Joint Board & Budget and Finance Committee Meeting
Tuesday, February 1, 2022
10:00 AM - 12:00 PM CST

[Zoom Login](#)

Agenda

Time	Agenda Item
10:00–10:10 AM	**1.0 Welcome and Minutes Volunteer (Allen)** ACRL Budget and Finance Chair Carolyn Henderson Allen will welcome the Board, Budget & Finance Committee, and guests to the meeting. A volunteer from the Budget & Finance Committee will be asked to take minutes for today's meeting.
10:10–10:25 AM *Discussion/Action*	**2.0 Individual Membership Dues (Petrowski) #A, #A.1** The Board and Committee will discuss the individual dues rates for FY23. As the committee is responsible for making a recommendation to the Board, the committee will take action on the recommendation. Based on the committee's recommendation, the Board will take action on the FY23 dues rate.
10:25–11:00 AM *Information/Discussion*	**3.0 Joint Board/B&F EDI Working Group (Allen) #B, #B.1, #B.2, #B.3, #B.4, #B.5** The group will review the final report and discuss recommendations from the Joint Board/Budget & Finance Equity, Diversity and Inclusion Working Group that examined ACRL finances with an EDI lens.
11:00 AM–11:10 AM	Break
11:10–11:40 AM *Information*	**4.0 BARC/ALA Exec. Board Liaison (Maggie Farrell) #C, #C.1, #C.2** The group will receive an update on ALA Finances and the ALA Operating Agreement working Group from ALA Treasurer and ACRL's liaison from the ALA Budget Analysis & Review Committee (BARC) and ALA Executive Board.
11:40 AM–12:00 PM *Discussion*	**5.0 Next steps/New Business (Allen)** The group will review any next steps and or topics for future discussions.
12:00 PM *Action*	**6.0 Adjournment (Allen)**

ACRL Joint Board/Budget & Finance Meeting – February 1, 2022

Document Inventory

Blue = new documents
Black = included in packet

#	Document
Doc A	Board/B&F action form: FY23 Personal membership dues
Doc A.1	FY23 HEPI Overview Increase Projection
Doc B	Joint Board/B&F EDI Working Group Report
Doc B.1	ACRL Historical EDI Expenses
Doc B.2	ACRL FY22 Budget EDI Expenses
Doc B.3	ACRL EDI Working Group Slides: May 2021 Leadership Council & Membership Meeting
Doc B.4	ALA Committee on Diversity Equity Scorecard
Doc B.5	2020 Academic Library Trends EDI Questions & Summary Charts
Doc C	ALA Operating Agreement Work Group Update (January 2022)
Doc C.1	ALA Operating Agreement Work Group Update Presentation Slides (Jan 2022)
Doc C.2	ALA Operating Agreement Work Group Discussion Questions

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To:	ACRL Budget & Finance Committee
Subject:	Personal membership dues rate for FY23
Submitted by:	Carolyn Henderson Allen, ACRL Budget & Finance Committee Chair
Date submitted:	January 21, 2022

BACKGROUND:

In the spring of 2011, the ACRL membership approved a change to the ACRL Bylaws to vest the Board with the authority to raise personal membership dues rates within the constraint of the increases in the Higher Education Price Index (HEPI). The Bylaws read:

> Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Organizational and corporate member dues shall be determined by the ACRL Board of Directors.

The Budget & Finance Committee is charged with making an annual recommendation for personal member dues rates to the Board. To determine its recommendation, the Budget & Finance Committee will consider the association's budget for the coming year and the HEPI in addition to the association's overall priorities and resources. The FY23 personal dues increase is based on the 2021 HEPI annual report which was released in December 2021. Note: student dues have been set at $5 for through FY22. Note: the ACRL Board of Directors at its June 23, 2020, virtual meeting accepted the recommendation of the Budget and Finance Committee to follow ALA's action and rescind the previously approved FY21 dues increase for personal and retired members as a symbolic gesture of solidarity and compassion during the COVID-19 pandemic.

Process for setting personal member dues rates:
- The Board and Budget & Finance Committee will hold a discussion on the dues rate at their Joint Board/B&F Meeting on February 1, 2022.
- During the Joint Meeting, the Budget & Finance Committee will first take action to determine its recommendation to the Board for the personal member dues rate for the coming year (FY23).
- During the Joint Meeting and following the Budget & Finance Committee's vote, the Board of Directors will take action on the committee's recommendation.
- If a dues rate change is approved during the Joint Meeting, staff will revise the dues rate in the FY23 budget for final action in June or late summer 2022.
- The dues rate change (if any is approved) will begin September 1, 2022, which is the first day of FY23.

Actions needed:
- Budget & Finance Committee discussion of possible dues rates based on 2021 HEPI. Budget & Finance Committee vote on its recommendation to the Board.

Calculation of allowable FY23 dues increase:
- The FY21 HEPI reported a 2.7% increase. 2.7% of ACRL's current personal dues rate of $69 is $1.86. Similarly, 2.7% of ACRL's current retired member dues rate of $45 is $1.21. Rounded to the nearest dollar the largest increase possible in FY23 for the regular personal member category is $2.00 and $1.00 for the retired member category.

Note: Six of ALA's eight divisions (AASL, ACRL, Core, PLA, RUSA, YALSA) have personal dues for regular members ranging from $62-$78. The other two divisions (ALSC and United for Libraries) have regular member dues of $50-$55. Seven divisions (including ACRL, ALSC, Core, PLA, RUSA, and YALSA have retired member dues ranging from $27–$57. One division (United for Libraries) does not have a retired member dues category.

ACTION:

If Budget & Finance wants to recommend a dues increase, here are the draft motions:

Budget & Finance Committee Motion:
That the Budget & Finance Committee recommends to the ACRL Board of Directors raising ACRL regular personal membership dues by two dollars ($2.00) and retired membership rates by one dollar ($1.00) as permitted by the 2021 HEPI. The FY21 HEPI reported a 2.7% increase. This increase permits increasing the ACRL personal dues rates for FY23 to:
1. Personal members: $71
2. Retired members: $46

Board of Directors Motion:
That the ACRL Board of Directors approves the Budget & Finance Committee recommend to raising ACRL regular personal membership dues by two dollars ($2.00) and retired membership rates by one dollar ($1.00) as permitted by the 2021 HEPI. The FY21 HEPI reported a 2.7% increase. This increase permits increasing the ACRL personal dues rates for FY23 to:
1. Personal members: $71
2. Retired members: $46

IF PERTINENT: Have other stakeholders been consulted? If so, please identify stakeholders and their comments about this action.

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: Librarians transform student learning, pedagogy, and instructional practices through creative and innovative collaborations.

☐ **Research and Scholarly Environment**
Goal: Librarians accelerate the transition to a more open system of scholarship.

☒ **Enabling Programs and Services**
ACRL programs, services, and publications that target education, advocacy, and member engagement.

FISCAL AND STAFFING IMPACT:

See attached documents.

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

ACTION TAKEN: ☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

FY23 Personal Member Dues Increase Projection

Category	Current Rate	FY21 HEPI[1] Increase	$ Amount**	Proposed FY23 Rate	Members*	Projected Revenue	Additional FY 23 Revenue	Cumulative Revenue/Loss from FY12 – FY21 Dues Increases/Decreases****
Personal	$69	2.7%	$2.00[2]	$71	6,802	$482,942	$13,604	$113,014
Retired	$45	2.7%	$1.00	$46	175	$8,050	$175	$2,037
Students	$5***	N/A	$0.00	$5	1,000	$5,000	$0	-$153,600

				Total		$495,992	$13,779	-$35,082

*Based on the ALA August 2021 membership report. Calculations exclude the 205 personal members who pay no dues. Complimentary memberships are given to Spectrum Scholars, pre-1976 continuing members (retired with 25 years of continuous ALA membership), and pre-1976 life members.

**Increase rounded to the nearest dollar.

***Note: the $5 student dues is a pilot program. The Board voted in FY20 to continue this program for an additional two years through FY22. Current ALA student dues are $39.

****This is the amount of additional revenue that the dues increases have contributed over time.

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[1] HEPI stands for Higher Education Price Index. The Higher Education Price Index (HEPI) is an inflation index designed specifically to track the main cost drivers in higher education. Additional information is available at http://www.commonfund.org/CommonfundInstitute/HEPI/Pages/default.aspx. Data from the annual Commonfund Higher Education Price Index (HEPI) for 2021 was released on December 16, 2021. It shows that inflation for U.S. colleges and universities rose 2.7 percent in fiscal year 2021, an increase from last fiscal year's 1.9 percent rate increase.

[2] ACRL Bylaws Section 3. Dues. The amount of personal member dues shall be determined by the ACRL Board of Directors. Annually, the Board of Directors will review and may authorize a dues adjustment not to exceed the percentage change in the most current Higher Education Price Index (HEPI) rounded to the nearest dollar. Adjustments in excess of the percentage change in the most current HEPI are subject to the approval of the membership in a mail or electronic vote. Preliminary HEPI forecasts are now issued in the spring, summer, and fall, and this document will be updated in spring 2022. 2.7% of ACRL's current personal dues rate of $69 is $1.86. Similarly, 2.7% of ACRL's current retired member dues rate of $45 is $1.21. Rounded to the nearest dollar the largest increase possible (at this time) for regular member categories in FY23 is $2.00 and $1.00 for retired members. Student dues were fixed at $5 through FY22 and will be eviewed prior to FY23.

Association of College and Research Libraries
Joint Board/Budget and Finance EDI Committee Report
December 2021

The ACRL Equity, Diversity and Inclusion (EDI) Working Group is pleased to present the 2020/21 ACRL programs and activities findings. ACRL makes continued financial investments in the employee experience, membership experience, and community outreach/engagement opportunities that support the organization's equity, diversity, and inclusion efforts. The Association sponsored a rich array of EDI programs and collaborations to serve the membership even amid the global pandemic.

Although data and budget line-item tracing are limited, the Working Group acknowledges that equity, diversity, and inclusion are a journey that cannot be fully realized in a short period of time. Momentum must be continued in tandem with the proper application of these concepts in perpetuity.

The EDI Working Group:
Convener: Carolyn Allen, ACRL Budget and Finance Committee
Faye Chadwell, ACRL Board of Directors
Cinthya Ippoliti, ACRL Board of Directors
Derrick Jefferson, ACRL EDI Committee
Joe Mocnik, ACRL Budget and Finance Committee
Allison Payne, Staff Liaison
Marla Peppers, ACRL Budget and Finance Committee

Background:
The EDI Working Group Charge: "To explore and study existing equity, diversity and inclusion work across ACRL through a financial lens and consider how to prioritize and fund social justice and antiracist work that will be beneficial to workforce development, training, and professional development."

The working group devised a spreadsheet to identify and examine a broad spectrum of programs, committees, affiliate groupings, and activities that support ACRL's vision of embedding and broadening EDI throughout the associations' programs.

