

**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)
<b>Action</b>	
10:07–10:08 a.m.	4.0 Board Consent Agenda (Garrison)
<b>Action</b>	<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. <b>Any item may be removed</b> from the consent agenda if <b>any member</b> 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><b>Confirmation of Virtual Votes</b></p> <ul style="list-style-type: none"> <li>• LLX22 Proceedings #2.0</li> <li>• Spring Board Virtual Meeting Proceedings #2.5</li> </ul> <p><b>New Consent Agenda Items</b></p> <ul style="list-style-type: none"> <li>• Contemplative Pedagogy Interest Group Renewal #2.1, #2.1a</li> <li>• Access Services Interest Group Renewal #2.2, #2.2a</li> <li>• Statement on Academic Freedom #2.3</li> <li>• ACRL Legislative Agenda #2.4, #2.4a</li> </ul>
10:08–10:10 a.m.	5.0 Executive Committee Consent Agenda (Garrison)
<b>Action</b>	<p>The following items are placed on the consent agenda.</p> <p><b>Confirmation of Virtual Votes</b></p> <ul style="list-style-type: none"> <li>• Executive Committee Fall Meeting Proceedings #2.6</li> </ul>

<b>Time</b>	<b>Item (Document number follows topic and presenter)</b>
10:10–10:40 a.m. <b>Information</b>	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"> <li>• Student Learning and Information Literacy Committee (Meg Meiman)</li> <li>• New Roles and Changing Landscapes (Marilyn Myers, Amy Dye-Reeves)</li> </ul>
10:40–10:50 a.m. <b>Information</b>	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. <b>Information/Action</b>	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. <b>Information/Action?</b>	9.0 FY23 Preliminary Budget (Allen/Malone/Hendrick)
11:10–11:25 a.m.	<ul style="list-style-type: none"> <li>• <b>ACRL FY23 Budget (Allen/Malone) #9.0, #9.1, #11.0, #12.0</b> 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.</li> </ul>
11:25–11:40 a.m.	<ul style="list-style-type: none"> <li>• <b>Choice FY23 Budget (Hendrick) #10.0, #10.1, #11.0</b> 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.</li> </ul>
11:40 a.m.–11:45 a.m.	10.0 Recognition of outgoing Board members (Garrison) <ul style="list-style-type: none"> <li>• Jacquelyn A. Bryant, ACRL Division Councilor</li> <li>• April D. Cunningham, Director-at-Large</li> </ul>
11:45 a.m.–12:00 p.m. <b>Information</b>	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. <b>Action</b>	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 #acrboard 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

**Blue** = Newly added

**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

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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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## 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 <a href="#">proceedings</a> from the 2022 ALA LibLearnX?									
2	Mary	Mallery	Yes									
3	Jacquelyn	Bryant	Yes									
4	Cintha	Ippoliti	Yes									
5	Julie	Garrison	Yes									
6	Yasmeen	Shorish	Yes									
7	Carolyn	Allen	Yes									
8	Toni	Anaya	Yes									
9	Faye	Chadwell	Yes									
10	April	Cunningha	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](mailto:apayne@ala.org) and the remainder in hard copy.*

## ACRL AC22 Doc 2.1

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

New Roles and Changing Landscapes

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

Enabling Programs and Services

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

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## Petition for Renewing an Interest Group

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

### I. NAME

Current Name of Interest Group: **Contemplative Pedagogy Interest Group**

Proposed Name (if requesting a change):

### II. DATE ESTABLISHED: 2016

### III. LEADERSHIP

***Current Convener:*** Madeleine Charney

Name:

Institution: UMass Amherst

Email Address: [mcharney@library.umass.edu](mailto:mcharney@library.umass.edu)

***Incoming Convener:***

Name: Sharon Ladenson

Institution: Michigan State

Email Address: [ladenson@msu.edu](mailto:ladenson@msu.edu)

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

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

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

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

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

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

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

Current governance procedures attached.

