

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.

ACRL Board Document Inventory: ALA Annual Conference 2022

Black = Included in packet

Red = Pending

Doc #	Document Title
Doc 1.1	ACRL President's Report
Doc 1.2	ACRL Vice-president's Report
Doc 1.3	ACRL Past President's Report
Doc 1.4	ACRL Councilor's Report
Doc 1.5	Executive Director's Report – Plan for Excellence Activity Report
Doc 1.6	Executive Director's Report – Key Performance Indicators
Doc 2.0	Board 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 2.8	Board action form: IPEDS Task Force
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 11.0	FY23 Budget Assumptions for ACRL & Choice
Doc 12.0	ACRL Five-year Budget Plan
Doc 13.0	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 Breakout Session Responses
Doc 16.0	ALA Executive Board Liaison Update
Doc 17.0	Board action form: Awards Task Force

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 Comparison 2012-2022
FYI-6	ALA Executive Board Agenda
FYI-7	ALA EB Motion - ALA Connect Commercial Posting

Association of College & Research Libraries
225 N Michigan Ave, Suite 1300
Chicago, IL 60601
800-545-2433, ext. 2523
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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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Chicago, IL 60601
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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)

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								

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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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225 N Michigan Ave, Suite 1300
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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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225 N Michigan Ave, Suite 1300
Chicago, IL 60601
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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.

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50 E. Huron St. Chicago, IL 60611
800-545-2433, ext. 2523
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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: 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
225 N. Michigan Ave. Suite 1300 Chicago, IL 60601
800-545-2433, ext. 2523
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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.

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.

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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 predatory online data mining practices warrants attention, engagement, and advocacy for government protections of the individual’s right to privacy.

Links to More information

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

[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						



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

Preamble

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

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

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

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

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

Timeless Core Ideology

Core Purpose

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

Core Organizational Values

ACRL is committed to:

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

Core Commitment

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

Long-term Envisioned Future Vision

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

Vivid Description of a Desired Future

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

50 E. Huron St., Chicago, IL 60611
800-545-2433, ext. 2523
acrl@ala.org | www.acrl.org

Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:

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

Student Learning

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

Proposed Objectives:

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



Research and Scholarly Environment

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

Proposed Objectives:

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

New Roles and Changing Landscapes

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

Objectives:

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



ACRL Diversity Alliance Taskforce Final Report

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

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 - Formal Board action to approve updated goals of the Diversity Alliance (Doc 5.0)

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 - Formal Board action to approve revised letter of commitment (Doc 5.0, Doc 5.2)

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 the [Diversity Alliance LibGuide](#) with samples from institutions to identify 'best practices ones'
- *Link institutional efforts through Skill type 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 - Formal Board action to approve the membership levels (Doc 5.0, Doc 5.1)

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 OR Drafted a recommendation for a standing subcommittee of the ACRL Equity, Diversity, and Inclusion 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 - Formal Board action to approve the new standing committee charge (Doc 6.0)

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 5.0)
- 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
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

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 / Diversity Alliance subcommittee

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

Date submitted: May 19, 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 between residency coordinators; foster engagement and support for residents in conjunction with the ACRL Residency Interest Group. 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 an EDI subcommittee.

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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, as a subcommittee of the ACRL Equity, Diversity and Inclusion 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: _____

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



Board of Directors Action Form

To: ACRL Board of Directors

Subject: 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.

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● 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.

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ 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: _____

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.