The working group reviewed the following:
- Work Plans
- ACRL Budget Reports
- Affiliate/Interest Group relationships to ACRL and program support from ACRL
- Ethnic and BIPOC Associations: American Indian Library Association, Asian/Pacific American Library Association, Association of Jewish Libraries, Black Caucus of the American Library Association, The Joint Council of Librarians of Color, Polish American Librarians Association, and REFORMA
- ACRL Equity, Diversity and Inclusion Committee Strategic Plan
- ACRL Communities of Practice, Charges/Objectives
- ALA Diversity Research Grant Program

- ACRL 2019-2020 President Karen Munro Video on EDI and the associations' commitment
- ACRL Diversity Alliance
- EDI Library Guide

Summary of Findings:
The Working Group found that ACRL, ALA and affiliate groups, committees, task forces, working groups, and editorial boards have made significant efforts to increase BIPOC participation beyond general membership. Yet, insufficient data is readily available to determine progress in BIPOC representation among these groups. As a result, the working group utilized lists and website visuals that do not clearly depict the proper makeup of the groups.

ACRL historically supports EDI in a variety of ways; among them are the 2017 Deferred Action for Childhood Arrivals (DACA) Statement, webinars, workshops, programs, and recent statements on current events relative to Social Justice Issues. The compelling President's Program: "Shifting the Center: Transforming academic Libraries Through Generous Accountability," received praise for candid and rich discussions where each of us can make a difference. The ACRL Plan for Excellence includes the core values that "permeate the work of the Association" and actively support equity, diversity, and inclusion. More recently, participant respondents (91.5%) from the ACRL 2021 Ascending Into An Open Future Conference "strongly agreed or agreed that the conference provided a welcoming and inclusive environment," supporting actions to vigorously advance EDI until it becomes the norm within the Association.

 ACRL 2020 Trends and Statistics include EDI questions (Doc B.5) about policies, procedures, personnel, and activities. Collecting this data will provide valuable insights into college and university support of equity, diversity, and inclusion in the academy. Of particular interest will be the Hiring and Retention data relative to benchmarked staff makeup and plans that support/foster cultural differences in the workplace. The unknown is how ACRL will utilize the data to increase EDI participation among various programs.

The working group could not locate ACRL data that identifies the ethnicity of award nominations or recipients. Likewise, the group could not find data on the ethnicity of awards for publications, research grants, general scholarships, travel, etc. Although Librarian of the Year Award recipients are listed on the website, ethnic background data is not readily available. For example, recently, the Association provided financial support to two SPECTRUM Scholars but did not capture the individuals' ethnicity. In any association activities and programs, establishing and maintaining methods to capture this data can prove helpful in acquiring grants and conducting research that further the Association's mission.

Each Committee Work Plan includes a diversity statement/goal. While laudable, the plans do not consistently include targeted measurable actions, limiting knowledge on intent and progress made.

The working group examined Editorial Board makeup utilizing published rosters. As previously stated, data is not available to determine the makeup of each Board. The working group observed

that the same names appear on multiple boards, possibly resulting from board guidelines and policies. If this is the case, the group concluded that the overlap significantly hinders inclusive participation.

The ALA Diversity Research Grant offers awards to three projects each year. The preponderance of grants does not include ethnic or tribal colleges and public libraries. Most of the awards granted from 2015-2020 were given to academic and research librarians, with two supporting public librarians.

ACRL provides financial support through sponsorships to BIPOC conferences and programs such as the JCLC and others. However, the working group could not discern the extent of ACRL involvement and how the support tangibly benefits the Association.

Interest Groups such as the ACRL African American Studies Librarian Interest Group and the Asian, African, and Middle Eastern Studies Interest Group represent librarians in these fields of study. The groups offer networking, forums, and programs that specifically engage these communities. ACRL provides modest financial support to ensure that work in these areas is advanced within budgetary means.

Recommendations:

The Working Group recommends that the Board of Directors consider the following:

The Working Group recommends that the ACRL Board of Directors take an ecosystem approach to EDI. *It* is not a one-stop, one size fits all approach that will generate results. We must keep in mind that realizing equity, diversity, and inclusion is a journey, and our practices and programs must reflect the universe we live. The programs implemented must be sustainable.

1. Develop budgeting benchmarks utilizing Line-Item allocations and align funding to activity/programs, activities, in the amount of $150,000 for FY 23
2. Establish benchmarks where feasible utilizing the ACRL Trends and Statistics from the EDI questionnaire 2020
3. Develop methods to capture awards data relative to the BIPOC community
4. Design metrics to capture membership ethnic makeup and identify the type of library affiliation; update annually the ACRL Infographic to reflect information gathered on membership
5. Design metrics or methods to track ACRL retention when funded by the association
6. Develop a membership funding model for different levels of professionals and institutions
7. Review all committee work plans and specify measurable outcomes
8. Review and report on impact of DEI Affiliate Groups, Association Affiliates, Editorial Boards make-up, Major Committees, and Major Reports for DEI Evidence (subset if recommendation #1)
9. Determine where there is overlap and duplication of programs and services with perhaps an eye toward more collaboration to offset costs

10. Design a program for outreach to the affiliate groups/groups of practice that are predominately focused on or are members of the BIPOC community to engage them in committee participation (go where they are): perhaps liaison to BIPOC Groups
11. Ensure that the language used in the various best practices statements is consistent with ACRL's official stance on EDI

Notable Recommendations outside the working group purview:

- Conduct a review to consider creating a system for paid services for librarians that perform work on behalf of ACRL.
- Become more inclusive utilizing a model for excellence including R1 and R2 institutions instead of designating ARL as the only R1 model. As well, the majority of HBCU's are a mix of the Morill Act 1890 Land Grant and R2 research institutions of higher learning. Greater focus and work with Community Colleges, Tribal Colleges, and Trade Colleges will support the EDI intent of the Core Commitment.

Bibliography:

1) https://carnegieclassifications.iu.edu/ Karen Munro , ACRL Core Commitment to Equity Diversity, and Inclusion [Video]. https://www.ala.org/acrl/issues/edi
2) ACRL Diversity Alliance, Committed to equality, https://www.ala.org/acrl/issues/diversityalliance
3) ACRL Equity, Diversity and Inclusion: Communities https://www.ala.org/acrl/edi-committees-and-affiliations-test
4) American Library Association, Diversity Research Grant https://www.ala.org/awardsgrants/diversity-research-grant
5) Hallie Clawson, Advancing Learning Transforming Scholarship, ACRL2019 President's Program, Lauren Pressley, Reflection and Conclusion of the EDI Discussion Series https://acrl.libguides.com/c.php?g=899144&p=6468942
6) 2021 ACRL Award Recipients,   //www.ala.org/acrl/awards/awardwinners/winners
7) Benchmark: Library Metrics and Trends, https://www.ala.org/acrl/awards/awardwinners/winners
8) Directory of Leadership, ACRL Editorial Boards, https://www.ala.org/acrl/aboutacrl/directoryofleadership/editorialboards/ebs
9) 1890 Universities Foundation, https://www.1890foundation.org/history-of-land-grant-universities
10) The Carnegie Classification of Institutions of Higher Education https://carnegieclassifications.iu.edu/

Appendices:

1. Doc B.1 ACRL Historical EDI Expenses
2. Doc B.2 ACRL FY22 Budget EDI Expenses
3. Doc B.3 ACRL EDI Working Group Slides
4. Doc B.4 ALA Committee on Diversity Equity Scorecard

5. Doc B.5 2020 Academic Library Trends Questions: Equity, Diversity and Inclusion
6. Doc B.6 ACRL Trend and Statistics Survey 2020

ACRL Equity, Diversity, and Inclusion (EDI)
Direct Expenses FY18 to FY21

The ALA/ACRL fiscal year begins on September 1 and ends August 31. The below chart shows ACRL's direct EDI expenses for FY18 through FY21. Additional expenses may have supported EDI during these fiscal years, but it is difficult to appropriately allocate expenses from larger projects and programs. For example, the ACRL Conference in 2019 and 2021 included EDI programming, but general conference expenses were not included in the below chart.

Description	Fiscal Year	Amount
ARL EDI Symposium: Sponsorship, 2 staff attendance	FY18	$7,304
Spectrum Scholar Sponsor	FY18	$6,911
Open & Equitable Research Agenda	FY18	$36,776
Misc. EDI Expenses (catering, meeting support)	FY18	$7,340
Total FY18		**$58,331**
ACRL 2019 Conference EDI Speaker	FY19	$500
ACRL 2019 Diversity Alliance Preconference	FY19	$3,960
Annual 2019 DSS, ESS, LES Program: Difficult Discussions: Diversity in Digital Collections and Archives	FY19	$1,122
IDEAL '19: Sponsorship, 2 staff attendance	FY19	$7,263
Immersion Faculty Training	FY19	$4,289
JCLC Conference: Sponsorship, Spectrum Scholar + 2 staff attendance	FY19	$4,848
Leadership Council EDI Speakers	FY19	$1,250
Presenter Training in advance of ACRL 2019 Conference	FY19	$4,250
President's Program EDI Speaker	FY19	$3,110
Spectrum & Diversity Alliance Residents Meetup at ACRL 2019	FY19	$854
Misc. EDI Expenses (speaker expenses)	FY19	$4,679
Spectrum Scholar Sponsor	FY19	$5,450
Strategic Planning 2018 EDI Facilitators	FY19	$17,923
Open & Equitable Research Agenda	FY19	$35,582
Total FY19		**$95,079**
Leadership Council: 3-Part Training	FY20	$26,500
Open & Equitable Research Grants	FY20	$32,770
President's Program EDI Speaker	FY20	$2,500
Spectrum Scholar Sponsor	FY20	$7,000
Strategic Planning 2019 EDI Facilitators	FY20	$9,000
Total FY20		**$77,770**
Cultural Proficiencies for Racial Equity Framework Task Force	FY21	$30,000*
50 memberships for BIPOC library workers	FY21	$6,487
HCBU Library Membership Meeting Sponsor	FY21	$5,000
REFORMA Exhibitor	FY21	$650
Spectrum Scholar Sponsor	FY21	$5,244
Total FY21		**$47,381**
Total FY19, F20, FY21		**$278,561**

* Budgeted number has been included, as the project is ongoing and final expenses will be split between the three partner organizations (ACRL, Association of Research Libraries, Public Library Association).

ACRL FY22 BUDGET

ABOUT THE ACRL BUDGET CYCLE

The ACRL fiscal year begins September 1 and ends August 31. The preliminary FY22 budget was based on the FY22 budget assumptions, which were reviewed and approved by the ACRL Budget & Finance Committee and ACRL Board of Directors in Fall 2020. Staff used the FY22 assumptions to develop the FY22 preliminary budget, which the Board and Budget & Finance Committee reviewed in June 2021. Typically, the preliminary budget would be reviewed at Midwinter and approved at Annual. As financial reports were delayed, the Board and B&F reviewed and approved the FY22 budget on September 1, 2021. The charts included in this report are based on the approved FY22 budget.

For those new to the ACRL budget, it is important to remember that ACRL's finances need to be considered as a two-year cycle; fiscal years ending in an even number are expected to have some deficit to cover the planning expenses for the next ACRL Conference. Fiscal years ending in an odd number would typically show net revenues that cover all planning expenses from the previous year, as well as excess revenues to support member programs and services. As FY22 is an even year, there is no budgeted revenues for the ACRL Conference.

HISTORICAL CONTEXT: ACRL STRATEGIC SPEND-DOWN OF THE NET ASSET BALANCE

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 to increase that particular revenue stream. Over the last few years, ACRL put that money to work investing in programs, such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new Framework for Information Literacy for Higher Education, development of a research agenda for scholarly communications, investment in Project Outcome for Academic Libraries, developing curriculum for RoadShows, investments in scholarships to ACRL professional development events (in addition to those donated by individuals), investments in ACRL's LTI, and a transfer to CHOICE to support the development of new products.

