committee	Jessica	Brangiel	Kara	Malenfant
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Education and Behavioral Sciences Section (EBSS)	Toni	Anaya	Lauren	Carlton
Information Literacy Frameworks and Standards Committee	Toni	Anaya	Mary Jane	Petrowski
Research Planning and Review Committee	Toni	Anaya	Mary Jane	Petrowski
Student Learning and Information Literacy Committee	Toni	Anaya	Mary Jane	Petrowski
External Liaisons Committee	Jessica	Brangiel	Robert (Jay) Allison	Malone Payne
Immersion Program Committee	Jessica	Brangiel	Margot	Conahan
Instruction Section (IS)	Jessica	Brangiel	Lauren	Carlton
Member Accommodation/Compensation Task Force	Jessica	Brangiel	Margot	Conahan
Value of Academic Libraries Committee	Jessica	Brangiel	Kara	Malenfant
Arts Section	Walter	Butler	Lauren	Carlton
Community and Junior College Libraries Section (CJCLS)	Walter	Butler	Lauren	Carlton
European Studies Section (ESS)	Walter	Butler	Lauren	Carlton
Literatures in English Section (LES)	Kim	Copenhaver	Lauren	Carlton
National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force	Kim	Copenhaver	Mary Jane	Petrowski
Nominations and Policies Audit Task Force	Kim	Copenhaver	Robert (Jay) Elois	Malone Sharpe
Politics, Policy and International Relations Section (PPIRS)	Kim	Copenhaver	Lauren	Carlton
Science and Technology Section (STS)	Kim	Copenhaver	Lauren	Carlton
Academic/Research Librarian of the Year Award-Committee President	Erin	Ellis	Lauren	Carlton
Chapters Council - President	Erin	Ellis	Lauren	Carlton
President's Program Planning Committee 2023	Erin	Ellis	Lauren	Carlton
Academic Library Trends and Statistics Survey - Past President	Julie	Garrison	Gena Mary Jane	Parsons-Diamond Petrowski
C&RL - Past President	Julie	Garrison	David Dawn	Free Mueller
C&RL News - Past President	Julie	Garrison	David	Free
CHOICE - Past President	Julie	Garrison	Rachel	Hendrick
Equity, Diversity and Inclusion Committee	Julie	Garrison	Allison	Payne
Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL)	Julie	Garrison	Lauren	Carlton
New Publications Advisory - Past President	Julie	Garrison	Erin	Nevius

ACRL Board Liaisons- sorted by Board liaison

ACRL AC22 FYI-4

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
Project Outcome for Academic Libraries Editorial Board - Past-President	Julie	Garrison	Gena	Parsons-Diamond
Publications Coordinating - Past President	Julie	Garrison	David	Free
Publications in Librarianship - Past President	Julie	Garrison	Erin	Nevius
RBM - Past President	Julie	Garrison	David	Free
Resources for College Libraries - Past President	Julie	Garrison	Anne Rachel	Dougherty Hendrick
Anthropology and Sociology Section (ANSS)	Cinthya	Ippoliti	Lauren	Carlton
Distance and Online Learning Section (DOLS)	Cinthya	Ippoliti	Lauren	Carlton
Research and Scholarly Environment Committee	Cinthya	Ippoliti	Kara	Malenfant
Standards	Cinthya	Ippoliti	David	Free
ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board	Mary	Mallery	Mary Jane	Petrowski
College Libraries Section (CLS)	Mary	Mallery	Lauren	Carlton
Liaisons Assembly	Mary	Mallery	Robert (Jay) Allison	Malone Payne
New Roles and Changing Landscapes Committee	Mary	Mallery	Erin	Nevius
Appointments Committee - President Elect	Beth	McNeil	Allison Elois	Payne Sharpe
Leadership Recruitment and Nomination Committee - President-Elect	Beth	McNeil	Elois	Sharpe
President's Program Planning Committee 2024	Beth	McNeil	Lauren	Carlton
Professional Development Committee - President Elect	Beth	McNeil	Margot	Conahan
Budget & Finance Committee - B&F Chair	Joe	Mocnik	Robert (Jay) Allison Elois	Malone Payne Sharpe
Digital Scholarship Section (DSS)	Yasmeen	Shorish	Lauren	Carlton
Membership Committee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Rare Books and Manuscripts Section (RBMS)	Yasmeen	Shorish	Lauren	Carlton
Section Membership Subcommittee	Yasmeen	Shorish	Gena Mary Jane	Parsons-Diamond Petrowski
Women and Gender Studies Section (WGSS)	Yasmeen	Shorish	Lauren	Carlton
(Dr. E.J.) Josey Spectrum Scholar Mentor Committee	Rebecca	Waltz	David	Connolly
Professional Values Committee	Rebecca	Waltz	David	Free

ACRL Board Liaisons- sorted by Board liaison**ACRL AC22 FYI-4**

Membership Group	First Name	Last Name	Staff Liaison First Name	Staff Liaison Last Name
University Libraries Section (ULS)	Rebecca	Waltz	Lauren	Carlton
Government Relations Committee	Kara	Whatley	Kara	Malenfant



AMERICAN LIBRARY ASSOCIATION 2022 ELECTION

05. Association of College and Research Libraries (ACRL)

Total Ballots:
2,409

VICE PRESIDENT/PRESIDENT-ELECT

Votes Percent

Select 1 from below.

Beth McNeil	1,187	52.0%	Elected
José A. Aguiñaga	1,094	48.0%	

COUNCILOR

Votes Percent

Select 1 from below.

Kara Whatley	1,073	50.6%	Elected
Merinda Kaye Hensley	1,046	49.4%	



AMERICAN LIBRARY ASSOCIATION ACRL 2022 SPECIAL ELECTION

Directors-at-Large

Vote for: 1	Votes	Percent	
Walter Butler	653	51.9%	DECISION
Michael J. Miller	604	48.1%	
Total Valid Ballots:	1,257		
Total Unexercised:	43		
Total Ballots Cast:	1,300		

Directors-at-Large

Vote for: 1	Votes	Percent	
Rebecca Miller Waltz	678	52.9%	DECISION
Leslin H. Charles	603	47.1%	
Total Valid Ballots:	1,281		
Total Unexercised:	19		
Total Ballots Cast:	1,300		

ALA EXECUTIVE BOARD MEETING AGENDA

2022 Annual Conference Washington D.C.

June 24, 27, 28

Marriott Marquis Hotel: MAR – Silver Linden

ALA Executive Board Meeting – Session I

Friday, June 24 at 9:00 AM – 11:00 AM Eastern Time

Time	Topic	Facilitator
9:00 AM	Welcome, Call to Order Consent Agenda <ul style="list-style-type: none"> Agenda Approval EBD #9.13 ACTION 	Patty Wong, ALA President
9:00 – 9:05 AM	Report out Executive Committee	Patty Wong, ALA President
9:05 – 9:10 AM	Meet ALA's New Parliamentarian	Adrian Stratton, MBA, PRP
9:10 – 9:40 AM	Executive Director Report EBD #12.34 <ul style="list-style-type: none"> State of ALA Strategy and Operations ALA EDISJ Strategies ALA Milestones and 150th Anniversary Planning Development Office Report EBD #6.3 ACTION Emerging Issues and Opportunities 	Tracie Hall, ALA Executive Director
9:40 – 9:55 AM	Office for Diversity, Literacy and Outreach Services (ODLOS) Report EBD #12.34	Jennifer Shimada, ODLOS Advisory Committee Chair Kevin Strowder, ODLOS Director
9:55 – 10:10 AM	Cultural Proficiencies for Racial Equity Task Force EBD #10.13 ACTION	Christina Fuller-Gregory, Facilitator
10:10 – 10:30 AM	Membership Report EBD #12.34	Miranda Bennett, Membership Chair Melissa Walling, AED ALA Offices and Member Relations Cory Stevenson, Manager Community Engagement
10:30 – 10:45 AM	Transforming ALA Governance (TAG) Final Report EBD #10.11	Amy Lappin, TAG Chair
10:45 – 11:00 AM	Publishing Report EBD #12.34	Mary Mackay, AED Publishing
11:00 AM	Adjourn ALA Executive Board Meeting	Patty Wong, ALA President

ALA EXECUTIVE BOARD MEETING AGENDA

2022 Annual Conference Washington D.C.

June 24, 27, 28

Marriott Marquis Hotel: MAR – Silver Linden

ALA Executive Board Meeting – Session II

Monday, June 27 at 1:00 PM – 4:00 PM Eastern Time

Time	Topic	Facilitator
1:00 PM	Call to Order <ul style="list-style-type: none"> Agenda Approval <i>EBD #9.13 ACTION</i> Consent Agenda <ul style="list-style-type: none"> President's Report <i>EBD #7.6</i> President-elect's Report <i>EBD #7.7</i> Board Action & Vote Tally <i>EBD #1.4</i> Spring Board Meeting Minutes <i>EBD #2.13</i> Philanthropy Advisory Group (PAG) Report <i>EBD #10.15</i> 	Patty Wong, ALA President
1:00 – 1:30 PM	Financial Update <ul style="list-style-type: none"> FY 2022 YTD Financial Results & Narrative <i>EBD #3.28-3.28a</i> FY 2023 Revised Preliminary Budget and Annual Estimates of Income & Budget Memo <i>EBD #3.30, 3.30a ACTION</i> Financial 5-year Plan Update <i>EBD #3.26</i> Contributed Revenue Analysis <i>EBD #3.29</i> 	Maggie Farrell, ALA Treasurer Dina Tsourdinis, Chief Financial Officer
1:30 – 1:45 PM	Joint Budget Analysis Review Committee (BARC) / Finance and Audit (F&A) Committee Report <i>EBD #3.24</i>	Maggie Farrell, ALA Treasurer Rodney Lippard, BARC Chair
1:45 – 2:00 PM	Endowment Trustees Report <i>EBD #13.3</i>	Mario Gonzalez, Senior Trustee
2:00 – 2:20 PM	Operating Agreement Working Group <i>EBD #10.12 ACTION</i>	Maggie Farrell, Andrew Pace, Co-Chairs OAWG
2:20 – 2:30 PM	Break	
2:30 – 2:45 PM	International and Chapter Relations Report <i>EBD #12.34</i>	Michael Dowling, Director, Intl and Chapter Relations Offices
2:45 – 3:00 PM	Public Policy and Advocacy <i>EBD #12.34</i>	Joe Thompson, COL Chair Alan Inouye, Interim AED Public Policy & Advocacy
3:00 – 4:00 PM	CLOSED SESSION Legal Update Reappointments and Nominations for the Philanthropic Advisory Group <i>CBD #27 ACTION</i> Other Items	Paula Goedert, ALA Legal Counsel Patty Wong, ALA President
4:00 PM	Adjourn ALA Executive Board Meeting	Patty Wong, ALA President

ALA EXECUTIVE BOARD MEETING AGENDA

2022 Annual Conference Washington D.C.

June 24, 27, 28

Marriott Marquis Hotel: MAR – Silver Linden

*Note: ALA-APA Board of Director's Meeting is scheduled for Monday, June 27 at 4:00 PM – 4:30 PM Eastern
See separate agenda APA BD #9.4*

ALA Executive Board Meeting – Session III

Tuesday, June 28 at 8:00 AM – 10:30 AM Eastern Time

Time	Topic	Facilitator
8:00 AM	Call to Order <ul style="list-style-type: none"> Agenda Approval <i>EBD #9.13 ACTION</i> 	Patty Wong, ALA President
8:00 – 8:40 AM	ALA Branding Working Group Update ACTION	Jessica Hassanzadeh, Managing Director, Bridget Pooley, Chief Operating Officer, Mission Partners
8:40 – 8:55 AM	Conference Services Report EBD #12.34, #12.36.1 ACTION	Robin Kear, Conference Committee Chair; Earla Jones, Director Conference Services
8:55 – 9:05 AM	Information Technology Report EBD #12.35.1	Gina Seymour, ITAC Chair Sherri Vanyek, Director IT
9:05 – 9:20 AM	Board Liaison Reports Board members to report out on Board liaison assignments Emerging Issues	Board members
9:20 – 9:45 AM	Board Members Recognition	Board members
9:45 – 10:30 AM	CLOSED SESSION Office of Intellectual Freedom (OIF) Public Policy Advocacy Joint Report CBD #30 Board Effectiveness Other Items	Deborah Caldwell-Stone, OIF Director, Megan Cusick, Deputy Director, State Advocacy Julius C. Jefferson, Jr., ALA Immediate Past President
10:30 AM	Adjourn ALA Executive Board Meeting	Patty Wong, ALA President

**EBD #12.33
2021-2022**

TO: ALA Executive Board

SUBJECT: Impact of Commercial Posting on ALA Connect

BOARD REQUEST: Board Action

ACTION REQUESTED BY:

Melissa Walling, MBA, CAE, AED, ALA Offices & Member Relations

Cory Stevenson, Community Engagement Manager

CONTACT PERSON:

Melissa Walling, mwalling@ala.org, ext. 2159

DRAFT OF MOTIONS:

The ALA Executive Board to vote that commercial posts for paid programs or services are prohibited on the ALA Connect platform

The ALA Executive Board to vote that job postings are restricted to a singular opt-in community on the ALA Connect platform.