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.**

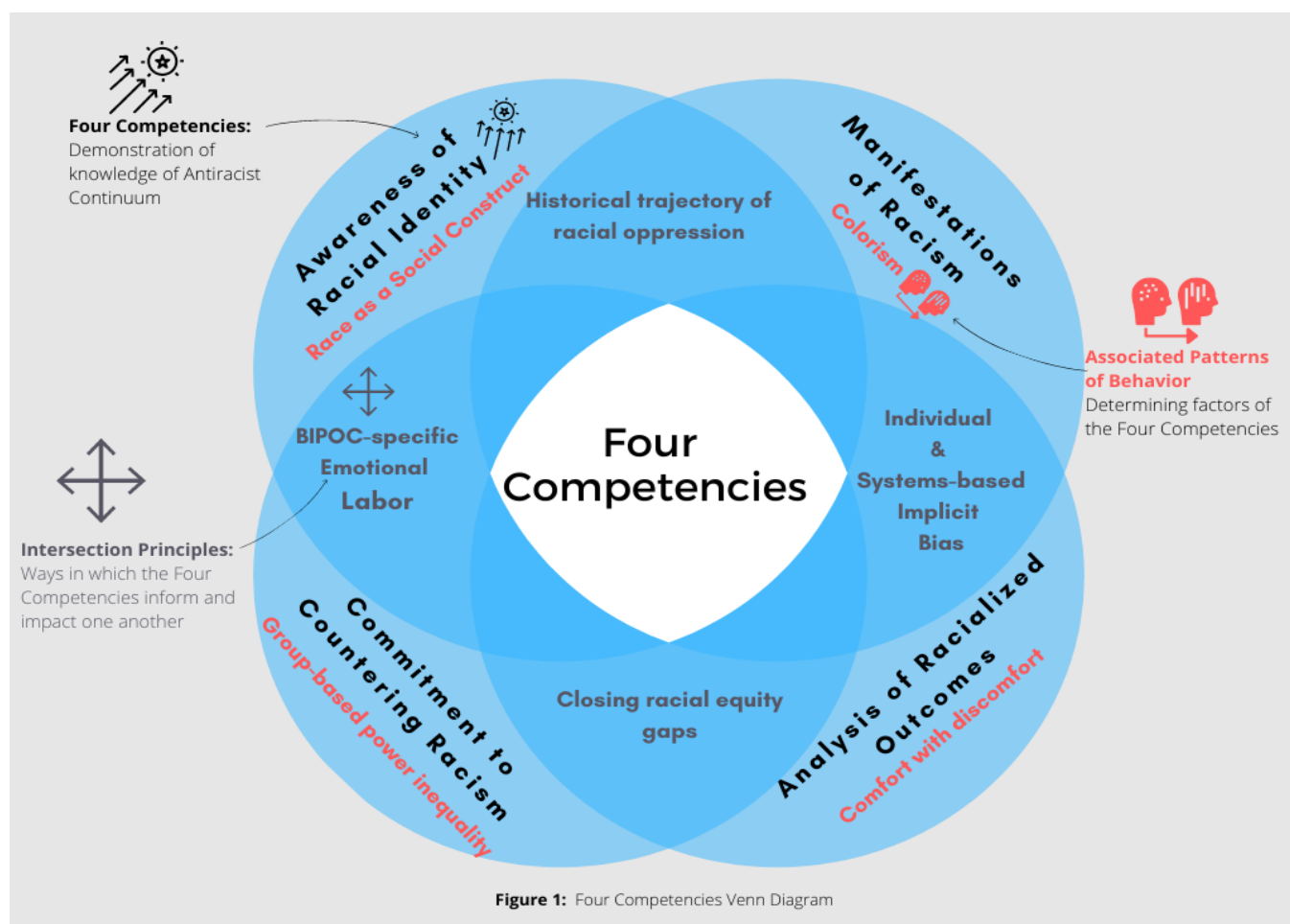
Framework Implementation Example: Host a forum in your library where employees research glossaries from anti-racist organizations to develop a list of terms and phrases related to racial equity and build consensus around those definitions for the community.

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:

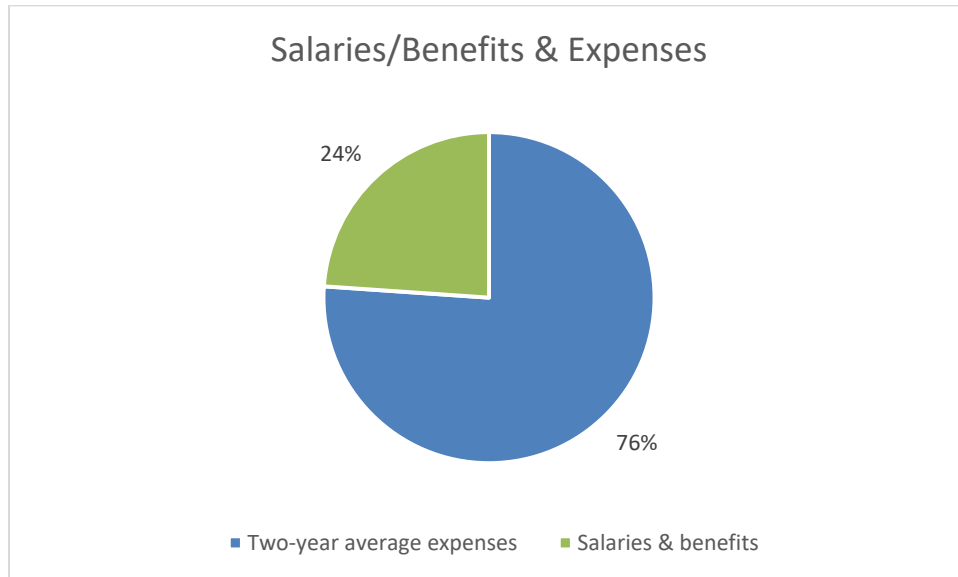
- \$88K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, and approximately \$25K to pay for ACRL's membership in other organizations. Due to budget constraints, we are proposing elimination of ACRL's membership in the Library Copyright Alliance (\$28,000);
- 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	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
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	ACCRUED 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	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Notes	2023 Budget
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