FY22 BUDGETED TOTALS

- ACRL Revenues $2,211,555
- ACRL Expenses $2,948,895
- ACRL NET ($737,340)

FY22 BUDGETED NET REVENUES

Chart 1 includes the budgeted major net revenues. This is the budgeted revenue that is left after project expenses. Net revenues are how non-revenue generating expenses are funded. Net revenues can also be added to the net asset balance to be used in the future. The ACRL Board of Directors and ACRL Budget and Finance Committee are tasked each year to review ACRL's budget and approve how the organization can strategically invest in programs and services.

CHART 1:
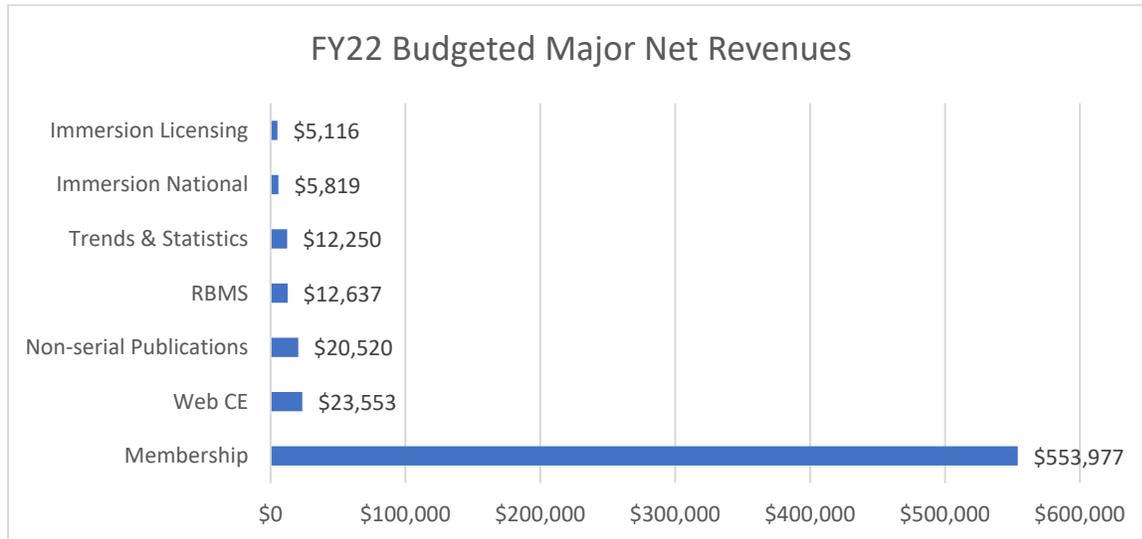
FY22 is a non-conference year for ACRL.

FY22 GOAL AREAS

The ACRL strategic plan, the Plan for Excellence, includes the Core Commitment to EDI and four goal areas: Value of Academic Libraries, Student Learning, Research and Scholarly Environment, and New Roles and Changing Landscapes. The ACRL Plan for Excellence was developed with significant member input and informed by the latest available trend data. The ACRL Board of Directors originally adopted the Plan for Excellence in 2011 and regularly reviews the goals and objectives with member leaders. Chart 2 shows the revenues, expenses and nets that were budgeted for each strategic area, but does not show the full financial picture, as other activities have been categorized in other projects.

CHART 2:

FY22 Goal Areas — Revenues, Expenses, Net

Goal Area	Revenues	Expenses	Net
Student Learning	$225,645	$261,566	($35,921)
Value of Academic Libraries	$58,525	$236,653	($178,128)
Scholarly Communication	$0	$85,217	($85,217)
EDI	$17,500	$45,754	($28,254)
New Roles	$0	$24,204	($24,204)
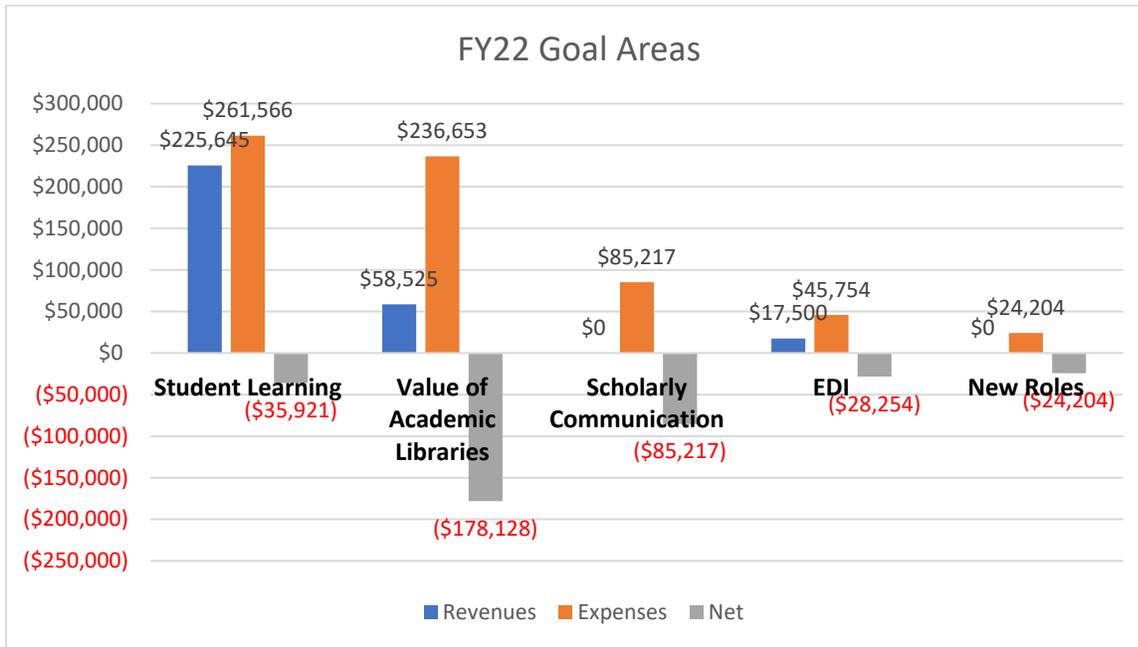
## FY22 BUDGETED DIRECT PROJECT EXPENSES

Chart 3 excludes programs that are self-supporting (e.g., non-serial publications, serial publications, licensed workshops, conferences) and only includes projects that do not have revenues to off-set expenses. Expenses included in the chart include only direct project expenses and do not include staff salaries and benefits. The expenses in Chart 3 are funded through ACRL's net asset balance, which includes net revenues from other sources, primarily membership dues and the ACRL Conference. The ACRL Board of Directors and ACRL Budget and Finance Committee carefully monitor these expenses throughout the budget planning process and have approved the FY22 budget with these strategic investments.

CHART 3:

FY22 Major Budgeted Expenses (non self-supporting)

Category	Amount
Project Outcome	$60,300
Sections	$49,443
Scholarships	$37,000
Board/Exec. Ctte.	$31,176
Scholarly Communication	$29,760
Membership	$24,250
Government Relations	$15,010
Annual Conf. Programs	$13,850
Chapters	$6,480
EDI	
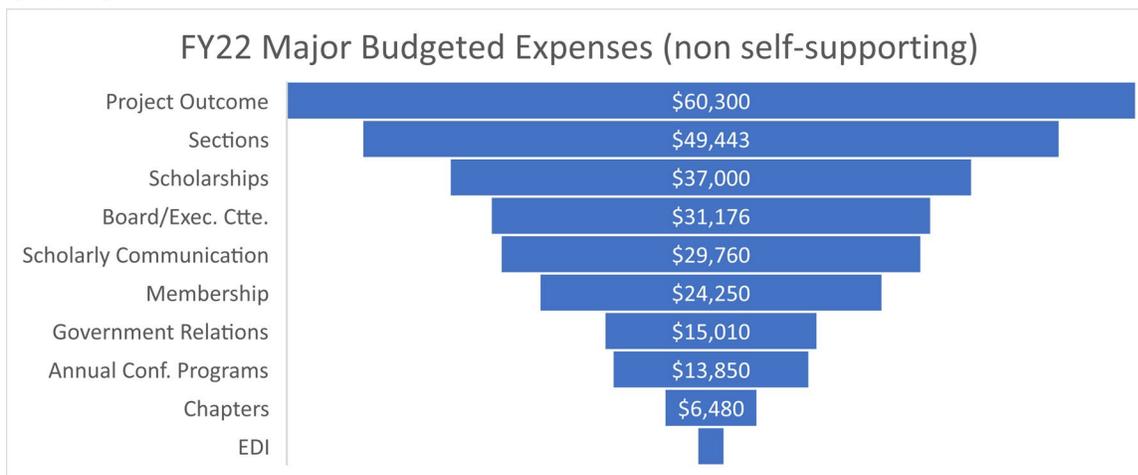
DIRECT EXPENSES AND EQUITY, DIVERSITY, AND INCLUSION

While the FY22 direct expenses for EDI are relatively small, it is difficult to have a full picture of the ACRL budget, as many programs and services also support ACRL's Core Commitment to EDI. This section includes a fuller picture and goes beyond the FY22 direct expenses included in Chart 3.

PROJECT OUTCOME FOR ACADEMIC LIBRARIES

Of the 653 institutions using Project Outcome for Academic Libraries, **228 (35%)** have one or more of the following special designations:

Designation	Number of Institutions
Minority Serving Institution	226
Hispanic Serving Institution	124
Historically Black College or University	25
Tribal College	5

A preliminary search found the following surveys with an EDI focus. Please note that there may be additional surveys and EDI questions that could be identified with a deeper analysis.

- What Messages are Being Communicated Diversity and Inclusion
- Diversity Action Committee Spring Event
- Inclusive and Intersectional Searching for Evidence
- Trans Inclusive Libraries: Vocabulary Extravaganza

SECTIONS

Each section receives a base allocation of $1,000 with an additional $0.75 per section member over 400. Sections may spend Basic Services funds on any items or activities that support the advancement of ACRL's core purpose, to lead academic and research librarians and libraries in advancing learning and scholarship, with the following two exceptions: 1) Basic services funds may not be used for payment of honoraria or travel to support librarians' presentations at ALA, ACRL, or ACRL chapter conferences and 2) Basic services funds may not be used to purchase goods or services prohibited by ALA and ACRL policy. Sections may use Basic Services funds to support their program(s) at the Annual Conference. (Source: ACRL Board, June 2004, October 2004, Executive Committee, May 2011).

ACRL has fifteen sections, and each section has its own committees. If a section does not have an official EDI committee, a section still may support the Core Commitment. The following are the section EDI committees: Digital Scholarship Section (DSS) Equity, Diversity, and Inclusion Committee; Educational & Behavioral Sciences Section (EBSS) Equity, Diversity, & Inclusion Task Force; Instruction Section (IS) Inclusive Pedagogy Committee; Literatures in English (LES) Anti-Racist Action Plan Ad Hoc Committee (Town Hall); Rare Books and Manuscripts Section (RBMS) Diversity Committee; Science and Technology Section (STS) Equity, Diversity & Inclusion Task Force.

SCHOLARSHIPS

At Midwinter 2019, the Board approved $7,000 disbursement to fund an additional Spectrum Scholar from the ACRL Friends Advancement Fund in FY20. Since FY20, ACRL has budgeted funding for two Spectrum Scholars.