DATE: Wednesday, March 23, 2022

BACKGROUND:

Updated report on activity for commercial and job postings on Connect since Code of Conduct change in June 2021 and how this has impacted engagement.

ATTACHMENTS:

Updated report on activity for commercial and job postings on Connect since Code of Conduct change in June 2021 and how this has impacted engagement.

Recent Background:

The ALA Code of Conduct Working Group presented [EBD #12.46](#) to the ALA Executive Board in June, 2021 which included an ALA Online Code of Conduct to apply to all online platforms used by ALA in a consistent and transparent manner.

Per the [minutes from this meeting](#), the ALA Executive Board approved the adoption of the ALA Online Code of Conduct with one amendment. The Amendment was to remove the following clause "Don't spam the community with paid products, events, services, or job posts. If you'd like to reach all ALA members and others in the profession with your career-related opportunities, you can use JobLIST career center or Core Jobs Service."

As a result of this change, all commercial posts and job postings are allowed on all communities on Connect. This has impacted Connect in the following ways:

- Given competitors the ability to promote their products directly to our members (two recent examples are [this January post](#) and [this June post](#)). This contrasts with ALA's practice of limiting direct access to members and instead encouraging paid advertising or sponsorship.
- Decreased replies to posts in the ALA member community by 82% with smaller decreases in our divisions and round tables (data for the largest two divisions and round tables is in Exhibit A).
- Increased the number of job postings on Connect which may be outside of ALA's JobLIST platform and therefore not vetted for compliance with legal requirements and best practices and resulting in the majority of posts some days on the daily digests.
- Increased the number of messages members receive through Connect.

In the January 2022 Board Meeting and in a subsequent conversation, it was discussed that there are two distinct components of this conversation – commercial postings and job postings.

Commercial Postings:

ALA extends numerous opportunities to those wanting to increase visibility of their products to ALA members. A few of these include purchase of the membership print mailing list, exhibiting at an ALA or division conference, purchasing advertising on American Libraries or other platforms. While many of these opportunities include member discounts, they are all paid opportunities for exposure.

Association best practice is to exclude commercial posts from community platforms and direct users to the paid opportunities that the association provides.

Historically, promotion of free events, call for proposals, and surveys have been allowed on Connect as a value of membership and it is recommended that these continue.

ALA JobLIST and Job Postings:

JobLIST generates more than \$800,000 in revenue annually (typical non-pandemic years) and is visited by library and information science professionals at least 70,000 times per month. JobLIST is also free to all job seekers.

In reviewing best practices of other Higher Logic users, job postings are either explicitly prohibited, or channeled into one community specifically for job seekers. This community could also be open to the public, but users would need to opt into the community manually versus being auto enrolled. This approach would allow for non-ALA job postings to be promoted on Connect so further research would need to be done to distill the impact to JobLIST revenue and organizational membership revenue as discounted job postings is one of the primary drivers of this membership.

To continue this research, Core and ALA staff worked together to activate a pilot using the Core community. Effective, February 1, 2022, a new community called "[Core Library Jobs](#)" was activated and job posts were no longer permitted in Core communities. Core Library Jobs is now a community of 94 members and has had approximately 40 posts about jobs. This has also created a space for more conversation and engagement on the Core Member Community.

This pilot has only been in place for less than 60 days, so additional observation is required. It is important that we do not create a shadow job board that directly competes with JobLIST as well.

We also know that any changes to the Code of Conduct on job postings will need a thoughtful communication plan to accompany it.

Alongside, ALA staff is working to prominently feature JobLIST on the ALA member community using banner ads and job widgets. These are other opportunities to increase exposure of an ALA product while also creating space for job postings.

Goals of Connect:

Per the [ALA Connect Roadmap](#), the Connect community was created with the primary objective of providing members with one centralized place to do their ALA work and connect with other members around issues and interests relevant to the profession. Connect was designed for peer-to-peer connection within our membership.

Participation on Connect is one of the few exclusive ALA member benefits. Most membership benefits are available to the public at large, but most Connect member communities are a privilege of membership. At the ALA level, both the ALA Member Community along with the Student Community (launching January 2021), are limited to current members.

ALA Connect costs ALA \$42,172 annually in licensing fees.

Industry Best Practices with Community Platforms:

Per the [Membership Marketing Benchmarking Report](#), over 50% of associations offer an online community for their members and the Higher Logic software is the most used platform. These branded professional communities differ from other social platforms such as LinkedIn or Facebook because they are moderated spaces where users should feel a sense of comfort about their privacy. Branded communities such as ALA Connect, are designed as safe spaces where people are comfortable asking questions and can showcase their expertise. The content shared should be creating an informal body of knowledge to increase the value of membership.

According to industry best practice, online communities that are built for engagement require moderation of content. Per the [7 Do's and Don'ts of Online Community Moderation](#), posts that hinder community discussion should be excluded from online platforms. This includes promotions from vendors soliciting products and can include job postings.

Since ALA Connect is a benefit of membership, increasing engagement on Connect is a direct contributor to membership retention and to the ALA Pivot Plan. Per the [Higher Logic 2020 Engagement Report](#), members will remain within the communities once they are participating and finding value so we need to be intentional about what content is being posted within our communities and tracking engagement.

A second factor that leads to retention is keeping members engaged enough to regularly read posts from Connect. In November 2021, a member of Core would have had to read through a minimum of 170 messages from Connect (more if they're members of interest groups and sections), compared to only 88 in April. In addition to doubling the number of messages, the additional posts consist of commercial content, job ads, and calls for proposals. This additional content can make it difficult for members to find the messages where peers are posting requests for help and sharing information.

We seek to define sharing information on Connect in six distinct ways:

- 1) Peer-to-Peer discourse as replies to Discussion posts, along with the utilization of curated content in ALA main communities,
- 2) relevant discourse and curated content in designated spaces on Division main homepages and Division Communities,
- 3) relevant discussion and passion-driven collaboration in Round Tables communities,
- 4) sharing key resources through discussion posts and with collaboration through Committee spaces,
- 5) private Peer-to-Peer sharing through mentorship and private messages,
- 6) increased usage of all community libraries to highlight the identity of Connect as a knowledge base for members and a reservoir of institutional knowledge.

Strategic Direction

There are many suggested KPIs that are industry practices to track the health of an online community. In many of these categories, we are outpacing the metrics of the pre-allowance of commercial posts and post allowance of commercial and job post. There is now relevant data on how commercial posts are negatively impacting the user experience and value for members in Connect. Data shows that use of Connect is growing, and we should take this opportunity to realign our strategy for it with Online Community Best Practices, our ALA Connect Roadmap and ALA Business strategy/needs to increase value for members.

Next Steps:

Once the motions are adopted, the Code of Conduct Committee will finalize the update to the Code of Conduct. In addition, staff will work to develop the email moderated messages that will be sent to individuals who post commercial messages directing them to the appropriate channels.

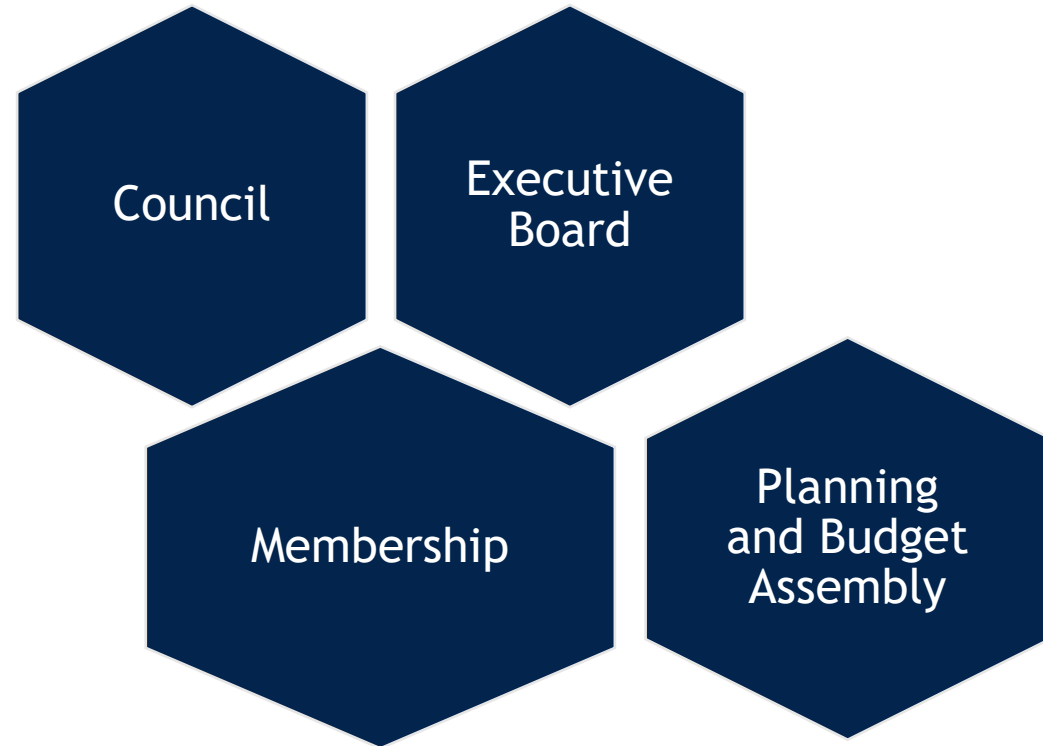
Additional Resources:

What is an Online Community? The Basics and Benefits: <https://www.higherlogic.com/blog/what-is-an-online-community/>

Your Playbook for Online Community Moderation: https://go.higherlogic.com/rs/016-CFB-719/images/Higher%20Logic_eBook_Your%20Playbook%20for%20Online%20Community%20Moderation.pdf

Endowment Trustees Report

Saturday - June 25, 2022
Sunday - June 26, 2022
Monday - June 27, 2022



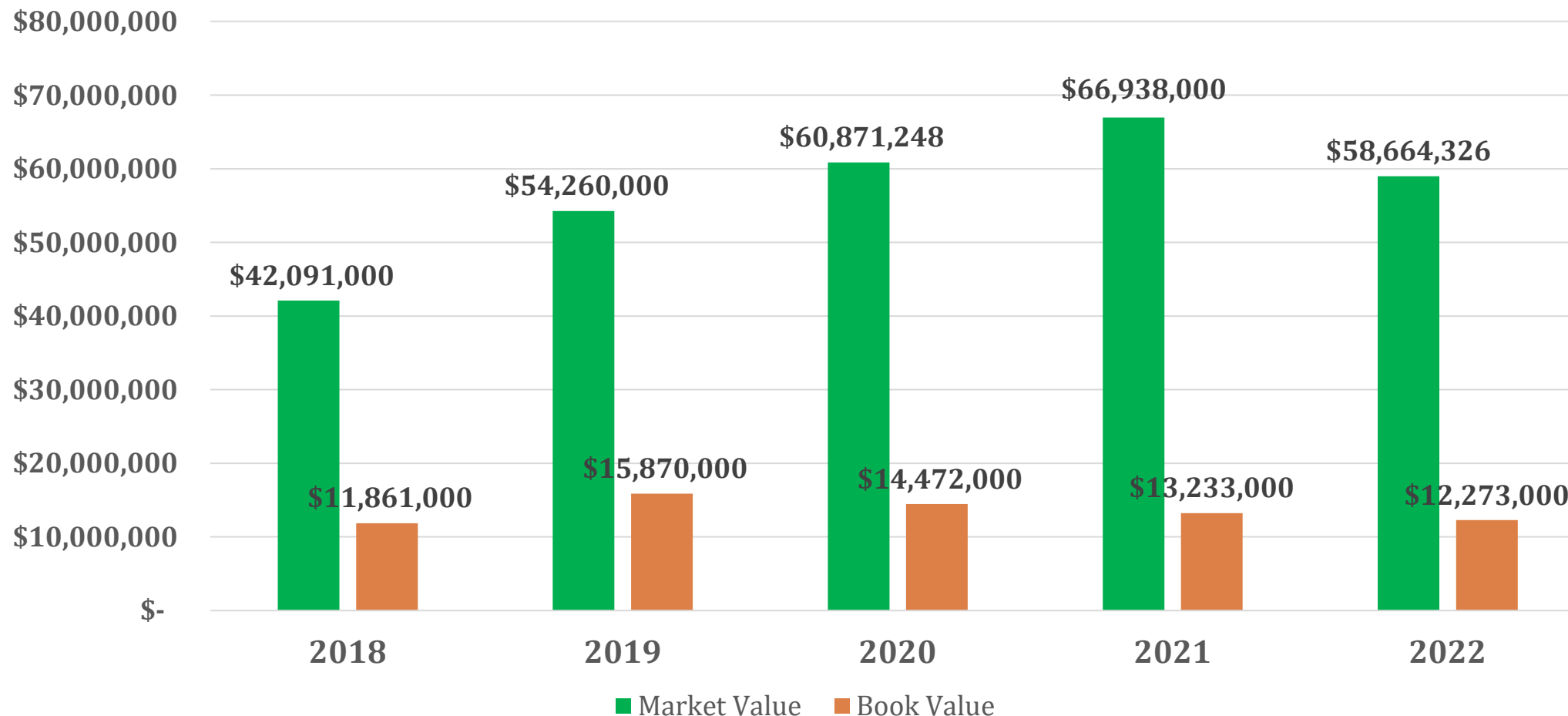
Mario Gonzalez - Senior Trustee

Notable Issues Influencing the Financial Markets

- The Ukraine/Russia crisis has dampened the global growth outlook
- Inflation is expected to be persistently higher for longer:
 - Currently at 8.3%
 - Massive monetary and fiscal stimulus over the last two years
- The Federal Reserve continues to signal its intention to aggressively raise interest rates to contain inflation
- Oil and gasoline prices continue to escalate
- Strong labor market. 3.6% unemployment; lowest in nearly 50 years
- US consumers are currently flush with cash and lower financial obligations
- The US supply chain remains disjointed
- Energy, mining and agricultural commodity prices expected to remain elevated