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## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Access Services Interest Group Renewal Request

Submitted by: Renise Johnson, Co-Convener

Date submitted: April 15, 2022

### Background

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

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

### Stakeholders

N/A

### Fiscal and Staffing Impact

N/A

### Action Recommended

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

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### 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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## 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](mailto:lesley.brown@montgomerycollege.edu) and [h-pedelty@uiowa.edu](mailto: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.

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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](mailto:apayne@ala.org) and the remainder in hard copy.*

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### 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: \_\_\_\_\_

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## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Legislative Agenda 2022

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

Date submitted: 5/17/2022

### Background

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

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

### Stakeholders

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

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

## Fiscal and Staffing Impact

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

## Action Recommended

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

## Strategic Goal Area Supported

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

Value of Academic Libraries

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

Student Learning

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

Research and Scholarly Environment

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

New Roles and Changing Landscapes

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

Enabling Programs and Services

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

## ACRL Legislative Agenda 2022

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

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

### 1. Federal Funding for Libraries

#### Background

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

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

## **Impact on Libraries**

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

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

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

## **Current Status**

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

## **ACRL’s Position**

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

## Links to More Information

[Institute for Library and Museum Services \(IMLS\)](#)  
[IMLS Grants](#)  
[IMLS News](#) (includes announcements of recent grants funding)  
[National Endowment for the Humanities \(NEH\)](#)  
[NEH Grants](#)  
[NEH News](#) (includes announcements of recent grants funding)  
[National Endowment for the Arts \(NEA\)](#)  
[NEA Grants](#)  
[NEA News](#) (includes announcements of recent grants funding)  
[National Historical Publications and Records Commission \(NHPRC\)](#)  
[NHPRC Grants](#)  
[November 2021 NHPRC Grant Awards](#)  
[Library of Congress](#)  
[LOC Programs and Grants](#)  
[Federal Work-Study Program, Department of Education](#)

## 2. Net Neutrality

### Background

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

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

### **Current Status**

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

### **Impact on Libraries**

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

### **ACRL's Position**

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

### **Links to More Information**

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

[DC Circuit Court Delivers Mixed Ruling on Net Neutrality](#)  
[Washington Hotline: The Fight for Network Neutrality Continues, Despite Disappointing Court Ruling](#)  
[The State of Net Neutrality: A Coast-To-Coast Roundup of Efforts To Restore the Open Internet](#)  
[Net Neutrality: A Summary of Positions by The American Library Association](#)  
[Net Neutrality: An Intellectual Freedom Issue](#)  
[Net Neutrality Updates: What The Future Holds in Mozilla Case](#)  
[Joint ACRL/ALA Letter to FCC Outlining Net Neutrality Principles](#)

### 3. Affordable College Textbook Act

#### Background

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

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

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

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

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

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

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

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

### **Current Status**

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

### **Impact on Academic Libraries**

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

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

### **ACRL's Position**

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

## Links to More Information

Affordable College Textbook Act

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

[SPARC Description](#)

[SPARC Fact Sheet](#)

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

Open Textbook Pilot Programs

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

[SPARC Description](#)

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

Other OER Information

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

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

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

## 4. Consumer data privacy

### Background

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

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

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

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

### Current Status

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

USCDPA would:

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

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

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

### **Impact on Academic Libraries**

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

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

### **ACRL’s Position**

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

### **Links to More information**

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

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

[Chairman Wicker’s Discussion Draft The United States Consumer Data Privacy Act \(12/3/2019\)](#)

[U.S. Federal Policy Perspectives on the EDUCAUSE 2020 Top 10 IT Issues](#)

## 5. Public access to federally funded research

### Background

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

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

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

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

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

## Current Status

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

## Impact on Academic Libraries

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

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

## ACRL's Position

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

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

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

### **Links to More Information**

[White House OSTP RFI](#)

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

[SPARC Response to the RFI](#)

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

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

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

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

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

### **Background**

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

AIM HIGH will establish an independent commission to:

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

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

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

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

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

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

### **Current Status**

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

### **Impact on Academic Libraries**

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

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

### **ACRL’s position**

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

### **Links to more information**

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

[Text of S. 3410](#)

[Text of H. 5312](#)

[Text of S. 3095](#)

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

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

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

Brief Article in [Inside Higher Ed](#) (December 2019)  
Article in [Braille Monitor](#) (March 2017)  
Article in [EDUCAUSE Review](#) (September 2016)

## 7. Federal funding for higher education

### Background

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

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

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

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

### Current status

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

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

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

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

### **Impact on academic libraries**

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

### **ACRL's position**

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

## Links to more information

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

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

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

## 8. Environmental impact of data centers

### Background

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

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

### Impact on academic libraries

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

### ACRL's position

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

## Links to more information

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

## 9. Watchlist

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

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

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

### b. Federal Depository Library Program (FDLP) Modernization Act

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

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

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

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

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

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

## **ACRL Legislative Agenda 2022**

Assembled by the ACRL Government Relations Committee:

**Erik Nordberg, Chair** – The University of Tennessee-Martin

**Mark Offtermatt, Vice-Chair** – Navajo Technical University

**Daniel Cardwell** – Hillsborough Community College

**Dan DeSanto** – University of Vermont

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

**H Pedelty** – University of Iowa

**Hallie Pritchett** – North Dakota State University

**Raymond Pun** – Stanford University

**Kaitlyn Tanis** – University of Delaware

**Kevin Walker** – The University of Alabama

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

**Jacquelyn Bryant** – Community College of Philadelphia, ACRL Board liaison

**Kara Malenfant** – ACRL staff liaison

With generous support provided by:

**Ann-Christe Galloway** – ACRL production editor



# Plan for Excellence

## Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

## Preamble

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

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

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

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

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

## Timeless Core Ideology

### Core Purpose

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

### Core Organizational Values

ACRL is committed to:

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

## Core Commitment

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

## Long-term Envisioned Future Vision

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

## Vivid Description of a Desired Future

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

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## Five-Year Goals and Objectives

### Value of Academic Libraries

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

#### *Proposed Objectives:*

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

### Student Learning

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

#### *Proposed Objectives:*

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



### Research and Scholarly Environment

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

#### *Proposed Objectives:*

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

### New Roles and Changing Landscapes

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

#### *Objectives:*

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



# ACRL Diversity Alliance Taskforce Final Report

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

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)

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## Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Diversity Alliance program updates

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

Date submitted: May 19, 2022

### Background

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

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

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

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

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

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

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

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](mailto: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.

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# 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	

ACRL AC22 Doc 5.2

			disseminating DEI data		
Total Score					

# 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).

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- 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](mailto: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](mailto:apayne@ala.org) and the remainder in hard copy.*

# Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

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

Title of Standard, Guideline, or Framework:

Cultural Proficiencies for Racial Equity Framework

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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)

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Date of Previous Version:

This is a brand new document.

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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.

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Reminders were sent prior to the comment deadline in ACRL Update and social media.

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Call for comments was also posted in the main ACRL ALA Connect space in January 2022.

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Published in Section newsletter (date) \_\_\_\_\_

Public hearing held [optional] (date) February 23, 2022 @ 2PM CST

Letters to "experts" requesting comments: (list names and dates):

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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.

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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%
<b>NET</b>	<b>(\$143,815)</b>	<b>\$786,332</b>	<b>(\$930,147)</b>	<b>-118%</b>	<b>(\$118,436)</b>	<b>(\$25,379)</b>	<b>21%</b>
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 how 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 reserve<sup>1</sup>. 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.