The FY22 budget includes scholarships for the ACRL Immersion Program at $10,000 and the RBMS Conference at $13,000 (funded by conference revenue profit share from prior year, avg. of past 3 years 50% profit). Criteria for scholarship funding will be set by the Immersion Program Committee and RBMS Scholarships Committee but has historically included scholarships for underrepresented individuals and those working at underrepresented institutions. ACRL awarded $12,000 in Immersion scholarships to support the participation of six academic and research librarians from under-represented backgrounds or working at under-represented institutions to attend the 2019 Immersion Program. ACRL awarded 13 RBMS 2019 Conference scholarships to support the participation of 13 academic librarians and students from under-represented backgrounds or working at under-represented institutions.

BOARD/EXECUTIVE COMMITTEE

The ACRL Board of Directors has general oversight and direction of the affairs of the association. It conducts all business pertaining to the association and has authority to make decisions for the association during the periods between meetings.

Typically, each year, the Board holds a strategic planning and orientation session (SPOS). To conserve costs, SPOS may be held in conjunction with the ACRL Conference, ALA Annual Conference (AC), ALA LibLearnX (LLX), or other face-to-face meetings. For FY22, the budget includes funding for SPOS to be held in conjunction with either LLX or AC21. If the Board agrees to move forward with SPOS (virtually or in-person), the presidents will set the agenda closer to the meeting date. Past SPOS meetings have allowed the Board, staff and goal-area committee chairs to lay the groundwork and update the ACRL strategic plan, the Plan for Excellence, to include the Core Commitment, as well as new goals and objectives to support EDI across the association.

SCHOLARLY COMMUNICATION & GOVERNMENT RELATIONS

ACRL is one of three associations that make up the Library Copyright Alliance (LCA). The other two associations include the American Library Association and the Association of Research Libraries. Each organization pays an annual fee of $30,020 (split evenly in ACRL's budget between scholarly communications and government relations) to support LCA and its [principles](). Calculating a direct EDI benefit from these dues would require additional research, but LCA has a history of advocating for providing and preserving the culture record and providing equal and open access to research.

Other scholarly communications initiatives budgeted for FY22 include $1,000 scholarly communication activities TBD and travel; $6,750 for SPARC dues; $5,000 for Open Access Working Group; $2,000 for OpenCon2021 one sponsored scholarship.

ANNUAL CONFERENCE PROGRAMS

The ACRL Board of Directors allocates $7,000 from its budget to support ACRL programs at the ALA Annual Conference for non-librarian/non-ALA member speakers (excluding cost of audiovisual equipment). The ACRL Professional Development Committee (PDC) will determine how these funds will be allocated among the accepted program proposals.

ALA sets limits on the number of programs each unit can approve. ACRL is allowed to have 20 programs each year and ACRL members or membership groups can submit proposals. The process for selecting ACRL programs at the ALA Annual Conference is managed by PDC. This process was put in place largely to systematically coordinate the program offerings of ACRL; ensure a diversity of programming options;

share ideas about programs that may be proposed, individually or jointly; and help ensure the quality of ACRL programs offered at the conference. For Annual 2022, the rubric criteria includes a section on "Advocacy; Equity, Diversity & Inclusion; Information Policy; Professional and Leadership Development." As the 2022 selection process is currently underway, it is difficult to know how many programs will have an EDI focus.

CHAPTERS

Per ACRL policy, chapters are allocated $1.00 per ACRL member residing in the state or region, but the FY22 budget is based on previous year's actual expenses.

Also, per ACRL policy, chapters may request a funded ACRL officer to visit or participate in their programs. Funds are included in the ACRL budget to pay the expenses of the ACRL president, president-elect, executive director, and past president to travel to ACRL chapters or potential chapter meetings. The FY22 budget includes up to three chapters visits; if chapter visits are requested, local and federal safety guidelines for COVID-19 will be followed.

UNBUDGETED EXPENSES

The ACRL Budget and Finance Committee and ACRL Board of Directors may receive requests throughout the year for funding for unbudgeted expenses. These requests are weighed carefully, and consideration is taken for current financial performance, other possible funding requests, available funds in the net asset balance, and potential cost savings. A recent example of the Board approving unbudgeted expenses from the past fiscal year include providing up to $10,800 in funding to support up to 50 memberships for ALA and ACRL (a value of over $200 per membership) for Black, Indigenous, and People of Color (BIPOC) library workers, especially those who serve underrepresented populations.

Per ACRL policy, the ACRL Executive Committee has the authority to approve unbudgeted expenditures not to exceed 10 percent of the total budget in any given year, excluding the budgets of Choice, C&RL and C&RL News. For FY22, that amount is $172,220. Additionally, ACRL policies authorizes the ACRL Executive Director to approve individual unbudgeted expenditures, up to and including $10,000, not to exceed 1% of the total ACRL and CHOICE budgeted expenditures. The Executive Director will notify the ACRL President of such expenditures.

Budget and Finance Committee EDI Working Group

Budget and Finance Committee EDI Working Group

May 24, 2021

Association of College & Research Libraries
www.acrl.org

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

Working Group Charge

To explore and study existing equity, diversity and inclusion work across ACRL through a financial lens and consider how to prioritize and fund social justice or antiracist work that will be beneficial to workforce development, training and professional development.

Strategy and Review

- Identify work underway

- Identify gaps and opportunities

- Determine integration of the with Core Commitment Practices

- Align B&F Funding to activity

- Develop budgeting benchmark

- Make recommendations to the Board

- Reviewed all workplans

- Reviewed DEI Affiliate Groups, Association Affiliates, Editorial Boards Make-up, Major Committees, and Major Reports for DEI Evidence

- Awards Data

- Budget Support

Findings

Good News

- ACRL Board approved strategic initiative to include EDI as a Core Commitment

- Each ACRL workplan contains an EDI Statement

- ACRL and BIPOC Affiliate Groups enjoy significant programming in support of EDI

- B&F recommended $30K support of EDI initiatives for 3 years in a row

- ACRL rough tally of FY 19 expenditures for EDI scholarships and programs is estimated over $80K in support of various initiatives

Needs Work

- Only one workplan had measurable goal/desired outcome

- POC Affiliate programming and work measurable and supportive of mission

- Editorial Boards lack POC representation almost entirely

- Data points lacking across the board relative to ethnicity and inclusion

- COVID had a significant impact on everyone's ability to make significant progress on EDI goals/reset necessary across the board

Next Steps

- Codify budget expenditures, recommend benchmarks for EDI support

- Document and identify gaps and opportunities for data collection

- Document and identify opportunities for effective and consistent collaboration among affiliate groups and library types

- Identify best practices for greater EDI participation among BIPOC Editorial Boards and Committees

- Present recommendations for ACRL Board consideration

Thank You

Carolyn Henderson Allen, Chair

Faye Chadwell, ACRL Board

Cinthya Ippoliti, ACRL Board

Derrick Jefferson, Past Chair, EDI Committee

Joe Mocnik, Budget and Finance Committee

Allison Payne, ACRL Staff Liaison

Marla Peppers,Budget and Finance Committe

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Note from ACRL Board/Budget & Finance Working Group: the following scorecard was completed

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DIVERSITY, EQUITY, AND INCLUSION (DEI) SCORECARD FOR LIBRARY AND INFORMATION ORGANIZATIONS

April 2021

The *DEI Scorecard for Library and Information Organizations*, developed by the ALA Committee on Diversity, is an evaluative tool that centers accountability and transparency in determining organizational effectiveness in diversity, equity, and inclusion in the recruitment, hiring, retention, and promotion of people of color. Additionally, the *Scorecard* includes areas that impact these factors such as training, budgeting, and data practices. The *Scorecard* is designed to help administrators of information organizations assess their current practices in five core areas to produce actionable data for decision making and enacting a robust and sustainable commitment to equity, diversity, inclusion, and justice. The *Scorecard* is in alignment with ALA's Core Values of Librarianship and ACRL's commitment to diversity as outlined in Diversity Standards: Cultural Competency for Academic Libraries.

Scorecard measures:

- Embeddedness of DEI into the Culture and Climate of the Organization: Integration of diversity, equity, and inclusion into the organization which ensures that DEI is a priority.

- Training and Education: The organization provides training that keeps staff current on topics related to racism and on ways to assess the organization's current racial climate to create a more equitable workplace.

- Recruitment, Hiring, Retention, and Promotion: Effectiveness in reaching out to candidates of color for recruitment and in hiring them. Examining the consistency of retention and promotion of persons of color.

- Budget Priorities for DEI: Funding that demonstrates investment in diversity, equity, and inclusion in the organization and community, including staff, collections, programs, and services.

- Data Practices: Plans and procedures for acquiring or collecting, analyzing, disseminating, and applying data to monitor and achieve organizational DEI goals and objectives.

The *DEI Scorecard* can be used as is or adapted to accommodate local context.

DEI SCORECARD FOR LIBRARY AND INFORMATION ORGANIZATIONS

Note: As ratings pertain to ACRL, mentions of "library" were changed to "organization."

	Level of Performance				Score
	3 Excellent	2 Improved	1 Developing	0 Insufficient	
A. Embeddedness of DEI into the Culture and Climate of the Organization	The organization has created, outlined, and implemented DEI within its strategic plan	The organization has developed but not implemented DEI goals within the strategic plan	The organization 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	3
B. Training and Education	The organization provides at least twice-yearly mandatory DEI trainings on current and systemic issues that impact equity in the organization and the greater community	The organization provides annual DEI training on current and systemic issues in libraries, but staff attendance is voluntary	The organization is developing but has not yet implemented DEI training	The organization does not offer DEI trainings	1.5
C. Recruitment, Hiring, Retention, and Promotion	The organization has a plan with measurable goals to attract, retain, hire, and promote BIPOC personnel–including staff–with clear timelines	The organization has aplan for the recruitment, retention and promotion of BIPOC personnel	The organization 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	0
D. 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	2
E. 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 disseminating DEI data	The organization has no protocols or systems in place for collecting, analyzing, and disseminating DEI data	1
				Total score	7

Note from ACRL Board/Budget & Finance Working Group: the scorecard uses "library" throughout, but for this context, "organization" should be considered.

Supplemental Questions

These questions can be used to provide context for reflection on the concepts in the *Scorecard*. The list is not exhaustive but is representative of factors that can be taken into consideration when assessing performance on DEI measures.

Embeddedness of DEI into the Culture and Climate of the Organization

1. **Does the library's mission, vision, and value statements identify diversity, equity, andinclusion as central to the organization's success and wellbeing?**

   • Yes, included in the Core Commitment as part of ACRL's strategic plan, the ACRL Plan for Excellence.

2. **Has the library established a committee to create initiatives to address DEI issues?**
   • Yes, the charge of the ACRL Equity, Diversity and Inclusion is: To oversee and coordinate ACRL's Core Commitment to equity, diversity, and inclusion, as described in the strategic plan. Work with the Board and other units to initiate, advise and mobilize support for appropriate action related to issues of diversity, equity and inclusion in academic librarianship—including recruitment, advancement and retention of underrepresented groups to academic and research librarianship and the promotion of library and information services for diverse library users.

3. **Does the director develop an annual plan that includes all departments to create best practices for anti-racism? This is not education efforts or theory, but actual anti-racistchanges in practice.**
   • ACRL does not have anti-racism incorporated into annual planning, but new for 2021-2022 work plans, committees were asked to identify short-term priorities for EDI.