Market and Book Value as of 5-31-22*

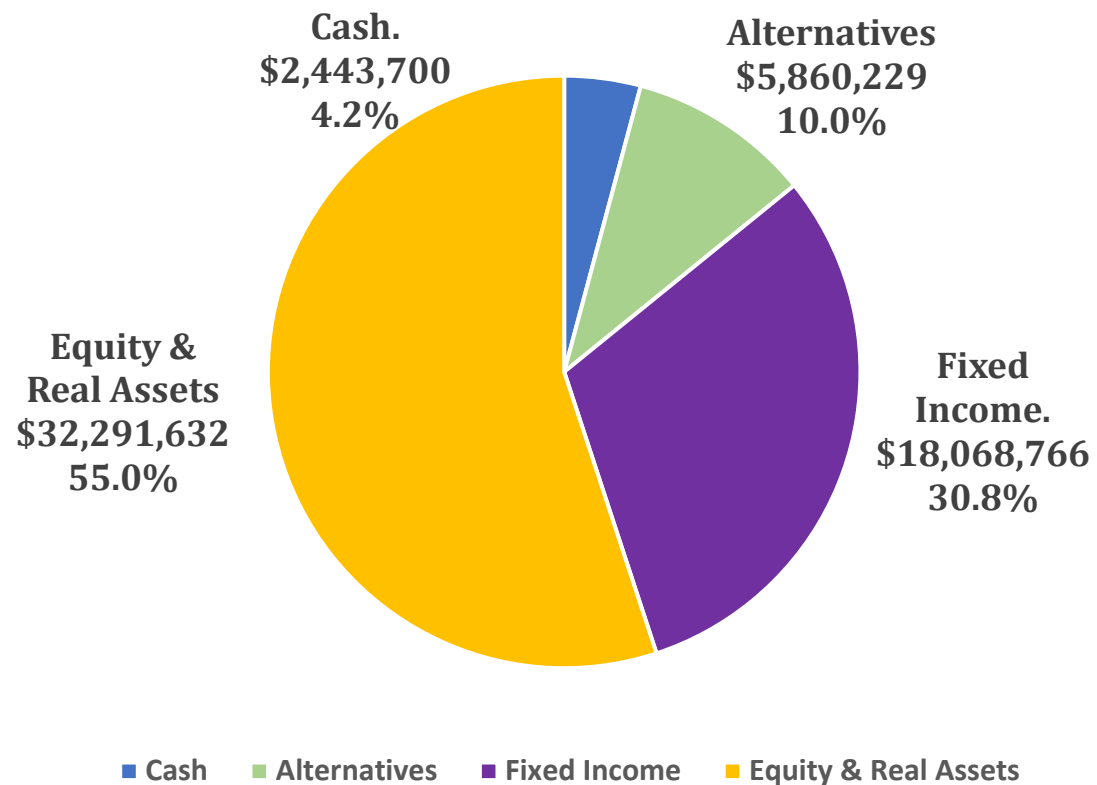
\$58,664,326



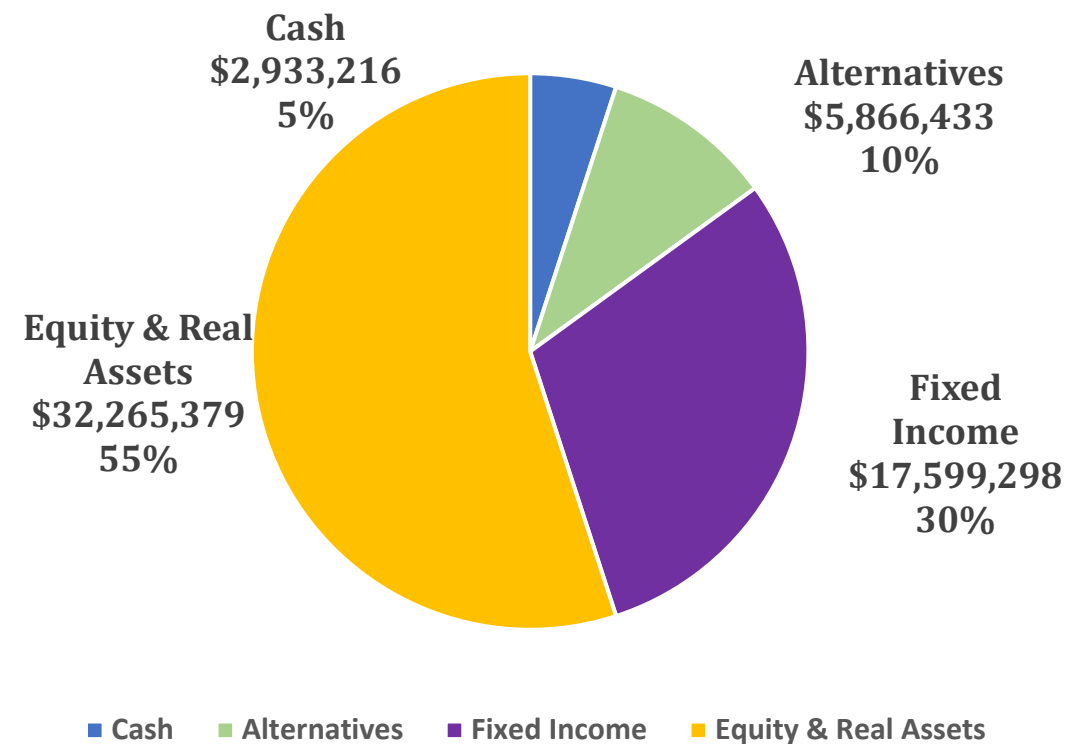
*Calendar year to date – 5 months. All other years are 12-month results

Endowment Fund Asset Allocation

Actual Allocation



Target Allocation Per IPS



Equity and Real Assets Manager Allocation

Domestic Large/Mid Cap				International Equity			
S&P 500 Fossil Fuel Reserve Free	\$	11,653,653	19.9%	Capital Group International	\$	2,303,094	3.9%
Clearbridge Large Cap ESG	\$	8,810,586	15.0%	Domini International ESG	\$	1,125,640	1.9%
Nuveen Small Cap ESG	\$	1,890,909	3.2%	IShares ESG Aware EFT	\$	1,158,593	2.0%
Ariel Fund	\$	<u>1,191,902</u>	<u>2.0%</u>	GS GQG International Opportunities	\$	<u>1,439,230</u>	<u>2.5%</u>
Total \$ 23,547,050 40.1%				Total \$ 6,026,557 10.3%			
Real Assets							
Vanguard US REIT ETF	\$	1,466,731	2.5%				
Nuveen Real Asset Income	\$	<u>1,251,294</u>	<u>2.1%</u>				
Total \$ 2,718,025 4.6%							

Fixed Income and Alternatives/Cash Manager Allocation

Fixed Income			
Guggenheim Total Return	\$	4,243,755	7.2%
PIMCO Income	\$	4,327,091	7.4%
Calvert ESG Short Duration	\$	6,465,737	11.0%
Lord Abbett Short Duration	\$	<u>3,032,183</u>	<u>5.2%</u>
Total	\$	18,068,766	30.8%

Alternatives and Cash			
Blackstone 2015 Alts Trust	\$	1,019,075	1.7%
KKR 2016 Custom Equity Opportunities	\$	939,633	1.7%
Blackstone 2018 Alts Trust	\$	2,172,106	3.7%
JLL Income Property Trust	\$	1,321,809	2.3%
The Endowment Fund	\$	<u>407,606</u>	<u>0.6%</u>
Total Alternatives	\$	<u>5,860,229</u>	<u>10.0%</u>
Cash	\$	<u>2,443,700</u>	<u>4.2%</u>
Total	\$	8,303,929	14.2%

Environmental, Social and Governance (ESG) and Diversity Portfolio Holdings

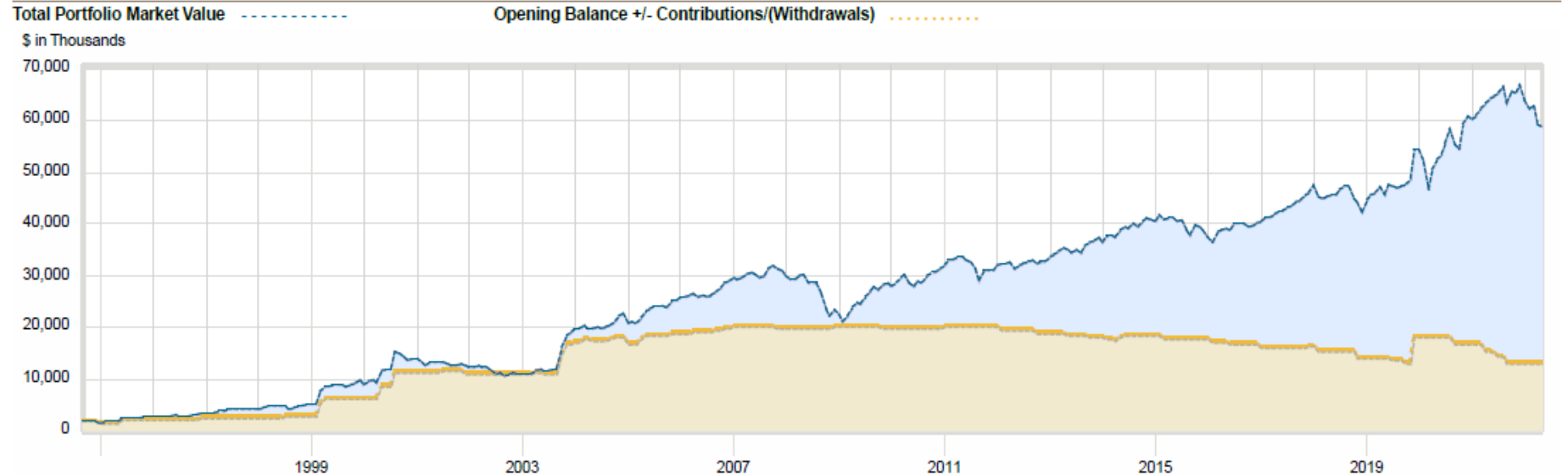


	<u>Portfolio Value</u>	<u>% of ESG Portfolio</u>	<u>% of Total Portfolio</u>
S&P 500 Fossil Free Reserve	\$ 11,653,653	34.5%	19.9%
Clearbridge Large Cap ESG	\$ 8,810,586	26.1%	15.0%
Calvert ESG Short Duration	\$ 6,465,737	19.2%	11.0%
Nuveen Small Cap ESG	\$ 1,890,909	5.6%	3.2%
Domini ESG International	\$ 1,125,640	3.3%	1.9%
iShares ESG Aware ETF	<u>\$ 1,158,593</u>	<u>3.5%</u>	<u>2.0%</u>
Total ESG	\$ 31,105,118	92.2%	53.0%
 Ariel Investments	 \$ 1,191,902	 3.5%	 2.0%
GS GQG International	<u>\$ 1,439,230</u>	<u>4.3%</u>	<u>2.5%</u>
Total Diversity	\$ 2,631,132	7.8%	4.5%
 Grand Total	 <u>\$ 33,736,250</u>	 <u>100.0%</u>	 <u>57.5%</u>
 Portfolio Total	 <u>\$ 58,664,326</u>		

Endowment historical cash flows as of 5/31/2022

ACRL AC22.FYI-8
Exhibit #6

Performance period: 10/17/1994 to 05/31/2022



Categories	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Entire Period
Opening Balance (\$)	32,633,466	37,288,932	40,735,091	38,724,962	40,016,349	45,900,664	42,091,092	54,260,268	60,747,152	66,937,475	1,623,562
Contributions/(Withdrawals) (\$)	(732,294)	519,511	(877,651)	(991,964)	(369,494)	(2,053,057)	4,009,133	(1,448,275)	(3,772,171)	722	10,650,465
Interest/Dividends (\$)	1,213,067	1,396,836	1,497,064	1,252,452	1,214,040	1,528,605	1,190,682	1,631,792	2,260,553	481,094	24,013,377
Appreciation/(Depreciation) (\$)	4,174,694	1,529,812	(2,629,543)	1,030,899	5,039,768	(3,285,121)	6,969,361	6,303,367	7,701,942	(8,754,965)	21,773,038
Closing Balance (\$)	37,288,932	40,735,091	38,724,962	40,016,349	45,900,664	42,091,092	54,260,268	60,747,152	66,937,475	58,664,326	58,664,326
Time Weighted Return (%)	16.71	7.67	(2.89)	6.13	15.82	(4.04)	19.44	14.85	16.73	(12.36)	579.85