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<sup>1</sup> 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:

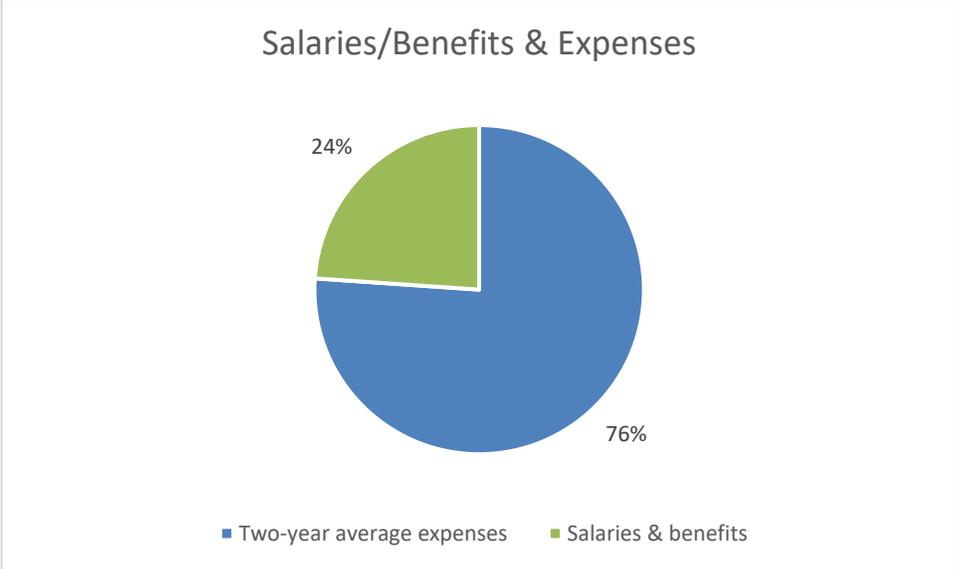
- \$88K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, and approximately \$25K to pay for ACRL's membership in other organizations. Due to budget constraints, we are proposing elimination of ACRL's membership in the Library Copyright Alliance (\$28,000);
- 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
102	<b>Nets</b>							
103	<b>Total Net ACRL</b>	\$547,562	(\$732,690)	(\$118,436)	(\$730,468)	\$786,332	(\$737,340)	(\$143,815)
104	<b>Total Net Choice</b>	(\$114,764)	(\$132,001)	(\$177,990)	\$15,481	\$336,784	(\$211,179)	(\$244,298)
105								
106	<b>Membership Net</b>	(\$482,854)	(\$795,476)	(\$711,863)	(\$449,745)	(\$22,569)	(\$467,071)	(\$229,277)
107	<b>Publications Net (without Choice)</b>	\$299,833	\$188,929	\$164,150	\$46,501	(\$35,683)	\$34,943	(\$79,070)
108	<b>Education Net</b>	\$788,327	(\$60,786)	\$559,276	(\$269,519)	\$859,545	(\$257,491)	\$198,384
109								
110	<b>Operating Transfers</b>							
111	<b>ACRL</b>	(\$250,000)	(\$525,000)	\$0	\$157,096	\$0	\$135,000	\$135,000
112	<b>Choice</b>	\$40,539	\$525,000	(\$176,324)	\$43,987	\$0	\$0	\$0
113								
114	<b>LTI Transfers, Gains, Losses</b>							
115	<b>ACRL</b>	\$362,143	\$776,761	(\$2,770)	\$569,651	\$1,244,718	(\$135,000)	(\$135,000)
116	<b>Choice</b>	\$31,378	(\$308,226)	(\$33,813)	\$62,944	\$63,565	TBD	TBD
117								
118	<b>Ending Reserves</b>							
119	<b>ACRL Mandated Operating Reserve</b>	\$886,316	\$933,236	\$989,273	\$1,028,604	\$990,533	\$990,533	\$841,982
120	<b>Reserve Aug 31: ACRL Operating</b>	\$4,686,947	\$3,430,256	\$3,311,824	\$2,581,357	\$3,367,722	\$1,844,017	\$1,700,201
121	<b>Reserve Aug 31: ACRL LTIs</b>	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$6,768,385	\$5,388,667	\$5,253,667
122	<b>Reserve Aug 31: CHOICE Operating</b>	\$2,573,834	\$2,926,294	\$2,571,979	\$2,587,461	\$2,924,244	\$2,376,282	\$2,131,984
123	<b>Reserve Aug 31: CHOICE LTI</b>	\$880,574	\$572,348	\$538,536	\$557,493	\$621,058	\$557,493	\$557,493
124	<b>Total</b>	\$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	<b>ACRL General &amp; Administrative</b>		<b>0000</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS					-\$500			\$0
4	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$500</b>	<b>\$0</b>		<b>\$0</b>
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			\$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						\$369		
15	5041	BLUE CROSS REFUND						\$0		\$0
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