4. **Is there a committee to investigate and reconcile with colonialism and racism? Does thecommittee meet regularly to address concerns and develop protocols, policies, and procedures to address problems in the organization and recommend solutions?**
   • In December 2020, staff held discussions on how to look at the ACRL Guide to Policies and Procedures through the lens of Showing Up for Racial Justice's (SURJ) White Supremacy Culture Characteristics, which were originally shared by ACRL Leadership Council speaker Mackensie Mack.
   • This differs from the ACRL EDI Committee's charge, and ACRL does not have a separate membership group devoted to investigating and reconciling with colonialism and racism.

Training and Education

5. **Does the director and administrative staff of the organization continuously identify needs for training in critical topics such as anti-racism? Is the training and**

education used to implement change?

- Since 2019, the ACRL President's Program has had an EDI focus. Recent topics include:

  - Hosted by ACRL President Jon E. Cawthorne, the 2021 ACRL President's Program, "Making Change: Organizing for Action While Caring for Each Other," will take place from 2:15 – 3:15 pm CST on Thursday, June 24, live during the conference. The program will feature Mariame Kaba, Founder and Director of Project NIA, and Dean Spade, Associate Professor at the Seattle University School of Law, with moderation by Emily Drabinski, Interim Chief Librarian at The Graduate Center, CUNY.

  - The 2020 ACRL President's Program, "Shifting the Center: Transforming Academic Libraries through Generous Accountability, " (YouTube recording) was hosted by ACRL President Karen Munro and featured keynote speaker McKensie Mack, anti-oppression consultant, researcher, facilitator, founder of #BoundaryWork, and former executive director at Art+Feminism, the session will explore how doing this work—holding ourselves, each other, and our institutions meaningfully accountable for inequity—can be an opportunity for generosity, humor, and care. The program was held Wednesday, June 10, 1:00 p.m. Central and was offered free of charge as part of ACRL Together Wherever Virtual Event.

  - In 2019, ACRL President Lauren Pressley's President's Program Planning Committee focused their work on the topic of EDI, and created an online EDI discussion series blog which is now available on ACRL LibGuides. To continue the discussion, the ACRL President's Program at the upcoming 2019 ALA Annual Conference in Washington, DC, entitled Equity, Diversity, Inclusion... and Leadership: Where Do We Go From Here?, was held on Saturday, June 22, 2019.

- In October 2020, ACRL President Jon Cawthorne invited McKensie Mack, Founder and Managing Director of the McKensie Mack Group (MMG) and the Creator of #BoundaryWork, to lead a three-part Leadership Council series. ACRL leaders attended the three-part series, and participated in reflective pre-work to work towards the following goals. The ACRL Board reviewed feedback and ideas from the brainstorming sessions at its November 16, 2020 Fall Board Virtual Meeting.

  - Goal 1: Help ACRL leaders develop a shared framework and language for discussions around anti-racism, accountability, and repair.

- Goal 2: Provide frameworks for institutional organizing that lays the groundwork for anti-racist policies, cultures, and analysis in varying scenarios of power and privilege.

- Goal 3: Develop individualized action plans for integrating frameworks for anti-racism and institutional organizing within participants' respective institutions.

- ACRL 2021 Conference presenters were required to view two webinars (Implicit Bias and Uncovering Privilege and Addressing Microaggressions) developed by the American Library Association (ALA) Office of Diversity, Literacy, and Outreach Services before preparing for their presentation. The purpose of these webinars was to provide context and understanding of the concepts of equity, diversity, and inclusion, and help ACRL 2021 presenters understand how to incorporate these concepts into their presentations.

6. **Do employees at all levels of the organization have an opportunity for leadership in developing anti-racist best practices for DEI training and education?**

   - Staff are aware of ALA's and ACRL's diversity efforts. While not all staff roles include development of trainings, staff should feel encouraged to propose DEI training to colleagues.

7. **Does the organization seek out persons inside/outside the organization who have expertise in delivering DEI training and education programs? Are programs generic or do they meet the specific needs of the organization?**

   - See response to question 5.

Recruitment, Hiring, Retention, and Promotion

8. Are candidates asked about their involvement or achievements in DEI on employment applications and during the interview process?

   - In the most recent staff search for ACRL Executive Director, the job ad included a section on the Core Commitment to EDI. Candidate interviews included questions to understand candidates' commitment to EDI.

9. Does the institution provide candidates with information about its involvement or achievements in DEI on employment applications and during the interview process?

   - For the most recent search for ACRL ED, information on EDI was included in promotion and the job ad.

10. Has the director implemented a process for increasing BIPOC representation in management and administration, which includes transparent pathways to promotion for staff?

    - No

11. Are there additional processes to attract a more diverse workforce, including advertising

relevant jobs in more geographically and demographically diverse venues and on listservs and job boards within POC library organizations?

- In the most recent search, ACRL encouraged ALA HR to publicize the opening to the NALCos.

12. Does the director ensure that there is pay equity for BIPOC personnel?

- There is not a current pay equity process for BIPOC personnel.

Budget Priorities for DEI

13. Does the library's budget include funding for diversifying the collections to include resources written by or about BIPOC?

- N/A

14. Does the library identify and purchase from local and online BIPOC booksellers/bookstores and vendors?
- N/A

Data Practices

15. To what extent has the organization built capacity for obtaining, archiving, using, and applying data toward developing an inclusive work environment?
- In 2019, a Board Working Group worked with the ACRL Appointments Committee to review and make the appointments process more inclusive. Appointments marketing was updated to include more welcoming language on the ACRL volunteer form, webpage, and social media. Members who volunteered for a committee or section appointment had the option to answer several demographics questions. ACRL compiled this data, and ACRL President-elect Karen Munro shared a [summary report](). ACRL will continue to include these optional demographics questions, so it can better understand and work to make the appointments process more inclusive.

16. What are the organization's plans for continuous assessment of DEI?

- Currently, committee work plans include short-term priorities for the next one to two years. A Board Working Group will need to develop updates to the report, so that committees can assess their impact for the short-term priorities.
- Sections, Chapters, and Interest Groups complete the annual Plan for Excellence Implementation report each year, which includes a question on their EDI activities. The Board Working Group could also review this report to expand EDI assessment/reporting.

17. How are the data that the organization collects used to effect positive change?

- Outcomes from the November 2020 ACRL Leadership Council were reviewed and discussed by the ACRL Board of Directors to guide their plans for support the Core Commitment to EDI.
- Data from the 2018-2019 appointments cycle was compiled and reported to ACRL membership.

**Sources Consulted by ALA Committee on Diversity
for Development of EDI Scorecard**

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The Institute for Diversity and Ethics in Sport. *The Racial & Gender Report Card.*
https://www.tidesport.org/racial-gender-report-card

2020 Academic Library Trends Questions:
Equity, Diversity, and Inclusion (EDI)

Summary charts compiled by ACRL Associate Director Mary Jane Petrowski. Charts are the aggregate results for the 1,672 U.S. and international institutions reporting out of a universe of 3,356. With 1,639 U.S. institutions reporting out of a universe of 3,144, the total response represents 52.1% of US academic libraries. The data was compiled from a web-based survey conducted October 5, 2020, through April 7, 2021.

These are the aggregate results for the 1,672 U.S. and international institutions reporting out of a universe of 3,356. With 1,639 U.S. institutions reporting out of a universe of 3,144, the total response represents 52.1% of US academic libraries.

For clarification on the meaning of equity, diversity, and inclusion (EDI) or social justice please see ALA's' Office for Diversity, Literacy, and Outreach Services (ODLOS): http://www.ala.org/aboutala/odlos-glossary-terms

1.0 Goals

1.1 Does your library have formal, written goals for equity, diversity, and inclusion (EDI)?

Answer: Yes / No **(if no, skip to 2.0)**

1.2 What is the focus of your library's EDI goal(s)? (select all that apply)
- Accessibility
- Antiracism
- Dismantling white supremacy
- Fostering an inclusive climate for library users
- Improving workplace culture for all library staff
- Library collections
- Library communication
- Library equipment and/or technology
- Library events and/or programming
- Library instruction
- Library outreach and/or marketing
- Library space
- Recruiting a diverse workforce
- Retaining employees from underrepresented groups
- Other [Please specify]

Top EDI Goals

Goal	Percentage
Accessibility	78.7%
Fostering an Inclusive Clim...	89.8%
Improving Workplace Cultu...	73.3%
Library Collections	88.6%
Library Events and/or Prog...	70.2%
Recruiting a Diverse Workf...	71.3%
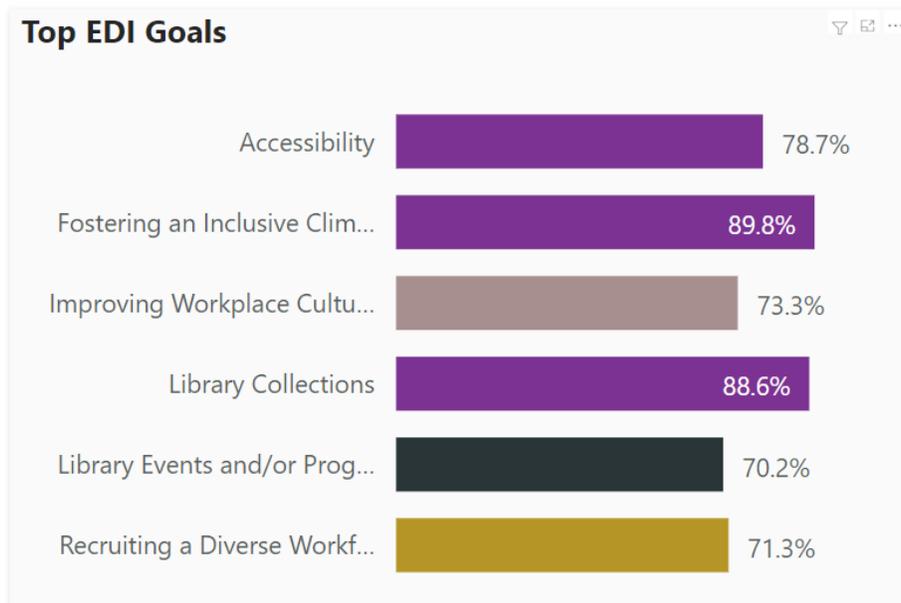
2.0 Library Activities

2.1 Does your library do (or has it done) any of the following? (check all that apply)
- o Analyze the demographics of local or campus communities for use in planning or setting goals
- o Assign personal librarians as liaisons to programs devoted to underrepresented or marginalized groups
- o Attend programming and/or events related to EDI
- o Charge one or more library committees to focus on EDI issues/initiatives.
- o Collect and preserve materials related to underrepresented and marginalized groups
- o Collect materials related to teaching and/or research in EDI
- o Conduct periodic antiracism audits
- o Conduct periodic reviews of library space to ensure inclusive and/or representative artwork is on the walls
- o Conduct periodic reviews of library space to ensure accessibility for other-abled individuals
- o Incorporate EDI into library instruction
- o Participate in and/or lead research related to EDI

- o Posted public statements or created action plans in support of antiracism or Black Lives Matter
- o Provide programming, events, or space for EDI
- o Serve on campus committee(s) focused on EDI
- o Support staff participation in professional development for EDI
- o Support textbook affordability initiatives (i.e., OER, textbooks on reserve)
- o Use data from campus and/or library assessments of climate as it relates to EDI
- o Other [Please specify]