[illegible]

	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
			274	557	629			\$700	Shipping and hotel handling fee for Board documents to conference. Shipment to LLX and AC \$250 x 2 = \$500	\$700
13	5150	MESSENGER SERVICE							1/3 of briefing book shipment.	
									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.	
			17,045	21,807	18,202	\$12,216		\$5,940	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.	\$18,950
									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 transportation: 1 ppl x \$50 = \$50. Reimbursement for mileage and parking: 0 ppl x \$50 = \$50 (removed in FY23). Grand total = \$800 total.	
14	5210	TRANSPORTATION								

	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)	
27	5420	COPYRIGHT FEES					\$27	\$30	Board group photo	\$200
28	5430	WEB OPERATING EXPENSES	1,149	1,684	0			\$0	HBR article copyright fees for Board orientation packet. \$30	\$30
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	OVRHD-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	OVRRD-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	MESSANGER 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	OVRHD-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							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
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	<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					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.	\$2,500
25	5030	STAFF RECRUITMENT/RELOCATION						\$0	\$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee.	\$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	OVRRD-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		8,580	0	0	0	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	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				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
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																		

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%	\$9,000	9,000
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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	FY23B	
		LTI interest transfer		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
REVENUES	
4104 Sales/Rental-Mail Lists	Income from rental of CHOICE mailing list
	\$0
	FY23B \$0
	\$0
4109 Sales/Miscellaneous	Single-copy and Choice Select sales OAT seals: print and digital
	End Select program
	\$200
	FY23B \$200
	200
4110 Subscriptions	
	1.04
	85%
	FY19 FY20 FY21 FY22B FY23B
	387,925 \$ 413,039 timing only \$301,761 \$263,500 \$ 232,934
	232,934
	232,934
4421 Royalties-Exempt	Description
	Copyright Clearance Ctr & reprint fees
	\$500
	FY23B \$500
	500
4490 Misc. Fees/Revenues	Income from sale of reject books/misc. revenues
	Total
	\$50,000
	FY23B \$50,000
	50,000
TOTAL PROJECT REVENUES \$283,634	
EXPENSES	
5000 Salaries & Wages	All Choice % this Project \$3,900
	\$ 1,243,791 0.00% \$ -
	\$0
5001 Temp Employees-In-House	Interns
	FY23B \$0
	0
5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk
	FY23B \$0
	0
5010 Employee Benefits	Rate
	Staff 31.50% \$0
	Temps 15.00% \$0
	\$0
	-
5016 Prof Memberships	FY14 FY15B FY23B
	\$ - \$2,750 \$0
	0
Subtotal - Payroll & Related Expense \$0	
5100 Temp Employee/Outside	Other
	\$0
	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	
5210	Transportation			\$0	\$0	0

Billing	Conference	Events	Staff	Cost	FY23B	
	Billed at 0000				\$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	
5410	Mail Service-O/S	Fulfillment mailing services (ESP/USPS)		\$	1,900	

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							
		FY19	80% FY20	86% FY21	87% FY22B	85% FY23B	
4110	Subscriptions	\$92,677	\$74,101	\$63,807	\$55,250	\$46,963	\$46,963

EXPENSES						FY23B
LINE #	LINE ITEM DESCRIPTION		All Choice	% this Project	\$3,901	
5000	Salaries & Wages	\$	1,243,791.00	0.000%	\$0	\$0

		FY23B	
5110	Professional Services	\$0	0

		FY2009-FY2012 printer = Sheridan		FY23B	
		FY2013 printer = Gasch			
5402	Printing-O/S			\$27,000	\$27,000

				FY23B	
5414	Supplies/Production	Shipping materials		\$5,500	5,500

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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		\$270
5212	Lodging & Meals					
	Billing	Conference		FY23B		
		Project 3908 share	30%	\$660		\$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
				\$90		
5522	Telephone & Fax/O/S					
	Item			FY23B		
	Local & long-distance phone/ad sales			\$420		\$126
		Project 3908 share	30%	\$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 Mailroom postage; overnight delivery services	FY23B \$0	\$0
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Subtotal - Operating Expenses \$126

5906	IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	30%	FY23B \$0	\$0
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5942	IUT-Advertising	CHOICE charges to ACRL for ad sales	FY23B (\$1,206)	(\$1,206)
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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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5523 Postage & E-Mail/O/S	Item		FY23B
	Mailroom postage; overnight delivery services	\$0	\$0

5540 Royalty Expense	Item	Gross Revenue	Rate	FY23B
	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

5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	FY23B
		Advertising/Gross	\$263,819	0.00%	\$0
					\$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