***Book Value is the net total of contributions and withdrawals made by ALA. Contributions/withdrawals will increase or decrease both Book Value and total portfolio value by identical amounts.**

Book Value = \$12.3 million

Investment Earnings = \$45.8 million

Time Weighted Rate of Return

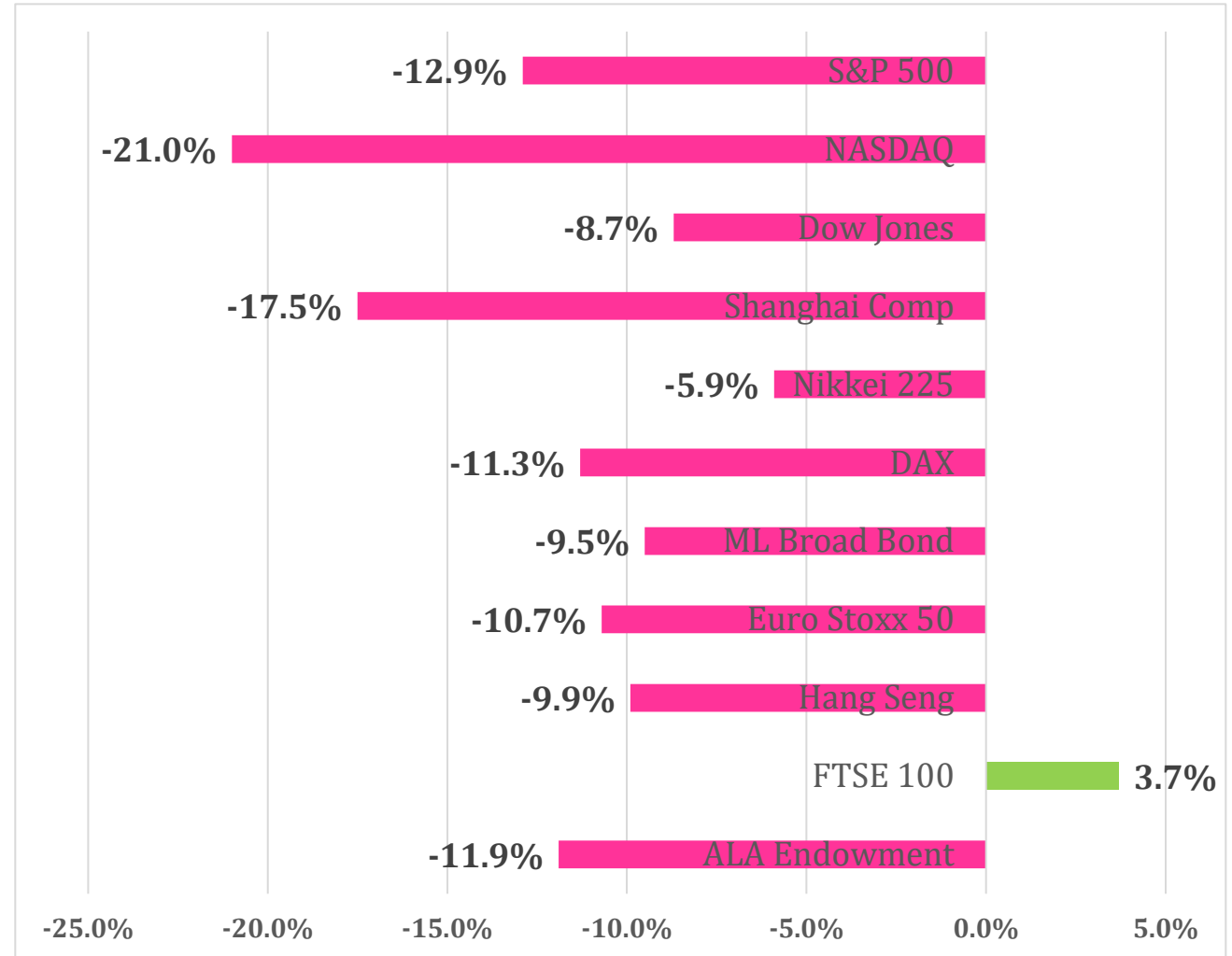
Year-To-Date 5-31-22

	Opening	Contributions	Interest &	Appreciation	Closing	ROR	ROR
<u>Period</u>	<u>Balance</u>	<u>(Withdrawals)</u>	<u>Dividends</u>	<u>(Depreciation)</u>	<u>Balance</u>	<u>Period</u>	<u>Cumulative</u>
May - 2022	\$ 58,992,387	\$ 0	\$ 62,704	\$ (390,765)	\$ 58,664,326	(0.56%)	(12.36%)
April - 2022	\$ 62,749,007	\$ 0	\$ 59,983	\$ (3,816,602)	\$ 59,992,387	(5.99%)	(11.87%)
March - 2022	\$ 62,054,031	\$ 0	\$ 282,751	\$ 412,224	\$ 62,749,007	1.12%	(6.26%)
February - 2022	\$ 63,726,906	\$ 0	\$ 44,803	\$ (1,717,678)	\$ 62,054,031	(2.63%)	(7.30%)
January - 2022	\$ 66,937,475	\$ 722	\$ 30,854	\$ (3,242,145)	\$ 63,726,906	(4.80%)	(4.80%)
December - 2021**	\$ 65,284,718	\$ (722)	\$ 888,885	\$ 764,595	\$ 66,937,475	2.53%	16.73%*
2022 Totals		\$ 722	\$ 481,094	\$ (8,754,965)	\$ 58,664,326	NA	(12.36%)

*Cumulative return for calendar year 2021.

**Not included in 2022 totals.

Returns for the World's Major Indices



Endowment Trustee Activities

- Invested in a new private equity manager Partners Group Fund (ESG) – A \$1.0 million commitment*
 - Investment will be made in mid-June 2022, for a 1.7% increase in ESG holdings bringing the ESG total to 59.2%
- Rebalanced the portfolio by reducing the overweighting in the equity position by 1% to target and reallocating to private equity
- Approved the establishment of the Joann Sweetland Lum Memorial Fund endowment**
- Updated and codified the guidelines and procedures for the selection of Endowment Trustee applicants and Trustees seeking a second three-year term
- Set a timeline for the establishment of guidance and criteria for a “Request for Information/Proposal” for the ALA Investment Advisor
- Set a timeline for updating “Investment Policy Statement”

*Funded by available cash and a reduction of \$500,000 from the Capital Group International

**Subject to a change in the composition of the awarding/selection committee



ALA Endowment Trustees

CONTACT: mgonzalez@passaicpubliclibrary.org

Mario Gonzalez, Senior Trustee – 2023

Brett Bonfield – 2024

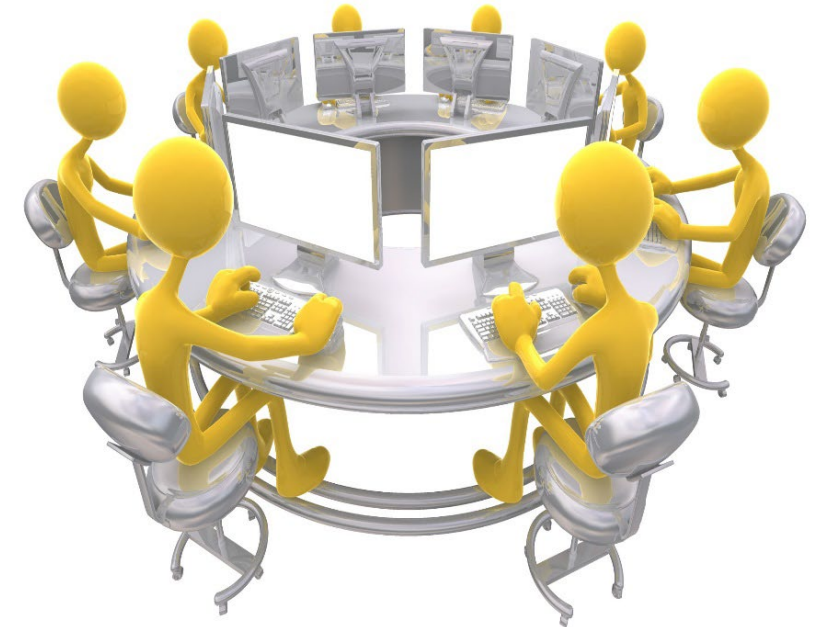
Maggie Farrell, Treasurer – 2022

Rhea Lawson – 2023

James G. Neal – 2022

Janice Welburn – 2022

Shali Zhang – 2024



Supported by ALA Finance staff and The Bhatia Group, Merrill Lynch Investment Advisers

Charge

To hold, invest, reinvest and disburse endowment funds; select endowment investment managers; report endowment status to the Executive Board, Council and Membership.

EBD #3.33
 BARC #3.33
 2021-2022

ALA American Library Association

Endowment 5% Spending Payout
 FY 2023

20 Quarter Payout

Budget Support

For FY23 Budget

Policy/Practice

Unit	Project #	Name	Total 20 Quarters	20 Quarter Rolling Average	5% of Rolling Average
591	9150/53/54	Future Fund	\$ 301,203,418	\$ 15,060,171	\$ 753,009
300	2992	Carnegie	\$ 35,986,426	\$ 1,799,321	\$ 89,966
250	9097	Life Member I	\$ 30,941,757	\$ 1,547,088	\$ 77,354
250	9183/84	Life Member II	\$ 2,375,813	\$ 118,791	\$ 5,940
Total			\$ 370,507,414	\$ 18,525,371	\$ 926,269
Divisions					
401	3179	PLA	\$ 29,511,554	\$ 1,475,578	\$ 73,779
403	3657	ACRL	\$ 87,218,928	\$ 4,360,946	\$ 218,047
404	3921	Choice	\$ 14,278,922	\$ 713,946	\$ 35,697
405	4061	AASL	\$ 7,720,272	\$ 386,014	\$ 19,301
406	4399	ASCLA	\$ 1,633,432	\$ 81,672	\$ 4,084
407	4516	ALCTS	\$ 1,276,246	\$ 63,812	\$ 3,191
409	4711	LLAMA	\$ 4,406,431	\$ 220,322	\$ 11,016
410	4821	RUSA	\$ 14,050,021	\$ 702,501	\$ 35,125
411	5116	United Libraries	\$ 3,851,677	\$ 192,584	\$ 9,629
412	5342	LITA	\$ 3,951,830	\$ 197,592	\$ 9,880
Total			\$ 167,899,313	\$ 8,394,966	\$ 419,748
Spectrum Family					
116	9182	Spectrum	\$ 100,700,934	\$ 5,035,047	\$ 251,752
116	0407	Gordon	\$ 853,911	\$ 42,696	\$ 2,135
116	0462	Turock	\$ 3,638,403	\$ 181,920	\$ 9,096
116	0464	Teeple	\$ 2,742,937	\$ 137,147	\$ 6,857
116	1701	Leo Albert	\$ 15,338,174	\$ 766,909	\$ 38,345
116	9185	G. Calloway	\$ 651,878	\$ 32,594	\$ 1,630
116	9167	Giles	\$ 10,612,387	\$ 530,619	\$ 26,531
Total			\$ 134,538,624	\$ 6,726,931	\$ 336,347
Scholarships					
103	0204	Hornback	\$ 7,178,922	\$ 358,946	\$ 17,947
413	5408	Melcher	\$ 22,845,733	\$ 1,142,287	\$ 57,114
591	9165	Clift	\$ 11,696,884	\$ 584,844	\$ 29,242
103	0209	Hoy	\$ 3,670,073	\$ 183,504	\$ 9,175
604	6154	ROCKOSZKA	\$ 2,254,962	\$ 112,748	\$ 5,637
200	1056	Gavers	\$ 4,575,606	\$ 228,780	\$ 11,439
591	9159	General	\$ 4,661,068	\$ 233,053	\$ 11,653
591	9161	Drewes	\$ 1,538,941	\$ 76,947	\$ 3,847
591	9163	Leisner	\$ 1,834,751	\$ 91,738	\$ 4,587