Top EDI Activities

Activity	Percentage
Attend Programming and/o...	85.5%
Collect and Preserve Materi...	74.6%
Collect Materials Related to ...	66.0%
Conduct Periodic Reviews o...	63.9%
Support Staff Participation i...	77.4%
Support Textbook Affordabi...	82.1%

3.0 Hiring and Retention

3.1 What strategies is the library using to hire staff from underrepresented groups? (Check all that apply)
- o   Action plans for recruiting underrepresented groups
- o   Analyzing the number of applicants, finalists, and hires from underrepresented groups
- o   Conducting blind review of resumes and other application materials
- o   Including an explicit EDI statement in job postings
- o   Offering higher salaries to reflect supply/demand imbalance for hires from underrepresented groups
- o   Offering implicit bias and/or cultural competency training for library staff
- o   Offering residency or fellowship program(s)
- o   Posting the position to a diverse range of audiences
- o   Providing formal mentorship programs for new hires
- o   Requiring candidates to demonstrate support for EDI initiatives in their job applications
- o   Rewriting position descriptions to encourage a broader pool of applicants
- o   Training search committees on best practices for inclusive searches
- o   Other, Please specify: [BLANK]
- o   No specific efforts have been made to hire staff from underrepresented groups

Diversity Hiring Strategies

Strategy	Percentage
Conducting Blind Review o...	36.6%
Including an Explicit EDI St...	69.3%
Offering Implicit Bias and/...	56.4%
Posting the Position to a Di...	74.3%
Rewriting Position Descript...	40.5%
Training Search Committee...	52.3%
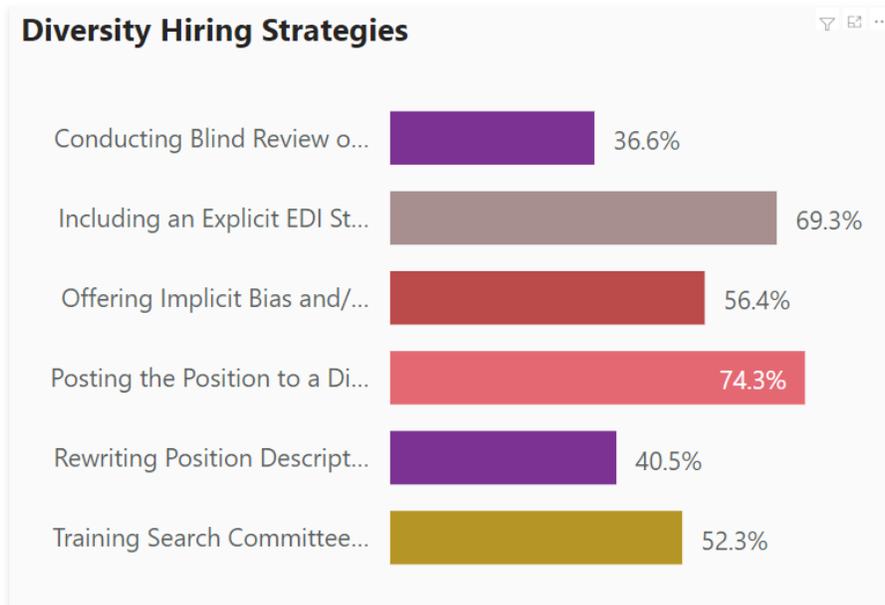
3.2 What strategies does the library use to retain staff from underrepresented groups?
- o Action plans for retaining employees from underrepresented groups
- o Formal mentorship programs for new hires
- o Fostering an inclusive workplace culture
- o Working to dismantle systemic racism in our organization
- o Other, Please specify: [BLANK]
- o No intentional efforts have been made to retain staff from underrepresented groups

Diversity Retention Strategies
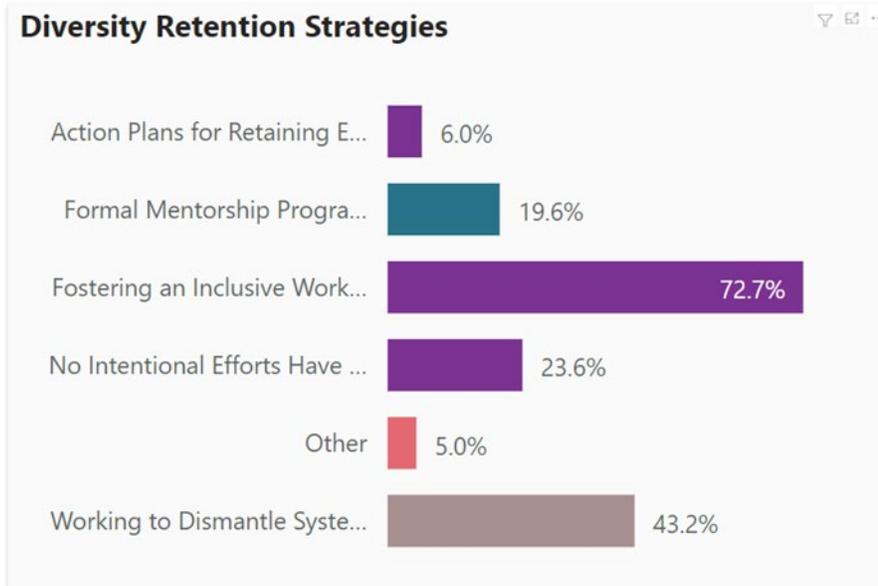
Strategy	Percentage
Action Plans for Retaining E…	6.0%
Formal Mentorship Progra…	19.6%
Fostering an Inclusive Work…	72.7%
No Intentional Efforts Have …	23.6%
Other	5.0%
Working to Dismantle Syste…	43.2%

To: ALA Executive Board and ALA Council

Re: Operating Agreement Work Group Update

ACTION REQUESTED/INFORMATION/REPORT: This report provides an update on the activities of the Operating Agreement Work Group to the Executive Board and ALA Council.

CONTACT PERSON:
Maggie Farrell, maggie.farrell@unlv.edu, ALA Treasurer; Operating Agreement Work Group Co-Chair
Andrew Pace, andrewkpace@gmail.com, Operating Agreement Work Group Co-Chair

DRAFT OF MOTION: none

DATE: January 6, 2022

BACKGROUND:
https://operatingagreement.ala.org/

The Operating Agreement Work Group was proposed during ALA Midwinter 2020 with a final charge and appointments in June 2020. The WG has met throughout the year and meeting materials are available on our ALA website. The WG appreciates the time extension for our work through June 2022.

The WG is focused on two activities – rewriting the relationship document and examining the financial practice of applying the overhead rate.

Rewriting
The Operating Agreement Policy (A.4.3.4.1) requires a complete revision. The Policy is not only dated, but the language does not reflect the current values and aspirations of ALA. The goal of the relationship between ALA and Divisions is to advance the entire membership and values that all members hold. This sentiment needs to guide the tone and language of a revised policy. The WG wants to clearly outline support systems that include accountability, efficiency, and quality while also strengthening communication and excellence throughout ALA.

Overhead Rate
The WG considered three options for the overhead rate:
1. Retain the status quo
2. Tweak the current overhead formula including the inclusion of new revenue streams
3. Eliminate the overhead rate and consolidate financial reporting with budgets tied to specific ALA units, including Divisions and Round Tables.

The WG is very intrigued by option 3 to eliminate the overhead rate as it is movement of funds within ALA. The elimination of overhead does not change any revenue for ALA but it does change how internal budgeting is conducted across the Association. The elimination of the overhead rate would facilitate everyone pulling together for association goals, implementation of the Pivot Strategy, and a consolidated budget.

Naturally, the elimination of the overhead rate raises several questions: how will ALA Finance report Division net asset balances? How will revenue surpluses be managed? Would more financially stable Divisions subsidize other Divisions? Where is the incentive to develop revenue? How will budgeting ensure that all overhead expenses are covered? The WG will continue to examine these questions and their financial implications.

During the January 2022 meetings, specifically the joint PBA/BARC/Division meeting, the WG will hold discussions on the ramifications of not having an overhead. Following this meeting, the WG will hold various discussions with Divisions' leadership. In addition, the WG is working with the ALA Finance Office to examine how funds are transferred within the Association to determine if there will be any impact.

Timeline
January 2022 WG discusses drafts with EB, BARC, F&A, PBA, Division Leadership, and Council with a focus on communication.
Spring 2022   WG continues to refine drafts
April 2022   WG provides draft recommendations to EB, BARC, and F&A
May 2022   WG refines final recommendations
June 2022   WG provides final report and recommendations to EB, BARC, F&A, PBA, Division Leadership, and Council.

Next steps for the WG
The WG will touch base with appropriate governance committees to ensure the policy proposal process is clearly understood.
The WG will continue drafting and meeting to meet the above timeline.
The WG will work with the ALA Finance Office to discuss financial and process implications.

Operating Agreement Work Group members:

	Name	Home Institution
Co-Chair	Maggie Farrell	UNLV
Co-Chair & SCOE Rep	Andrew Pace	OCLC
Division Member	Clara Bohrer	Retired Director, West Bloomfield Township Public Library
Division Member	Diane Chen	Stratford STEM Magnet School Library
Roundtable Member	Sophia Sotilleo	Lincoln University (PA)
Membership Member	Miranda Bennett	University of South Carolina
Publishing Committee Member	Christine Dulaney	Library of Congress
Member	Clara Harmon	Calumet City Public Library (IL)
Executive Board Member	Wanda Brown	ALA Past President
BARC Chair	Peter Hepburn	College of the Canyons
Division Staff	Tammy Dillard Steels	YALSA Executive Director
Division Staff	Kara Malenfant	ACRL Interim Executive Director
Division Staff	Kerry Ward	Core (previously LLAMA Executive Director)
Roundtable Staff	Lorelle Swader	Associate Executive Director, HR
Finance Staff	Denise Moritz	Director of Financial Reporting & Compliance
General Fund Staff	Melissa Walling	Associate Executive Director, AOMR
General Fund Staff	Kathi Kromer	Associate Executive Director, PPA

ALA Personnel Supporting/Contributing to the WG:
    Keith Brown
    Marsha Burgess
    Holly Robison

ACTIONS: None

Overhead Agreement, Financial Reporting, and Budget Planning

Operating Agreement Working Group

PBA Meeting and Discussion – January 19, 2022

Some definitions & level-setting

- **Operating Agreement**
  - ALA Policy A.4.3.4.1 Policies of the American Library Association in Relation to its Membership Divisions (https://www.ala.org/aboutala/governance/policymanual/updatedpolicymanual/section1/governing-structure#A.4.3.4.1)
  - An ALA colloquialism for a policy set by Council between ALA and its Divisions in the 1980s
- **Overhead / Indirect Costs**
  - Covers mandated central services i.e. Human Resources, Accounting, Building, Office Space, IT, Legal, etc.
  - It also pays for core value and mission-based activities
- **Autonomy**
  - This word is used to describe the budget planning, strategic planning, and other Board and committee activities that are part of the expectations of Round Tables and Divisions.
  - Financial and legal accountability is an ALA-wide responsibility
- **Net Asset Balance**
  - The total of net profits after expenses, including overhead expenses

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Operating Agreement WG: Goals

- Support "One ALA" and ensure its financial sustainability.

- Simplify financial reporting to reflect ALA financial realities.