Subtotal - Payroll & Related Expense \$0

Type of Project	FY23B
	\$0
5110 Professional Services	\$0
Outside marketing/promotion expenses	\$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	Mailchimp/Constant Contact	email service	\$	8,400	
	SEO: Moz/Toast		\$	1,000	
	Survey Monkey		\$	1,500	
			\$	10,900	10,900

	Salaries	Rate	FY23B	
5031	\$0	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	\$0	\$0

	Item	FY23B	
5550	Promotion		
	services		
	conf promo		
	giveaways	\$	500
	content marketing promo		
		\$500	\$500

Subtotal - Operating Expenses \$11,400

	Item	FY14	FY15B	FY23B	
5902	IUT-ITTS	\$0	\$2,500	\$0	\$0

		FY23B	
5942	IUT-Advertising	\$0.00	
	American Libraries advertising		
	Total	\$0	\$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3913
Project Name:	Choice Reviews

LINE #	LINE ITEM DESCRIPTION				
				\$0	
				\$0	
5110	Professional Services			\$0	\$0

Subtotal - Outside Services \$0

					FY23B	
		\$450	Charleston		\$0	
			ACRL		\$0	
			Annual		\$0	
5210	Transportation			\$0	\$0	0

					FY23B	
		\$1,100	Charleston		\$0	
			ACRL		\$0	
			Annual		\$0	
5212	Lodging & Meals				\$0	0

Subtotal - Travel and Related Expenses \$0

					FY23B	
			Copyediting Allocation		\$12,072	
5400	Edit/Proofreading-O/S			TOTAL	\$12,072	\$12,072

	Vendor	Item/Service	Monthly \$	Months	Total	
					\$0	
	productOps	hosting and maint	4,500	12	\$54,000	
5430	Web Operating Expenses			Totals	\$54,000	\$54,000

Subtotal - Publication Related Expenses \$66,072

			Project salaries	Rate	FY23B	
5031	Staff Development		\$0	0.0%	\$0	\$0

						FY23B
	Accrued Prior Year depreciation					
		Item	Requests	Est. Life in Years		
5530	Depr/Furn & Equipment				\$0	0
					\$0	
					\$0	

Subtotal - Operating Expenses \$0

					Revenue \$	Rate	Total	
					\$545,344	13.25%	\$72,258	
					\$0	13.25%	\$0	
5911	IUT-General Overhead						\$72,258	\$72,258

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 \$		
	5000 Project Salaries & Wages	\$0	31.50%	\$0		
	5001 Temp Employees In-House	\$0	15.00%	\$0		
	5002 Overtime Wages	\$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
5216	Business Meetings	Event			Total	
		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				

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	329,475	43,655	\$43,655

	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$	
5600 Taxes/Income		Advertising/Gross	\$60,000	0.00%	\$0	\$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

4610	Comm/Online Advertising	Rate	Total	
		4.50%	\$0	\$0

TOTAL PROJECT REVENUES	\$0
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5002 Overtime/Wages	FY23B	\$0	\$0
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		Rate	
5000 Project Salaries & Wages	\$0	31.50%	\$0.00
5010 Employee Benefits		32%	\$0

Subtotal - Payroll & Related Expense	\$0
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5100 Temp Employee/Outside	Customer Service Temps	FY23B	\$0	\$0
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	Reviewers	Rate	Annual \$
	-	\$75	\$0
			\$0
			\$0
5110 Professional Services			\$0
			\$0

Subtotal - Outside Services	\$0
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	Conference	Staff	Cost	FY23B
	Charleston	0	\$450	\$0

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	\$ -

						FY23B	
5216	Business Meetings	Conference Registration (Marketing and Advertising only)		-	\$450	\$0	
						\$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			\$0	\$0

Subtotal - Meetings and Conferences \$ -

	Description	FY23B	
5400	Edit/Proofreading-O/S		
	Freelance Copyediting Allocation		
	Total editorial & proofreading	\$0	0

		FY23B	
5402	Printing-O/S	\$0	\$0

		FY23B	
5404	Design Service-O/S		\$0

	Type of Service	FY23B	
5410	Mail Service-O/S		
	Fulfillment mailing services (ESP/USPS)		
	Total Mailing Expense	\$ -	0

		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	
		Sales	\$0	13.25%	\$0	
	<i>included in sales</i>	Commission	\$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				
		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
		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

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)



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>

ACRL AC22 Doc 11.0
(Also ACRL LLX22 Doc 11.0)

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/>)).

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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)

ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

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)

ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

- \$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).

ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

- 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.

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(Also ACRL LLX22 Doc 11.0)

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)

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- 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]

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

**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