150	0802	Oakley	\$	1,726,319	\$	86,316	\$	4,316
		Total	\$	61,983,259	\$	3,099,163	\$	154,958
		Awards						
103	0214	Curly	\$	637,483	\$	31,874	\$	1,594
106	0416	Gregory-Wood	\$	220,506	\$	11,025	\$	551
108	0608	Intellectual	\$	4,705,661	\$	235,283	\$	11,764
111	0862	Bogle	\$	481,699	\$	24,085	\$	1,204
111	0864	Dean	\$	1,540,416	\$	77,021	\$	3,851
200	0947	Baber	\$	7,137,950	\$	356,898	\$	17,845
230	0959	Haycock	\$	1,289,937	\$	64,497	\$	3,225
230	0961	Boyd	\$	2,689,719	\$	134,486	\$	6,724
115	0977	Cultural	\$	43,739,118	\$	2,186,956	\$	109,348
200	1058	Howard	\$	2,103,001	\$	105,150	\$	5,258
230	1641	Schneider	\$	8,731,752	\$	436,588	\$	21,829
230	1645	Lippincott	\$	1,539,543	\$	76,977	\$	3,849
410	4823	Brodie	\$	4,186,759	\$	209,338	\$	10,467
410	4824	Gail Schlachter	\$	908,225	\$	45,411	\$	2,271
413	5409	Childrens	\$	6,191,229	\$	309,561	\$	15,478
413	5410	Distinguished	\$	2,272,690	\$	113,635	\$	5,682
413	5412	Video	\$	3,204,599	\$	160,230	\$	8,011
413	5416	Legacy Award	\$	1,712,580	\$	85,629	\$	4,281
413	5418	Arbuthnot	\$	6,592,909	\$	329,645	\$	16,482
413	5426	Fiore	\$	1,285,212	\$	64,260.60	\$	3,213
413	5572	Rollins	\$	7,547,518	\$	377,376	\$	18,869
413	5573	E. Peterson	\$	-	\$	-	\$	-
413	5582	Morris - ALSC	\$	18,316,274	\$	915,814	\$	45,791
413	5596	Belpre	\$	3,298,134	\$	164,907	\$	8,245
413	5598	Geisel	\$	1,747,080	\$	87,354	\$	4,368
414	5791	Morris - Yalsa	\$	16,011,496	\$	800,575	\$	40,029
414	5793	Yalsa Leader	\$	2,313,104	\$	115,655	\$	5,783
414	5900	MAE Trust	\$	20,736,452	\$	1,036,823	\$	51,841
601	6001	Windsor	\$	370,534	\$	18,527	\$	926
601	6004	Holley	\$	698,653	\$	34,933	\$	1,747
605	6207	Immorth	\$	384,769	\$	19,238	\$	962
607	6302	Olofson	\$	1,470,034	\$	73,502	\$	3,675
608	6351	Shera	\$	1,433,823	\$	71,691	\$	3,585
610	6448	H. Bibilo	\$	101,779	\$	5,089	\$	254
619	6465	GLBLRT	\$	6,828,153	\$	341,408	\$	17,070
613	6472	CSK	\$	9,018,977	\$	450,949	\$	22,547
612	6555	LIRT	\$	1,174,004	\$	58,700	\$	2,935
591	9172	Fyan	\$	12,237,102	\$	611,855	\$	30,593
606	6260	IRRT	\$	1,066,476	\$	53,324	\$	2,666
591	9175	Futas	\$	687,983	\$	34,399	\$	1,720
		Total	\$	206,613,333	\$	10,330,667	\$	516,533
		Total	\$	941,541,943	\$	47,077,097	\$	2,353,855

2022 AERA Conference Report

ACRL Liaison to American Educational Research Association
AERA Annual Meeting Report
May 2022

As the liaison between ACRL and the American Educational Research Association, I have been taking steps to revive the previous liaison relationship between the AERA and ACRL by attending the AERA Annual Meeting April 21-26, 2022 in San Diego. The last liaison, Ann Dutton Ewbank, concluded her work almost ten years ago, so there has been a need to understand how our respective organizations and professional landscapes have shifted, particularly in light of the impact of the global pandemic on teaching, learning, and information access, the focus on the conference theme of “Cultivating Equitable Education Systems for the 21st Century.” A majority of my liaison activities took place around the AERA Annual Meeting.

As we renew our liaison relationship, I have considered what opportunities are the best fit in line with ACRL’s Plan for Excellence goals. AERA is made up of 12 major divisions focusing on different aspects of educational research, with additional association-wide standing committees whose work overlaps with areas of interest to ACRL, such as book and journal publishing, and social justice committees. There are 155 additional Special Interest Groups (SIGs) within the association, where many members find a professional home focusing on specific educational methods, theories, or populations. Promising areas for liaison connection include AERA’s Division J: Postsecondary Education division, as well as certain SIGs that relate to diversity, equity, and inclusion in higher education, open scholarly publishing, and literacies, three core components of the ACRL Plan for Excellence.

In advance of the 2022 AERA Annual Meeting, I reached out via ALA Connect groups for the ACRL Instruction Section and Education, Behavior and Sciences Section (EBSS) to conduct a small environmental scan of librarians who attend or have interest in participating in AERA activities. From the environmental scan, I learned that academic library colleagues are interested in topics such as pedagogy, high impact teaching and learning practices, supporting faculty in learning effective pedagogies and tools, assessment, quantitative research skills, research related to specific student populations, conceptual and theoretical frameworks, and social justice. And librarian colleagues believe that librarians can offer skills related to literature reviews, systematic reviews and evidence syntheses. Responses indicated interest in the creation of an academic library-related SIG, as well as interest in closer ties between ACRL and AERA and support structures for academic librarians working in, or interested in, educational research.

At the Annual Meeting in April 2022, I attended meetings and sessions that focused on initiatives of interest to ACRL related to working with underserved populations in education, and expanding ways of knowing, including through the use of innovative research methods. While many sessions touched on topics of interest or adjacent to academic libraries, such as universal design for learning, Open Educational Resources, and online learning pedagogies for educational access and equity, there were relatively few sessions featuring academic library presentations.

There were three academic library-focused papers, “Academic Library Power Dynamics as Experienced Through the Pandemic Response,” from the roundtable session, “Transforming Educational Systems: Views from Campus Units,” sponsored by the Special Interest Group for Qualitative Research. A second academic library-focused paper, “Black Student Experience and Perception in Libraries at Predominantly White Institutions” was featured in the roundtable “A Critical Examination of Racial Identity Development in Higher Education Spaces” sponsored by the Special Interest Group “Writing and Literacies.” A third academic library focused session, “Designing an Accessible User Experience Study for Undergraduate Students With Disabilities” was situated in an academic library and sponsored by the Special Interest Group “Inclusion and Accessibility in Educational Assessment.” Digital libraries were briefly referenced in “Chilean Students’ Experience of Online Learning During the COVID-19 Sanitary Crisis.” Open Scholarship was discussed in the session, “The Open Scholarship Knowledge Base: An Open Science Platform,” sponsored by the Special Interest Group for Research Use.

Sessions focusing on public libraries included “Exploring Active Learning Preferences of Youth and Subject Matter Experts in Library-Based Youth STEM Programming.” An additional poster, “Library Making Goes Home: Adaptations and Lessons Learned,” focused on public libraries during the COVID pandemic. Three roundtable sessions focused on school library contexts, “Text Censorship in Catholic Schools: Framing of Consensus and Resistance Arguments” and another, “Computational Thinking in Elementary School Libraries,” as well as “Elementary School Library Collections: A Content Analysis of Science Trade Books.”

I noted that the wide array of SIGs that overlap with topics related to academic libraries and the lack of a library or information-science focused SIG makes it challenging to identify academic library-related sessions in the conference program.

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From these conversations, it became clear that librarian colleagues are interested in the creation of a SIG, perhaps focused on Information Science or Academic Libraries as an umbrella group that could include a range of issues of interest to librarians. Given the complexity of AERA as an association, there is also a need for support among librarians wanting to submit conference proposals in how best to navigate the proposal process and which division or SIG is best suited for presenting library and information science-related work. There could also be value in conversations with Division J: Postsecondary Education leaders about the value and relevance of academic-library related conference sessions at future AERA annual meetings. Finally, the group expects that these topics and conversations are of interest to many more colleagues than were able to attend the virtual discussion or access the survey, and that additional support structures for communication and networking would be beneficial. I hope these findings will help inform future liaison work between AERA and ACRL.

Submitted May 9, 2022 by Linds West Roberts

ACRL Representative Report

Unit Representative to: ALA Liaison to American Association for the Advancement of Science (AAAS)

Representative Name: Roxanne Bogucka

Representative Email: roxanne.bogucka@austin.utexas.edu

Report period: July 2020-June 2022

Background Information:

Founded in 1848, AAAS is affiliated with more than 250 societies (including ALA) and academies, serving more than 10 million individuals and “representing the world’s largest federation of scientific and engineering societies.” The AAAS is “dedicated to advancing science for the benefit of all people.” Interest in AAAS increased dramatically in the last few years, and membership has surged, possibly due to the creation of a new (lower cost) membership category—science advocate—to strengthen outreach to new individual members who are “not scientists or engineers, but believe in the importance of science for our society.”

AAAS is a good membership organization choice for librarians and information professionals. I co-authored a survey on academic librarians’ participation in non-library conferences (NLCs). Our responses skewed heavily to science librarians, but among that group, AAAS was far and away the preferred NLC for librarians to attend.

This report covers to two-year period from July 2020 to June 2021 and July 2021 to June 2022.

Major Activities of the Unit:

- AAAS’s areas of focus are: advocacy for evidence; careers in STEM; diversity, equity, and inclusion; federal science budget analysis; human rights, ethics, and law; public engagement; science diplomacy; science education; and shaping science policy. The organization also hosts several webinars and live chats throughout the year.
- AAAS publishes six peer-reviewed journals: its flagship journal *Science*; *Science Advances*; *Science Immunology*; *Science Robotics*; *Science Signaling*; *Science Translational Medicine*.
- For more than four decades, the AAAS Mass Media Fellows program has given STEM undergrads, grad students, and post-docs the opportunity to spend 10 weeks working as science journalists at publications around the nation.
- The 2021 Annual Meeting of AAAS would have been held in Phoenix, AZ in February 2021. AAAS made the call to hold a virtual 2021 meeting, February 8-11, 2021. The theme of the 2021 meeting was “[Understanding Dynamic Ecosystems](#).”
- The 2022 Annual Meeting of AAAS would have been held in Philadelphia, PA in February 2022. AAAS made the call to hold a virtual 2022 meeting, February 17-20, 2022. The theme of the 2022 annual meeting was “[Empower with Evidence](#).”
- AAAS expanded space for members to connect and collaborate via discussions, events, webinars, in the AAAS Member Communities. Examples of communities include AAAS Member Central, Public Engagement with Science, C4Sci—Communities for Science

Communication, AAAS Force for Science Group, [NSF INCLUDES](#) Open Forum, AAU Undergraduate STEM Education Initiative, as well as several groups created by individual universities to address STEM education topics, and groups for each of the [AAAS Sections](#).

Implications for ACRL:

- AAAS is heavily invested in helping STEM researchers and students develop science communication and public engagement skills. AAAS sees these KSAs as vital to the future of science, in that they prepare scientists to make the case for science to laypersons, policy makers, and others outside the academy. AAAS boosts science communication in several ways, including traveling workshops on scicomm, fellowships for science communicators, a major annual prize for science communication, and sponsoring scicomm research. As more and more STEM departments add public engagement to their strategic plans, libraries and librarians are supporting them in communicating their science with the public, just as they have traditionally supported them in scholarly communication.
- AAAS is carefully considering its commitment to open science, somewhat complicated by its role as a journals publisher.
- *AAAS/Science Library Advisory Board*. The Library Advisory Board (LAB) last met virtually on October 15-16, 2020. Meeting topics included:
 - How is your library doing, including budget news, enrollment changes?
 - [Atypon](#)—What do you love/hate about it?
 - Open access, especially thoughts about Green OA zero-day embargo and any opinions about the utility of the [Author Accepted Manuscript](#) versus the Version of Record
- *Sponsored Librarians at the AAAS Annual Meeting*. For more than a decade, AAAS has provided free registration for 30 librarians to attend the Annual Meeting. AAAS continued this program for the 2021 and 2022 virtual meetings.

Librarian interest in attending AAAS meetings remains high. Each fall, I issue a call (formerly on STS-L, now on ALA Connect's STS space) for people to sign up for free registration. For 2021, 37 people responded, of whom 26 had never attended the AAAS Annual Meeting. For 2022, 37 people responded, of whom 20 had never attended the AAAS Annual Meeting. After all first-time attendees received a free registration, I used the timestamps to allot the rest. Due to cancellations over the course of the next few months, people on the waitlist received free registrations as they came available.

As in past years, some librarians presented posters in the General Poster sessions. Also, I continued the practice of having sponsored librarians report back on the AAAS sessions they attended, telling why they wanted to attend each session and what the main takeaways were. For the 2021 meeting, sponsored librarians contributed 230 descriptive entries on the sessions they attended into a shared Google Sheet. For the 2022 meeting, sponsored librarians contributed 176 entries on the sessions they attended into a shared Google Sheet. The fact that several librarians attended certain sessions indicates our colleagues' prevailing interests. The 2021 sessions with the highest librarian attendance included: Dr. Anthony Fauci's COVID presentation; Demystifying AI through the lens of fairness and bias; various science communication workshops; Institution, Journal, Reporter—Strategically Mitigating COVID-19 Misinformation; Our Oppenheimer Moment—When Big Tech, Research Ethics, and Human Rights Collide.