- Ensure ALA has sufficient resources to cover the costs of shared infrastructure, core values and mission-based work, and strategic investments.

- Align financial reporting, budget planning, and strategic planning with the Pivot Strategy (2020-21 ALA CD#36).

- Preserve the autonomy necessary for Divisions and Round Tables to meet the unique programmatic needs of their members.

- Encourage innovation across all ALA units.

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Proposal: Financial Practice supporting OA

Remove application of Indirect Cost rate to Divisions, Round Tables, and ALA office units

and

Eliminate reporting of Net Asset Balances for individual ALA units

while

Preserving the strategic, planning, and member value autonomy of ALA Divisions and Round Tables

Current State

The Overhead AKA Indirect Cost Rate

- Covers mandated central services, e.g., Human Resources Accounting, Building, Office Space, Legal, etc. and
Core Value and Mission-Based Activities, e.g., Intellectual Freedom Office, PPA, Diversity, Literacy and Outreach Services, etc.

- The rate is calculated annually in the Spring/Early Summer via a financial model

- The calculation is determined by taking the indirect costs generated by the model for ALA's revenue generating units - _Conferences and Publishing_ divided by their revenue

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Overhead – Central/Shared Costs Examples

Staff Support Services
- Human Resources, Recruitment, Training
- Space, Utilities, Elections

Finance and Accounting Services
- Accounting
- Credit & Collections
- Financial Systems
- Planning & Budget
- Insurance, Legal, Audit, Taxes

Other Activities
- Information Technology – LMS, iMIS, Data Center, CMS, etc
- Library & Information Resource Center
- Communications – Member/Customer Service, Marketing, CMO

Overhead – Core Values and Mission-based Activities

- Accreditation
- Center for the Future of Libraries
- Chapter Relations
- Development Office
- Diversity, Literacy and Outreach Services
- Governance Office
- Human Resource Development and Recruitment
- Intellectual Freedom
- International Relations
- Public Policy & Advocacy
- Public Programs

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Observations

Overhead (also called indirect costs) is an **expense** for Divisions/RTs and **revenue** for ALA; it is an internal accounting process that moves money from one part of the overall ALA budget to another.

Eliminating overhead allocations will not reduce overall revenue or increase overall expenses.

Net Asset balances are an accumulation of net profit; it is not the same as cash on hand.

Changes to ALA-wide budget process, financial reporting, and the language of the Operating Agreement reflect the shift in culture for ALA membership, leadership, and ALA staff toward "One ALA."

Overhead is not assessed on Division/RT revenue from:

- Dues (except RT 10% of membership)
- Donations
- Interest income
- ALA royalties to Divisions
- Travel expenses reimbursed from outside organizations
- Separately ticketed events at conference – tours/meal function, etc.
- Advertising (*Except in those publications which are provided to Division members as a prerequisite of membership*)

Overhead by category

EBD/BARC 3.3: 5-Year Financial Plan

	2023 Plan	2022 Budget	2021 Actual	2020	2019	2018	2017	2016
Publishing	2,523,538	2,476,143	2,315,192	2,515,371	2,868,184	3,208,395	2,909,300	3,031,812
Conferences	2,125,422	1,866,825	661,258	755,560	2,503,052	2,344,365	2,482,732	2,162,644
Continuing Education	195,259	179137						
Divisions	**1,465,762**	**1,883,553**	**1,011,561**	**2,255,854**	**1,563,354**	**2,153,166**	**1,601,847**	**2,034,562**
Round Tables	**20,000**	**17,384**	**18,778**	**19,199**	**19,371**	**18,853**	**16,832**	**16,348**
Grants & Awards	828,029	349,851	591.035	348,967	580,747	576,558	462,290	601,115
Total	**$ 7,158,010**	**$6,772,893**	**$ 4,597,824**	**$ 5,894,951**	**$ 7,534,708**	**$ 8,301,337**	**$ 7,473,001**	**$ 7,846,481**
Overhead Rate from Annual Study	27.6%	27.6%	27.6%	27.6%	27.6%	31.2%	23.7%	25.9%
Overhead Rate Negotiated	26.5%	26.5%	26.5%	26.5%	26.5%	26.4%	NA	NA

Overhead by Division

	2023 Plan	2022 Budget	2021 Budget*	2020	2019	2018	2017	2016
AASL	2,100	262,422	2,075	342,457	(16,064)	303,308	9,002	301,731
ACRL	750,000	233,492	672,672	119,797	811,598	209,386	840,744	201,328
CHOICE	297,822	297,655	315,686	322,761	334,014	371,353	388,206	374,640
ALSC	206,653	154,795	159,261	273,392	246,058	233,914	176,043	158,313
ASGCLA	---	---	2,242	4,830	6,063	3,795	1,401	9,515
CORE	103,357	75,857	68,676	47,117	77,047	91,825	95,041	82,549
PLA	35,000	788,269	54,998	1,068,672	21,052	859,257	28,596	837,697
RUSA	14,290	14,010	11,010	15,552	10,589	11,157	12,969	14,266
UFL	24,200	22,000	12,600	7,632	12,889	7,925	10,446	11,921
YALSA	32,340	35,053	30,525	53,643	60,108	61,246	39,398	42,602
TOTAL	$1,465,762	$1,883,553	$1,329,745**	$2,255,854	$1,563,354	$2,153,166	$1,601,847	$2,034,562

FY2021 Actuals broken down by Division not available
Total Overhead for Divions Actuals are $1,011,561

Discussion Questions

- How do we change the budget process to think and act as a unified organization?
- How do we balance ALA wide vision and goals with Division focus when budgeting and allocating funds?
- How do we incentivize Divisions, RTs, and operations to generate sufficient revenue to cover both direct expenses and ALA's indirect costs if Net Asset Balances are not tracked and reported?
- What happens if a Division, RT, or operation has a deficit? How is strong performance rewarded?
- What are the possible unintended consequences of change?

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Next Steps

- Summary feedback will be shared and posted
- OAWG will be available to meet with Division Boards and Financial Committees and RT Coordinating Council
- Feedback will be considered within forthcoming OAWG recommendations
- Recommendations to be provided during June Governance meetings

Info/contact:
https://operatingagreement.ala.org/

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APPENDIX

Detailed financials

January 2020 Overhead Presentation

Expenses – Overhead & Member Value Shared Costs

Overhead Central / Shared Costs	Amount	% of net rev
IT Department	3,582,065	20.1%
Building maintenance	2,765,070	15.5%
General Administration	1,425,338	8.0%
Finance and Accounting Department	1,365,748	7.7%
Member Relations & Services Department	800,896	4.5%
Human Resources	780,159	4.4%
Communications and Marketing Office	512,977	2.9%
TOTAL	**11,232,254**	
Core Values / Shared Costs		
Public, Policy and Advocacy Office	2,740,213	15.4%
Executive Office and Executive Board	1,561,473	8.8%
Development Office	503,191	2.8%
Office for Intellectual Freedom	404,538	2.3%
Office for Diversity, Literacy and Outreach Services	394,529	2.2%
ALA Offices and Member Relations	348,524	2.0%
ALA's Library	316,325	1.8%
Office for Accreditation	252,026	1.4%
International Relations Office	229,083	1.3%
HRDR	216,675	1.2%
Public Programs Office	186,474	1.0%
Staff Support Office	136,838	0.8%
Chapter Relations Office	135,067	0.8%
TOTAL	**7,424,956**	

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FY22 Budget and 2-year view of Overhead

FY 2022 Budget	
Total ALA revenue	**45,610,375**
Divisions	13,558,949
Round Tables	502,349
General Fund	27,238,897
Grants	4,310,179
Expenses, excluding overhead	
Divisions	11,514,671
Round Tables	444,275
Publishing	6,685,899
Conference Services	4,637,723
CE Unit	531,488
Grants	3,960,331
Net revenue	**17,835,990**

REVENUE FROM OVERHEAD	FY22 (budget)	FY21 (actual)
Divisions	1,011,561	1,883,553
Round Tables	18,778	17,384
Publishing	2,315,192	2,476,143
Conferences	661,258	1,866,825
Continuing Ed	--	179,137
Grants	591.035	349,851
	4,597,824	**6,772,893**

American Library Association

Revenue and Overhead by Division

	2023 Net Rev after Overhead (P)	2023 Overhead paid to GF (P)	2023 Net Rev before Overhead (P)	2022 Net Revenue after Overhead (B)	2022 Overhead paid to GF (B)	2022 Net Revenue before Overhead (B)	2021 Net Revenue after Overhead (B)	2021 Overhead paid to GF (B)	2021 Net Revenue before Overhead (B)	2020 Net Revenue after Overhead (A)	2020 Overhead paid to GF (A)	2020 Net Revenue before Overhead (A)
AASL	(265,933)	2,100	-263,833	76,418	262,422	338,840	(261,084)	2,075	-259,009	7,683	342,457	350,140
ACRL	540,071	750,000	1,290,071	(729,837)	233,492	(496,345)	(323,713)	672,672	348,959	(730,434)	119,797	(610,637)
CHOICE	(324,612)	297,822	(26,790)	(209,945)	297,655	87,710	12,465	315,686	328,151	15,481	322,761	338,242
ALSC	234,216	206,653	440,869	172,424	154,795	327,219	77,505	159,261	236,766	799,947	273,392	1,073,339
ASGCLA							(4,553)	2,242	(2,311)	12,219	4,830	17,049
CORE	(28,399)	103,357	74,958	(13,169)	75,857	62,688	(29,261)	68,676	39,415	(139,589)	47,117	(92,472)
PLA	(559,386)	35,000	(524,386)	851,748	788,269	1,640,017	(528,601)	54,998	(473,603)	1,171,597	1,068,672	2,240,269
RUSA	(10,815)	14,290	3,475	5,234	14,010	19,244	(34,703)	11,010	(23,693)	(62,592)	15,552	(47,040)
UFL	47,072	24,200	71,272	8,668	22,000	30,668	9,450	12,600	22,050	(243,640)	7,632	(236,008)
YALSA	3,508	32,340	35,848	(814)	35,053	34,239	(41,780)	30,525	(11,255)	(132,574)	53,643	(78,931)
TOTAL	$(364,277)	$1,465,762	$1,101,485	$160,727	$1,883,553	$2,044,280	$1,329,745	$(1,124,275)	$205,470	$698,098	$2,255,854	2,953,951

**PBA/BARC/Division Meeting
Understanding the ALA Overhead Rate**

January 26, 2020

Peter Hepburn – BARC Chair
Maggie Farrell – Treasurer

Discussion Outline

History of the Overhead Rate
- ALA's Cooperative Framework: the Operating Agreement
- ALA's Financial Governance Structure and Process

What the Overhead Rate Funds

Overhead Formula including components and items not included

Discussion Questions:
- What works well?
- What might be restrictive?
- What should we consider for future discussions for overhead?

Summary

Known by Many Names

- **Overhead Rate**

- **Indirect Cost Rate**

- **Composite Rate**

Operating Agreement Source Document

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

The ALA Operating Agreement

One organization with many focuses

- Establishes a shared responsibility for the management of the Association

- Divisions have the autonomy, independence and freedom to pursue goals and objectives specific to them

- Collaboration/Cooperation is our primary priority as ALA and its Divisions have opportunities...to stimulate and build on one each strengths

How Do the General Fund and Divisions Work Together?