The 2022 sessions with the highest librarian attendance pointedly reflect the zeitgeist of our

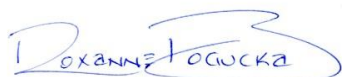
times: Communicating Science Seminars; Diversity and Inclusion in Citizen Science; Unraveling the Big Lie—Participatory Disinformation and its Threat to Democracy; Panel—Does Science Communication Still Work?; The Science of Combatting Disinformation; When Evidence Is Not Enough—The Science of Misinformation.

- *Annual Librarians' Session at AAAS Annual Meeting.* Forty-one librarians signed in at the librarians' session. Eight attendees gave short presentations, on topics including collaboration between STEM librarians and an engineering communication center, innovation and entrepreneurship, outreach via a makerspace, engaging the academic community in Wikipedia editing, instruction for Responsible Conduct of Research, coding workshops, digital scholarship centers, and electronic lab notebooks.
- *Section Meetings.* Section meetings are open to all comers. As ALA liaison to AAAS, I attend the Section T (Information, Computing, and Communication) meeting. While ALA currently affiliates with Section T, I also annually attend the meetings of Section Q (Education), Section X (Societal Impacts of Science and Engineering), and Section Y (General Interest in Science and Engineering). ACRL should consider whether Section Y's issues and activities align better with librarianship than Section T's overwhelmingly computer science-focused interests. I am honored to report that my name has been placed in nomination to be a Section Y [AAAS Fellow](#).
- *Collaboration and Presentation Opportunities for Librarians.* I queried each of the past two cohorts of librarians attending the AAAS meetings about ideas for workshops or panel programming at the upcoming AAAS meeting. A team of science librarians (Roxanne Bogucka, Khue Duong, Jessica Martinez, Kelee Pacion, Melanie Radik) from five universities formed to craft a workshop on scientific publishing. The workshop, "[Journals, Journal Everywhere, But We Should Stop And Think](#)," was presented at the 2021 meeting, and was revised and presented in four more venues. The start-to-finish process was described in a February 2022 *College & Research Libraries News* article, "[It always happens over lunch!: the powerful serendipity of informal networking](#)."

Upcoming Activities:

- The 2023 Annual Meeting of AAAS will be a hybrid meeting, held virtually and in Washington, D.C., March 2-5, 2023. The meeting theme is "[Science for Humanity](#)."
- Workshop session proposals for the 2023 meeting are due July 24, 2022.

Respectfully submitted,



STEM Liaison Librarian for Health Sciences
Life Science Library
University of Texas at Austin
Austin, Texas 78712

June 23, 2022

2022 AERA Conference Report

ACRL Liaison to American Educational Research Association
AERA Annual Meeting Report
May 2022

As the liaison between ACRL and the American Educational Research Association, I have been taking steps to revive the previous liaison relationship between the AERA and ACRL by attending the AERA Annual Meeting April 21-26, 2022 in San Diego. The last liaison, Ann Dutton Ewbank, concluded her work almost ten years ago, so there has been a need to understand how our respective organizations and professional landscapes have shifted, particularly in light of the impact of the global pandemic on teaching, learning, and information access, the focus on the conference theme of “Cultivating Equitable Education Systems for the 21st Century.” A majority of my liaison activities took place around the AERA Annual Meeting.

As we renew our liaison relationship, I have considered what opportunities are the best fit in line with ACRL’s Plan for Excellence goals. AERA is made up of 12 major divisions focusing on different aspects of educational research, with additional association-wide standing committees whose work overlaps with areas of interest to ACRL, such as book and journal publishing, and social justice committees. There are 155 additional Special Interest Groups (SIGs) within the association, where many members find a professional home focusing on specific educational methods, theories, or populations. Promising areas for liaison connection include AERA’s Division J: Postsecondary Education division, as well as certain SIGs that relate to diversity, equity, and inclusion in higher education, open scholarly publishing, and literacies, three core components of the ACRL Plan for Excellence.

In advance of the 2022 AERA Annual Meeting, I reached out via ALA Connect groups for the ACRL Instruction Section and Education, Behavior and Sciences Section (EBSS) to conduct a small environmental scan of librarians who attend or have interest in participating in AERA activities. From the environmental scan, I learned that academic library colleagues are interested in topics such as pedagogy, high impact teaching and learning practices, supporting faculty in learning effective pedagogies and tools, assessment, quantitative research skills, research related to specific student populations, conceptual and theoretical frameworks, and social justice. And librarian colleagues believe that librarians can offer skills related to literature reviews, systematic reviews and evidence syntheses. Responses indicated interest in the creation of an academic library-related SIG, as well as interest in closer ties between ACRL and AERA and support structures for academic librarians working in, or interested in, educational research.

At the Annual Meeting in April 2022, I attended meetings and sessions that focused on initiatives of interest to ACRL related to working with underserved populations in education, and expanding ways of knowing, including through the use of innovative research methods. While many sessions touched on topics of interest or adjacent to academic libraries, such as universal design for learning, Open Educational Resources, and online learning pedagogies for educational access and equity, there were relatively few sessions featuring academic library presentations.

There were three academic library-focused papers, “Academic Library Power Dynamics as Experienced Through the Pandemic Response,” from the roundtable session, “Transforming Educational Systems: Views from Campus Units,” sponsored by the Special Interest Group for Qualitative Research. A second academic library-focused paper, “Black Student Experience and Perception in Libraries at Predominantly White Institutions” was featured in the roundtable “A Critical Examination of Racial Identity Development in Higher Education Spaces” sponsored by the Special Interest Group “Writing and Literacies.” A third academic library focused session, “Designing an Accessible User Experience Study for Undergraduate Students With Disabilities” was situated in an academic library and sponsored by the Special Interest Group “Inclusion and Accessibility in Educational Assessment.” Digital libraries were briefly referenced in “Chilean Students’ Experience of Online Learning During the COVID-19 Sanitary Crisis.” Open Scholarship was discussed in the session, “The Open Scholarship Knowledge Base: An Open Science Platform,” sponsored by the Special Interest Group for Research Use.

Sessions focusing on public libraries included “Exploring Active Learning Preferences of Youth and Subject Matter Experts in Library-Based Youth STEM Programming.” An additional poster, “Library Making Goes Home: Adaptations and Lessons Learned,” focused on public libraries during the COVID pandemic. Three roundtable sessions focused on school library contexts, “Text Censorship in Catholic Schools: Framing of Consensus and Resistance Arguments” and another, “Computational Thinking in Elementary School Libraries,” as well as “Elementary School Library Collections: A Content Analysis of Science Trade Books.”

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Submitted May 9, 2022 by Linds West Roberts

Final Progress Report - 2022 ASEE Annual Conference & Exposition

Margaret Phillips

**Associate Professor of Library Science & Engineering Information Specialist, Purdue University
ACRL STS Liaison to the Engineering Libraries Division of the American Society for Engineering Education**

Summary of Activities Accomplished:

I attended the 2022 ASEE Annual Conference and Exposition from June 25-June 29, 2022 in Minneapolis, Minnesota. I focused my participation on the activities held by the Engineering Libraries Division (known as “ELD”), which currently consists of ~213 members (of which ~80 attended the annual conference). The 2022 ELD conference program was full, consisting of:

- a 3-hour workshop titled “[The Basics of Qualitative Research Methods for Librarians](#),”
- five technical paper sessions and one poster session where a total of 17 peer-reviewed papers were presented,
- one panel session focused on technical standards,
- one open forum session for new engineering librarians,
- one roundtable discussion where the possibility of a mid-year meeting was discussed,
- the annual ELD business meeting, and
- a lightning talk session where 23 engineering librarians and 6 vendors each presented 3 minute and 1 minute talks, respectively.

The full ASEE ELD conference program for 2022 is available on the [ELD website](#). Additionally, the conference proceedings are indexed in Compendex and are available in the open repository ASEE PEER.

Also, I have prepared an informal report about this conference that will be shared at the virtual STS Liaisons Forum on July 11, 2022.

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ACRL Representative Report

Representative name: Dawn Behrend

Representative email: dawn.behrend@lr.edu

Unit representative to: ALA Chapter Relations Committee

Report period: July 1, 2021, to June 30, 2022

Background Information

ACRL Chapters Council met on 1/12/2022 for its LibLearnX meeting. Our invited speaker was Dr. Emily Knox from University of Illinois at Urbana-Champaign whose presentation was *Intellectual Freedom and Social Justice: Core Values of Librarianship*. Updates were provided by ACRL leadership. Updates were provided on the Chapters Council directory project which is ongoing. Past Chair Ali Larsen shared information about her project to update Chapters Council position descriptions. Chapters Council will meet for ALA Annual on 6/24/22. Our invited speaker is Lisa Janicke Hinchliffe from the University of Illinois at Urbana-Champaign who will present *The Libraries Our Institutions Need: Assessment, Impact, and Organizational Resilience*. Chapters Council will hold an election for the positions of Vice Chair/Chair Elect and Secretary.

Major Activities of the Unit

- Chapters Council directory project: Chair Dawn Behrend has managed this project to create a directory of key information about the structure and organization of ACRL Chapters to promote the opportunity for chapters to collaborate and learn how other chapters are organized. To date we have received input from 39 of the 42 chapters.
- Chapters Council position descriptions update: Past Chair Ali Larsen has managed this project to update the descriptions of the Chapters Council officers positions in order to provide more clarity about the expectations of these positions and to encourage members to volunteer their service.
- Vice Chair Kelly McCallister has been active in seeking nominations to fill the positions of Vice Chair/Chair Elect, Secretary, and Legislation Representative in time for ALA Annual.

Implications for ACRL

- Greater coordination and collaboration across ACRL chapters.
- Increased potential to fill officer positions.
- Facilitating communication between ACRL chapters and ACRL leadership.

Upcoming Activities

None at this time other than the ALA Annual meeting on 6/24/22.

ACRL Representative Report

Unit Representative to: American Library Association Information Technology Advisory Committee
Representative Name: Anne M. Sleeman
Representative Email: asleeman@ccbcmd.edu
Report period: March 2022-June 2022

Background Information:

The ALA Information Technology Advisory Committee is charged with developing, reviewing and recommending best practices for ALA applications of information technology products and services. Representatives from divisions serve on the Committee to share technology solutions vital to each division and coordinate priorities to maximize effectiveness of ALA resources. I currently represent ACRL on the Committee through June 2024.

Major Activities of the Unit:

- The Information Technology Advisory Committee met on May 17, 2022 and during the ALA Annual Conference on June 26, 2022.
- We reviewed Information Technology Reports submitted to ALA Executive Board meetings by Sherri Vanyek, ALA Director of Information Technology.
- Priorities for 2022 remain: iMIS membership information software upgrade to manage membership data with staff and member portals, Shibboleth single sign-on software upgrades, investigating new continuing education learning management/eCommerce system, and upgrade to Drupal 9 with a content management system to facilitate website redesign (anticipating a movement from a focus on ALA structure to a focus on topic; there are currently 38,000 pages organized in 32 microsites).
- ITAC activities in the coming year to include:
 - Participate in the usability study for the redesign of the ALA website
 - Participate in the testing of the redesigned ALA website
 - Review and/or revise ITAC charge as necessary
- ALA is searching for a Chief Information Technology Officer.

Implications for ACRL:

- ACRL will want to be ready to participate in ALA website redesign, removing stale content, etc. as opportunities arise.
- ACRL will need to identify documents etc. to archive with ALA librarian during the website redesign.
- ACRL should monitor developments in the continuing education learning management project.

Upcoming Activities:

The ALA Information Technology Advisory Committee is scheduled to meet again in fall 2022; please email asleeman@ccbcmd.edu with any ALA IT concerns to raise on behalf of ACRL.

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ACRL Representative Report

Representative name: Michele L. Mikkelsen
Representative email: mmikkel@american.edu
Unit representative to: ACRL Rep, ALA Recruitment Assembly,
Report period: July 1, 2022 to June 30, 2023

Background Information

- Michele has been a part of the American University Library since 1991, and is the Director of Administrative Services.
- She earned her Master of Science, in Personnel and Human Resources Management from American University in 2001 and holds a Master of Library and Information Science from the University of Maryland 2011.
- Michele is interested in a broad range of subjects, including leadership, human resources, academic research, and technology. She is also especially involved in promoting equal access to the Library's resources and services.
- Member, and frequently Chairs, the American University Staff Personnel Review Board, 2003-present
- Received the Distinguished Leadership Award, Northern Virginia Chapter of SHRM, 2005.
- Recognition of Personal Commitment and Dedication to the Virginia State Council, SHRM, Citation, 2003-2004.
- Member, National *Society for Human Resource Management* (SHRM) 1991-present
- Member, Northern Virginia Chapter, SHRM, 1991-present
- *WorldatWork* the Total Rewards Association, 2011-present
- Member, American Library Association, 2011-present
- Served as a (ACRL Rep, ALA Recruitment Assembly, July 1, 2021 to June 30, 2022)

Major Activities of the Unit

Hold weekly one-hour confidential zoom meetings

Members will share 5-minute challenges that they are currently facing for feedback from attending members.

Each meeting will have one identified trend the group is facing and provide and share related research.

Schedule related sessions for midwinter and summer sessions; ask for topics from members; identify members who are willing and able to speak to those topics and would be willing to share their expertise on the topics.

We intend to be inclusive and welcoming.

Implications for ACRL

Grow the numbers of members who attend and are interested in becoming more involved within this group. An action plan will be developed.

Upcoming Activities

We will reach out to the members via a survey in order to learn what their needs are and how we can attract and help them feel included in this group.

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ACRL Representative Report

Representative name: Beth T. Kilmarx
Representative email: bkilmarx@tamu.edu
Unit representative to: IFLA Rare Book and Special Collections Section
Report period: June 2021-June 2022

Background Information

The IFLA RBSC is a very active committee. It is a key stakeholder or participant in a number of collaborations between IFLA and other international organizations, including ILAB, ICA, CERL and others. The IFLA/ILAB working group is an ongoing group which meets three times a year to consult on the relationship between the trade and the profession, theft and trafficking, and empowering the trade and the profession to report missing books. Equally, the IFLA/ICA partnership is exploring similar themes with our liaison currently working on the ICA EGATT working group. Finally, our section is also keen to be part of the conversation around the ongoing research trends with cultural heritage collections where the CERL/IFLA relationship is extremely useful.

Major Activities of the Unit

- The RBSC 'Value of' working group will research and collect information about tools from around the world used to measure values of special collections; an environment survey building on previous work. The working group will then collect and analyze the data and then draft and publish a report with the results of the survey and with key recommendations for the sector, including translations and supported by a robust communications plan.
- Improve metadata standards for Rare Books and Special Collections. The RBSC metadata working group will complete collaboration with the ISBD Review Group to ensure that rare materials are well represented, and then collaborate in the dissemination of the new standard. The group will also prepare a report on the core bibliographic elements needed for international rare materials cataloguing and disseminate this report through translations and workshops. Finally, the group will plan an event (either satellite or midterm) as a follow-on from the 2016 Lisbon Conference ("A common international standard for rare materials cataloguing? Why? And How?").
- The RBSC published the Competencies Guidelines in October 2020 and has an ongoing campaign of translations currently being undertaken. The next phase in this activity is a

robust communications plan to promote the use and utility of these guidelines to our sector. This communication plan will raise awareness of this new resource.

Implications for ACRL

- The RBSC 'Value of' assessment activity has not been undertaken at a global scale, and advocacy for cultural heritage collections has become acutely necessary in the past decade as collections become at risk to climate change, political instability and financial crises—topics all relevant to ACRL. This is a core piece of work that began collaboratively with the Statistics Section. It will provide an international document to empower those who are custodians for cultural heritage collections at risk.
- The RBSC Metadata working group represents a broad cross-section of rare materials metadata specialists who collaborate on consulting and creating standards for international use. The guidelines for core bibliographic elements needed for international rare materials is the culmination of a number of ongoing threads of activity. This has been a core, ongoing piece of work for our committee for over a decade. The various elements of collaboration with other organizations is culminating in providing a new framework for understanding how to create bibliographic records for rare materials regardless of metadata or system standards.
- The RBSC Competencies Guidelines were created to provide a set of guidelines that would be relevant for all types of organizations and levels of special collections professionals. Moreover, the underlying intention of the Working Group was to get the guidelines into the hands of the Special Collections professionals particularly those of the managers in order to have the guidelines implemented and improve the standard of practice at the international level, an activity relevant to ACRL's RBMS competency guidelines.

Upcoming Activities

- Collaborative sessions at WLIC 2022 focusing on the lifecycle of exhibitions, from curation to conservation and loans, to environmental impacts and adapting to local circumstances. Exploration of development of IFLA toolkit for cultural heritage exhibitions.
- Collaborations with cultural heritage organizations such as the IFLA PAC Centers, IFLA Advisory Council on Cultural Heritage, International League of Antiquarian Booksellers (ILAB), International Council on Archives (ICA), Consortium of European Research Libraries (CERL). The collaboration group provides critical network connectivity between IFLA's cultural heritage work and other professional and trade cultural heritage organizations. Collaborations with these groups include working groups on theft and trafficking, promotion of new resources and research connectivity.
- Aggregate and review all current social media outlets and assess viability for reaching RBSCS audiences. Delegate platforms to CWG members for content and maintenance. Create an RBSCS Listserv in collaboration with IFLA HQ. Organize 2 zoom sessions annually. Launch a Section Spotlights blog that features RBSCS members, beginning with Officers and eventually highlighting the work and contribution of everyone in the RBSC section.

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ACRL Representative Report

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Representative email: bkilmarx@tamu.edu
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- Improve metadata standards for Rare Books and Special Collections. The RBSC metadata working group will complete collaboration with the ISBD Review Group to ensure that rare materials are well represented, and then collaborate in the dissemination of the new standard. The group will also prepare a report on the core bibliographic elements needed for international rare materials cataloguing and disseminate this report through translations and workshops. Finally, the group will plan an event (either satellite or midterm) as a follow-on from the 2016 Lisbon Conference ("A common international standard for rare materials cataloguing? Why? And How?").
- The RBSC published the Competencies Guidelines in October 2020 and has an ongoing campaign of translations currently being undertaken. The next phase in this activity is a

robust communications plan to promote the use and utility of these guidelines to our sector. This communication plan will raise awareness of this new resource.

Implications for ACRL

- The RBSC 'Value of' assessment activity has not been undertaken at a global scale, and advocacy for cultural heritage collections has become acutely necessary in the past decade as collections become at risk to climate change, political instability and financial crises—topics all relevant to ACRL. This is a core piece of work that began collaboratively with the Statistics Section. It will provide an international document to empower those who are custodians for cultural heritage collections at risk.
- The RBSC Metadata working group represents a broad cross-section of rare materials metadata specialists who collaborate on consulting and creating standards for international use. The guidelines for core bibliographic elements needed for international rare materials is the culmination of a number of ongoing threads of activity. This has been a core, ongoing piece of work for our committee for over a decade. The various elements of collaboration with other organizations is culminating in providing a new framework for understanding how to create bibliographic records for rare materials regardless of metadata or system standards.
- The RBSC Competencies Guidelines were created to provide a set of guidelines that would be relevant for all types of organizations and levels of special collections professionals. Moreover, the underlying intention of the Working Group was to get the guidelines into the hands of the Special Collections professionals particularly those of the managers in order to have the guidelines implemented and improve the standard of practice at the international level, an activity relevant to ACRL's RBMS competency guidelines.

Upcoming Activities

- Collaborative sessions at WLIC 2022 focusing on the lifecycle of exhibitions, from curation to conservation and loans, to environmental impacts and adapting to local circumstances. Exploration of development of IFLA toolkit for cultural heritage exhibitions.
- Collaborations with cultural heritage organizations such as the IFLA PAC Centers, IFLA Advisory Council on Cultural Heritage, International League of Antiquarian Booksellers (ILAB), International Council on Archives (ICA), Consortium of European Research Libraries (CERL). The collaboration group provides critical network connectivity between IFLA's cultural heritage work and other professional and trade cultural heritage organizations. Collaborations with these groups include working groups on theft and trafficking, promotion of new resources and research connectivity.
- Aggregate and review all current social media outlets and assess viability for reaching RBSCS audiences. Delegate platforms to CWG members for content and maintenance. Create an RBSCS Listserv in collaboration with IFLA HQ. Organize 2 zoom sessions annually. Launch a Section Spotlights blog that features RBSCS members, beginning with Officers and eventually highlighting the work and contribution of everyone in the RBSC section.



Planning & Budget Assembly (PBA), Budget Analysis & Review Committee (BARC) & Division Leadership Joint Meeting

2022 Annual Conference

Sunday, June 26, 2022

Marriott Marquis Liberty Ballroom

1:00-3:00 pm ET

Agenda

1:00 – 1:10	Welcome and Introductions	Lessa Pelayo-Lozada, President Elect
1:10-1:20	President's Initiatives for Coming Year	Lessa Pelayo-Lozada, President Elect
1:20 – 1:35	FY 2022 Budget Update; EBD/BARC #3.28	Maggie Farrell, Treasurer
1:35-2:00	Revised FY 2023 Budget Overview; EBD/BARC #3.30	Maggie Farrell, Treasurer
2:00-2:45	Operating Agreement Workgroup Update and Discussion, EBD/BARC #10.12	Maggie Farrell and Andrew Pace, Co-Chairs
2:45-3:00	Transforming ALA Governance (TAG) Financial Implications, CD #36	Maggie Farrell, Treasurer, & John Lehner, BARC Member
3:00	Summary & Adjourn	Lessa Pelayo-Lozada, President Elect

All supporting documents available on [Executive Board Documents](#) page, except TAG report, which will be posted to [Council Documents](#) page.

**EBD #10.11
2021-2022**

TO: ALA Executive Board

SUBJECT: Transforming ALA Governance Task Force Report

BOARD REQUEST: Information Only

CONTACT PERSON:

Amy Lappin amy.lappin@leblibrary.com, TAG Chair

DATE: June 17, 2022

BACKGROUND:

The Transforming ALA Governance Task Force has prepared its final report and its recommended action items to be taken by ALA Council. The following report details the background, process, history, timeline, and the action items.

Task Force Members

- Amy Lappin, Chair
- Meg Delaney
- Liana Juliano
- Eldon (Ray) James
- Oscar Lanza-Galindo
- LeRoy LaFleur
- Kathy Carroll
- Patty Wong, Board Liaison
- Lessa Kanani'opua Pelayo-Lozada, Board Liaison

Staff Liaisons

- Tracie Hall, Executive Director
- Sheryl Reyes, Director of Governance
- Raymond Garcia, Special Assistant to the ED
- Marsha Burgess, Council Secretariat

Original Charge

The Transforming ALA Governance Task Force (TAG) was appointed by the Executive Board in July 2021 with the charge a) indicate and operationalize the culture changing principles of the Avenue M report, SCOE recommendations, the Forward Together work, and a new governance landscape, b) establish a regular governance review process, and c) assess the large projects that need to be addressed and create a plan to address them.

Additional Direction from Council for TAG from ALA CD#35b Part C, Revised

Arrange to have virtual Council Meetings scheduled for March, April and May 2022, with the purpose of continuing the discussion of the TAG Task Force's recommendations;

Direct, That, in preparation for the virtual Council meetings, the TAG Task Force develop and present for Council's consideration its proposed composition of a reduced size ALA Council, functioning as an

advisory body, and that the TAG Task Force also present options for the proposed composition of the new ALA Executive Board;

Direct, That, in preparation for the virtual Council meetings, the TAG Task Force prepare, for Council's consideration, ideas to advance the implementation of the 'Taking ALA Pulse' (TAP) concept, as a method of bringing feedback and issues from ALA Members, Units and Affiliates for Council's consideration in its potentially added role as a Body of Knowledge;

Direct, That, in preparation for the virtual Council meetings, the TAG Taskforce present, for Council's consideration, measures that could promote the culture for the effective functioning of ALA Council, with such measures including, but not limited to, improvements to the Council agenda development process, Council evaluation tools, Exit interviews, and more.

PROCESS

The TAG Task Force has continued to meet weekly since their charge was modified and extended by Council at LibLearnX in January/March 2022. While individual members took the lead on different aspects of the work, we functioned mostly as a unit with decisions regarding TAG's recommendations being made in the weekly meetings. The task force spent time looking at the reports and recommendations of committees and working groups involved in the work starting in 2018. TAG also held meetings with Council and consulted with other committees and units including the Committee on Organization, the Constitution & Bylaws Committee, Budget Analysis & Review Committee, and Division leadership for feedback.

BACKGROUND

As the process evolves, it can be difficult to remember how we got to where we are today. Some of today's Councilors were not on Council when the process began. In that interest, the task force thought it might be helpful to review some of the key work and reports that have happened up to this point.

FALL 2017 President Jim Neal sent out [a call to action](#) and invited members to begin thinking about the future of the Association and examine ways to create a more member engaged and modern organization firmly rooted in our core values.

ALA Executive Board authorized an exploratory subcommittee with Executive Board members Andrew Pace, Lessa Kanani'opua Pelayo-Lozada, and Patty Wong, and ALA Executive Director, Mary Ghikas.

JANUARY 2018 Between their appointment in 2017 and during the 2018 ALA Midwinter Meeting, the subcommittee examined over 300 documents from Council and the Planning & Budget Assembly (PBA) discussions, held kitchen table meetings, and facilitated conversations with Council and other association leaders.

SPRING 2018 ALA contracted with Avenue M Group, a market research firm, to conduct a [communications and membership study](#) with the goal of improving services to members.

JUNE 2018 The [ALA Executive Board Working Group on Governance and Organizational Effectiveness report](#) at ALA Annual in New Orleans offered an 18-month plan to be followed by an implementation phase. ALA President Jim Neal appointed a 23-member Steering Committee for Organizational Effectiveness (SCOE) chaired by Lessa Kanani'opua Pelayo-Lozada.