Operating Agreement between the ALA & Its Member Divisions

ALA Organizational Values

Implementation & Review Process

ALA Services Provided to Divisions

- **Shared Support Services – e.g. HR, IT, Finance, Advocacy, Facilities**

ALA Fiscal Policies & Procedures

Publishing Activity Scope

Personnel

Division National Conferences

ALA Annual Conference & Midwinter Meeting

Division Special Projects

Division Objectives:
- Promote library service and librarianship for particular library type
- Cooperate in promotion of general and joint enterprises within the Association

ALA Mission

Adopted in 1976 by ALA Council, the Operating Agreement assumed its current form in 1982

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ALA Overhead Rate Calculation Process

Determine Total Overhead Expense

- Overhead items to be allocated are defined by Operating Practice (OP)
  - 27 separate allocable overhead expenses
- For current budget year, use most recent actual expenses for those items

Allocate to Units

- Update allocation assumptions (i.e. how each cost consumed by unit)

Confirm Revenue Base

- For current budget year, use most recent actual revenues only from
  - Publishing
  - Conferences

Calculate Composite Overhead Rate

- Per OP, composite overhead rate equals ratio of:
  - Total overhead costs consumed by Publishing & Conferences
  - Total revenues generated by Publishing & Conferences

The overhead rate is calculated three fiscal years in advance of the applicable budget year (e.g. the FY20 study will produce a rate that will be applied to the FY23 budget)

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The Overhead

AKA

Indirect Cost Rate

- Covers mandated central services i.e. Human Resources, Accounting, Building, Office Space, Legal etc.

- The rate is calculated annually in the Spring/Early Summer via a financial model

- The calculation is determined by taking the indirect costs generated by the model for ALA's revenue generating units - *Conferences and Publishing* divided by their revenue

Allocated cost centers

Allocated costs centers are used in determining ALA's total indirect costs and include both direct and indirect costs that are generated in a given area i.e. operating supplies, telephone, audit/bank fees do not incur indirect costs – direct costs only.

They are units or activities used to determine indirect costs and include the following (*Denotes units or areas that incur both direct and indirect costs):

Distribution Center*	Building Operations*
Human Resources	Library/ORS*
Production Services (net chargebacks)*	Reprographics (net chargebacks)*
Membership Services*	Member Programs and Services*
Public Information Office*	
Operating Supplies (net chargebacks)	Financial Services*
Equipment Repairs and Maintenance/Lease	Audit and Bank Fees
Telephone Expense (net chargebacks)	

Information Technology & Telecommunication Services*

General and Administrative (Council/Administration, Executive Board, Executive Office, Communications AED, Office Services, Purchasing, and Business Expense)

Another Way to Look at Central Services and Core Values

Publishing Services
- Copyright Services
- Rights & Permissions

Activities of the Offices
- Executive Office
- Washington Office – OITP, OGR
- Development Office
- Office of Intellectual Freedom
- Office for Literacy and Outreach Services
- Office of Accreditation
- Office of Diversity
- International Relations Office
- Public Information Office
- Office of Research & Statistics
- Office for Human Resource Development & Recruitment
- Library Services (HQ)
- Chapter Relations
- Library Advocacy

…and More Central Services and Core Values

Staff Support Services
- Human Resources – Recruitment, Training
- Building Maintenance – Space, Utilities, Elections

Finance and Accounting Services
- Financial Systems – Financial Reporting & Analysis
- Accounting – Financial Record Keeping
- Planning & Budget
- Business Expense – Insurance, Legal, Audit, Taxes
- Credit & Collections

Other Activities
- ITTS – Technology Investment
- Communications – Member/Customer Service, Marketing, PIO

What the Overhead Rate Does NOT Include

Dues

Donations

Interest income

ALA royalties to Divisions

Travel expenses reimbursed from outside organizations

Separately ticketed events at conference – tours/meal function etc.

Advertising (*Except in those publications which are provided to Division members as a prerequisite of membership*)

Applied Rate

The Indirect rate will be assessed at 100% of the Composite Rate on revenue from Division conferences:
• Registration Fees
• Exhibit Space
• Meal Functions (*Except for separately ticketed events*)

The Indirect rate will be assessed at 50% of the Composite Rate on revenue from Publishing:
• Sales of Materials (net)
• Subscriptions
• Advertising (*Except in those publications which are provided to Division members as a perquisite of membership*)
• Other Miscellaneous Fees

The Indirect rate will be assessed at 100% of the Composite Rate on revenue from Division conferences:
• Registration Fees
• Exhibit Space
• Meal Functions (*Except for separately ticketed events*)

The Indirect rate will be assessed at 50% of the Composite Rate on revenue from Publishing:
• Sales of Materials (net)
• Subscriptions
• Advertising (*Except in those publications which are provided to Division members as a perquisite of membership*)
• Other Miscellaneous Fees

Indirect cost calculation and process

$$\frac{\text{Indirect Costs}}{\text{Revenues}} = \frac{\text{Conferences} + \text{Graphics} + \text{Publishing} + \text{American Libraries}}{\text{Conferences} + \text{Graphics} + \text{Publishing} + \text{American Libraries}} = \text{Rate}$$

or

$$\frac{\text{Indirect Costs}}{\text{Revenues}} = \frac{\text{Revenue Producing Units}}{\text{Revenue Producing Units}} = \text{Rate}$$

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Indirect Cost Study Rate History
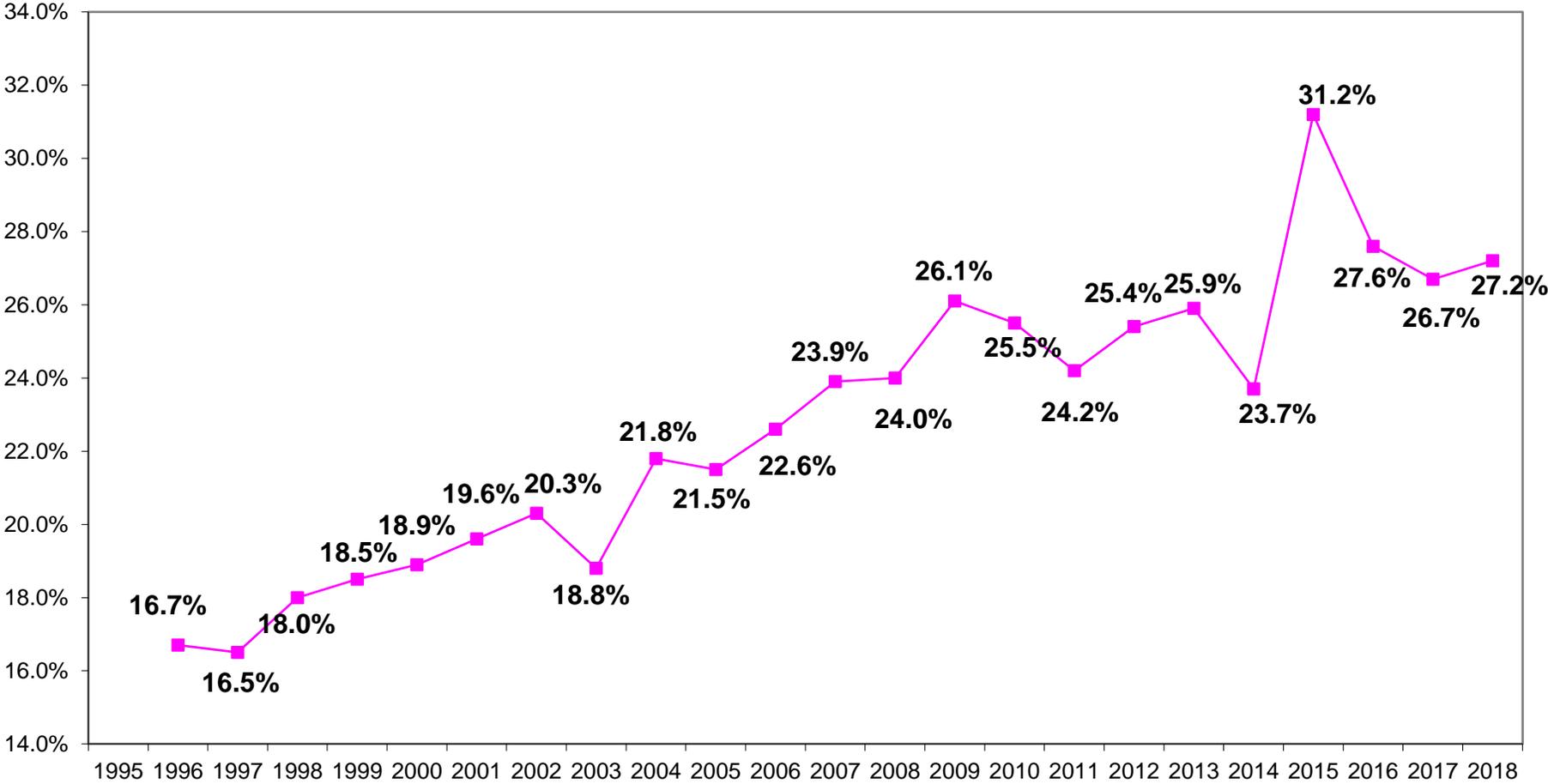
The rates for 2014 – 2018 were negotiated by the ALA Executive Director and the Division Executive Directors. The negotiated rates for 2014 – 2018 were 26.4%, 26.4%, 26.5%, 26.5% and 26.5% respectively.

The FY 2019 Indirect Cost Rate – 26.5%

Revenue Category	Calculated Overhead Rate	% of Rate Applied	Effective Rate
Dues		NA	NA
Publishing**		50%	13.3%
Meetings & Conferences	26.5%	100%	26.5%
Contributions		NA	NA
Miscellaneous		NA	NA

*Includes Sale of Materials, Advertising and Subscriptions
Source: Rate application - ALA Operating Agreement page 8

Discussion Questions

Select one person per table to be a recorder and consider the following:

1. What works well?

2. What might be restrictive?

3. What should we consider for future discussions for overhead?

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Summary

Additional Resources for PBA/Division Leaders can be found at:

http://www.ala.org/aboutala/mleader/budget

American Library Association

PBA/BARC/Divisions Joint Meeting – January 19, 2022

Operating Agreement Work Group Discussion Questions

Following the Operating Agreement overview, which is focusing on overhead, participants will have an opportunity to discuss the issues surrounding the feasibility of eliminating overhead for ALA Divisions. This might also apply to Roundtables and operations. To understand concerns and issues, participants will discuss the following questions.

Please select which question you may wish to contribute feedback. You may leave your original group to join another but realize that you might be joining after your particular issue has been covered. Each group will have a leader-notetaker. If one is not identified, please select from within your group. All notes will be shared following LLX and available on the ALA Operating Agreement Work Group website. The OAWG is also available to meet with unit and finance leaders for more in-depth discussions later this spring.

Following the discussion, please send the notes and any additional reflections to: maggie.farrell@unlv.edu and andrewkpace@gmail.com

Thank you in advance for your thoughtful contributions!

1. How do we change the budget process to think and act as a unified organization?

2. How do we balance ALA wide vision and goals with Division focus when budgeting and allocating funds?

3. How do we incentivize Divisions, RTs, and operations to generate sufficient revenue to cover both direct expenses and ALA's indirect costs if Net Asset Balances are not tracked and reported?

4. What happens if a Division, RT, or operation has a deficit? How is strong performance rewarded?

5. What are the possible unintended consequences of change?