SCOE's work included holding 8 in-person public input sessions, 7 virtual webinars and feedback sessions, 11 ALA staff focus groups, meetings with over 40 groups across ALA, and an online discussion forum with over 400 members.

OCTOBER 2019 [SCOE report to ALA Executive Board introduces Forward Together](#) and makes "recommendations for a reimagined ALA governance model."

SCOE released a bold detailed plan, entitled "Forward Together", recommending, among other changes, a governance structure with an expanded Executive Board and the elimination of Council replacing it with four Advisory Leadership Assemblies and six standing committees.

SCOE's recommendations included:

- Changes to the board and committees for a more direct election and input by members
- Providing multiple avenues for year round engagement by all members rather than twice a year for a select few
- Creating institutionalized intentionality and diversity in our governing bodies and structures

MAY 2020 The Committee on Organization and the Constitution & Bylaws Committee issued a [joint report](#) to the ALA Executive Board offering an analysis of Forward Together Recommendations.

JUNE 2020 Forward Together Working Group is created by the Executive Board to lead SCOE's Forward Together recommendations through a multi-step process to test and assess the Forward Together recommendations. Consisting of 13 volunteers and co-chaired by Joslyn Bowling-Dixon and Steven Yates, the FTWG was charged to gather Council feedback and synthesize that information into a report. No decisions were to be made by the working group.

President Wanda K. Brown appointed the 8-member Forward Together Fiscal Analysis Working Group (FR-FAWG) to "conduct a comprehensive fiscal analysis of the amended Forward Together recommendations.

JUL-DEC 2020 The Forward Together Working Group facilitated six virtual information sessions with Council and sent a survey to all Council members.

DEC 2020 The 23-member Forward Together Resolutions Working Group is created. Jack Martin and Christina Rodriques served as co-chairs. The charge of the FTRWG was defined in *ALA CD 52 Draft Revised-FT-Timeline Dec. 2020*:

"The newly appointed working group will develop resolutions based on the FTWG report that provided an analysis of the SCOE recommendations. The resolutions will include parameters of the proposed new structure at a conceptual (i.e.: non-Bylaws) level. Council will debate on the various components via the resolution and will continue to work in the development of the resolutions with the goal to bring forward for vote at subsequent Council meetings."

The FTRWG worked over six months to create and present a series of Resolutions related to a new governance structure for Council's consideration at the 2021 ALA Virtual Annual Conference.

JAN 2021 The Forward Together Working Group delivered the [*Forward Together Working Group Report: Snapshot of Work Performed between July 2020 and January 2021*](#)

The report offered a detailed summary of the meetings held with Council and represented the varying opinions expressed in the sessions.

A few key takeaways of the Forward Together Working Group Report regarding Governance:

- 85% of 107 FTWG survey respondents favored some change to Council, but what those changes might look like varied widely. There was support for a reduced Council size and fewer at-large Councilors
- 81% of respondents supported representative positions on the Executive Board
- Councilors wanted to consider ways the Executive Board could have greater member representation including some Executive Board members being directly elected by membership rather than Council

- ALA's governance structure is too complex

The FTWG identified essential areas for future groups working on the ALA governance structure to consider including:

- More frequent and virtual Council meetings
- Schedule in depth and regular reviews of ALA policies, by-laws, and governance structure (every 5 years)
- Council term limits
- Reduction of the size of Council (25%) and the number of at-large Council members
- Definition of the Responsibilities of Council
- Identification of the scope of Council
- Eliminate requirements for in-person meetings

JUNE 2021 [The Forward Together Resolutions Working Group Resolutions Overview & Final Report, ALA CD#46.1](#), is presented to Council. Council passed CD#46.1, Item 1, *Resolution on the ALA Core Values of Librarianship* and CD#46.1, Item 2, *Resolution on ALA Roundtables*.

The remaining resolutions were not voted on.

Additionally in **JUNE 2021**, [The Forward Together Fiscal Analysis Report ALA CD#37.1](#) was provided to the Council.

On June 27, 2021, President [Patty Wong](#) announced a pause in the resolutions process to provide more time to create a plan to operationalize the data, information, and opinions that had been gathered, researched and expressed to that point. The Transforming ALA Governance Task Force was created in July 2021 to complete this work.

The Transforming ALA Governance Task Force (TAG) was appointed by the Executive Board with the charge to *a) indicate and operationalize the culture changing principles of the Avenue M report, SCOE recommendations, the Forward Together work, and a new governance landscape, b) establish a regular governance review process, and c) assess the large projects that need to be addressed and create a plan to address them.*

DECEMBER 2021 TAG provided Council with a narrative and two potential governance models endorsing the idea of a smaller one body Advisory Council and a more representative Executive Board solely responsible for governance functions. These are included in TAG's report to Council below.

JANUARY 2022 TAG's [report to Council](#) included potential governance models. Council deliberated on [CD 35b with three action items](#). Council voted for TAG Motion Part A (ALA Governance: Functions): CD#35B and TAG Motion Part B (Body of Knowledge: Culture): CD#35B

MARCH 2022 At the Mar 10, 2022 Virtual Council meeting, Council voted affirmatively on the action item in [CD#35b, Part C, Revised](#) which directed the work of the TAG Task Force be extended until Council deems it is complete and directed the task force to take the following actions:

Arrange to have a virtual Council Meetings scheduled for March, April and May 2022, with the purpose of continuing the discussion of the TAG Task Force's recommendations;

That, in preparation for the virtual Council meetings, the TAG Task Force develop and present for Council's consideration its proposed composition of a reduced size ALA Council, functioning as an advisory body, and that the TAG Task Force also present options for the proposed composition of the new ALA Executive Board;

That, in preparation for the virtual Council meetings, the TAG Task Force prepare, for Council's consideration, ideas to advance the implementation of the 'Taking ALA Pulse' (TAP) concept, as a method of bringing feedback and issues from ALA Members, Units and Affiliates for Council's consideration in its potentially added role as a Body of Knowledge; and

That, in preparation for the virtual Council meetings, the TAG Taskforce present, for Council's consideration, measures that could promote the culture for the effective functioning of ALA Council, with such measures including, but not limited to, improvements to the Council agenda development process, Council evaluation tools, Exit interviews, and more.

Council also directed that the Committee on Organization (COO) review the standing Committee structure and charges in light of the new ALA Governance function, culture, and structure. As TAG finalized their own tasks, they also noted where COO's assistance will be crucial to identifying future Committee needs.

MARCH 2022 TAG convened a [meeting with Council focusing on the size and composition of Council](#)

APRIL 2022 TAG convened a [meeting with Council focusing on Taking ALA's Pulse \(TAP\) and oversight](#)

MAY 2022 TAG convened a [meeting with Council focusing on effectiveness](#)

RECENT UPDATES

Throughout the process, the TAG Task Force has welcomed questions, debate and feedback from association members, staff, councilors, and committee members and received insight into how the implementation of the TAG recommendations might work for various groups. The three meetings that were held between LibLearnX and June 2022 were invaluable in terms of hearing from Councilors. Other committee meetings attended during that time have led to other modifications to the recommendations Council had seen previously from TAG.

Among the recommendations, please note: TAG is now recommending that a total of 3 Division Councilors be included on the Executive Board. The decisions made by the Executive Board often have a direct, and financial, impact on the Divisions. One of the Division Executive Board seats would be dedicated to a member of the American Association of School Librarians who, it has been noted, have been underrepresented in Executive Board and Council participation.

Another change to the recommendations is that with the exception of the Officers who are elected by the membership, Executive Board members will be elected for 3 year staggered terms by Council from Councilors selected by the Committee on Committees or through the self-nomination process. This change to earlier TAG recommendations makes the election path to the Executive Board clearer than earlier TAG models and provides direct input from Council which is important if the Executive Board is to be the policy making body.

Regarding TAG's Council recommendations, TAG is now recommending only 53 Chapter Councilors. While we think there is value in adding seats for the regional chapters, TAG heard compelling arguments that if the goal is to shrink the size of Council, should we be adding Councilors to a structure that already has representation for those areas? TAG's recommendation for Council seats for regional chapters has been removed.

The Transforming ALA Governance Task Force continues to strongly recommend that the Council become an Advisory Council.

To help with Council's decision making process, a spreadsheet that was shared with Council earlier this year listing some of the most recent [Actions Taken by Council](#) may be helpful. The question becomes, does Council currently act as a policy making body, or is it more often approving the actions of other groups and committees? Would Council's time be better spent as an advisory body engaging in more relevant and meaningful discussions to advance the association's work?

TAG continues to recommend the creation of an [Oversight Review Board](#), an Agenda Committee, and a [mechanism for Taking ALA's Pulse](#). The form these committees will take is yet to be determined. Do new committees need to be created or are there existing structures within ALA which are well-suited to do this work? TAG Action Items 1.4 and 1.5 direct the Committee on Organization to examine and make recommendations to Council on these issues.

While not in the action item, TAG also recognizes that as the details of a new governance structure are worked out, a plan for reviewing the new structure, possibly once three years after full implementation and then regularly every ten years, will need to be addressed.

With the spirit of moving forward together, the Transforming ALA Governance Task Force offers the following Action Item for Council's discussion and deliberation:

ACTION ITEM 1: Moved, That the Council of the American Library Association:

1. Endorse, making the new ALA Executive Board the ALA's Governing Body, with its composition as follows:
 - a. President of the American Library Association
 - b. President- Elect of ALA
 - c. Immediate Past President of ALA
 - d. Treasurer
 - e. Executive Director of the American Library Association (non voting)
 - f. 2 Division Members, elected for 3 year terms by Council
 - g. Round Table Member, elected for a 3 year term by Council
 - h. NALCo Member, elected for a 3 year term by Council
 - i. Chapter Member, elected for a 3 year term by Council
 - j. American Association of School Librarians Member, elected for a 3 year term by Council
 - k. 3 At-large Members, elected for 3 year terms by Council

All Executive Board members must be active members of the American Library Association. The Executive Board members, who are elected by Council, must be both current Councilors and current members of the Chapter, Division, NALCo, or Round Table they are representing. The 3 year terms should be staggered.

2. Endorse, the establishment of an Advisory Council which would debate, deliberate, and make recommendations to the Executive Board on topics relevant and important to the Membership of the American Library Association, with a size and its composition as follows:
 - a. A Chapter Councilor from each of the ALA Chapters elected for three year terms by the Chapters (Currently 53)
 - b. A Councilor from each of the ALA Divisions, elected for three year terms by each of the Divisions (Currently 8)
 - c. A Councilor from each of the National Associations of Librarians of Color which includes the American Indian Library Association, the Asian Pacific American Library Association, the Black Caucus of the American Library Association, the Chinese American Library Association, and REFORMA The National Association to Promote Library and Information Services to Latinos and the Spanish Speaking elected for three year terms by each of the NALCOs (Currently 5)
 - d. A Councilor from each of the Round Tables with personal membership equal or greater than 1% of ALA's personal membership plus 1 Councilor for the remaining Round Tables (Currently 12)
 - e. 18 Councilors At-large, elected for three year terms directly by the ALA Membership

Additionally, the Officers of the Association and the Executive Board, including the immediate past president and treasurer, are members of the Council as provided in current Bylaw Article III, Sec. 6(c) and IV, Sec. 2(e). The Officers of Council are the President, the President-Elect and the Executive Director.

All Councilors must be active members of the American Library Association. The 3 year terms should be staggered. All Council terms will begin immediately following the American Library Association's Annual meeting.

3. Direct, the ALA Constitution and Bylaws Committee, in consultation with ALA's Parliamentarian, to rewrite the ALA Constitution and Bylaws reflecting the changes to the ALA governance structure and consider revising the ALA Constitution and Bylaws to create one core governing document to represent a flexible and modern association. The draft should be available to Council by October 1, 2022 for comment, review, and reflection with discussion and a vote on the new Constitution and Bylaws to be taken at LibLearnX 2023.
4. Direct, the ALA Committee on Organization to evaluate the proposed new structure of the Council and Executive Board, providing recommendations for additions, revisions, or deletions

to the current ALA committee structure by October 1, 2022 in preparation for Council's approval of a new Constitution and Bylaws at LibLearnX in January 2023.

5. Direct, the ALA Committee on Organization to review whether the recommendations of the Transforming ALA Governance Task Force and the actions approved by Council in *ALA CD#35 b* including the creation of an Agenda Review Committee, a mechanism for regular membership input (Taking ALA's Pulse), and an Oversight Review Board require the creation of new committees or might already fall in the charge of existing committees.
6. Direct, the ALA Executive Board and the ALA Membership Committee to consider and recommend ways to make the ALA Membership meetings more meaningful and relevant to all members of the ALA including a mechanism for recommending the issues presented by membership be discussed by Council in an effective manner.

On behalf of the Transforming ALA Governance Task Force, it has been an honor to participate in the re-imagining and re-structuring of the governance of the Association. Thank you to all of the people who have given their time and energy throughout the process. We hope we have been of service in moving this work forward.

Respectfully submitted,

[Amy Lappin](#)

Transforming ALA Governance, Chair