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1	<b>ACRL General &amp; Administrative</b>		<b>0000</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	TYPESSETTING/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	<b>ACRL General &amp; Administrative</b>		<b>0000</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
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											
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								\$0	
92		<b>Expenses</b>	<b>(0)</b>	<b>0</b>	<b>(416)</b>	<b>-\$1</b>	<b>-\$1</b>	<b>\$0</b>		<b>\$0</b>	
93											
94		<b>Net</b>	<b>0</b>	<b>(0)</b>	<b>416</b>	<b>\$1</b>	<b>-\$499</b>	<b>\$0</b>		<b>\$0</b>	

	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL Membership</b>		<b>FY2023</b>	<b>3200</b>								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Budget	<u>2023 Notes</u>		<u>2023 Budget</u>	
3	4000	DUES/PERSONAL	\$635,258	\$606,636	\$595,758	\$556,439	\$518,252	\$475,066	Personal memberships for FY22 are expected to total 7,510 (but only 7,316 are dues paying members in FY22). As a non-conference year, FY22 personal membership is projected to decrease 7.11% from FY21. Students represent 11.9% (870) of personal (paying) members and retired members represent 3.9% (288). Total cash receipts: (6,158 x \$71 = \$437,218) + (288 x \$46 = \$13,248) + (870 x \$5 = \$4,350) = \$454,816. This is the number used to calculate FY22 deferred revenue which appears in the first quarter of FY23. Four of the 12 months of 2022 are part of FY23 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2022 dues are deferred in FY23 (.333 x \$454,816) = \$151,454.  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). Total cash receipts: (6,256 x \$71 = \$444,176) + (292 x \$46 = \$13,432) + (884 x \$5 = \$4,420) = \$462,028. Eight of the 12 months of 2023 are part of FY2023 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2023 dues are recognized in FY2023 (the rest, or 4/12 (or .333), is deferred: 8/12 of \$462,028 = \$308,172.		\$436,601	
4	4001	DUES/ORGANIZATIONAL						\$61,856	Organizational members for 2022 are expected to decline 5.6% from FY21 to 504 (504 x \$125 = \$63,000). Four months (Sept.-Dec. 2022) are part of FY2023. 4/12 of \$63,000 = \$20,979.  Organizational members for 2023 are expected to decrease by 6.5% (33) from 2022 to 471. Total cash receipts: 471 X \$125 = \$58,875. Eight of the 12 months of 2023 are part of FY23 (Jan.-Aug.). Therefore, 8/12 (or .666) of the dues are recognized in FY23 (the rest or 4/12 [or .333] are deferred to FY24) 8/12 of \$58,875 = \$39,211.		\$58,384	
5	4002	DUES/SPECIAL						\$0	Special Member Dues, based on 2021 actual		\$0	
6	4003	DUES/LIFE MEMBERS-CURREN	\$3,195	\$3,150	\$2,985	\$2,985	\$2,835	\$2,910	Life member dues revenues. In August 2023, life dues are expected to total \$2,764 which is a 2.5% decrease from FY21.		\$2,764	
7	4004	DUES/CNTNUNG MBRS & DIV	\$120	\$120	\$105	\$105	\$105	\$105	Continuing members dues revenues. In August 2023, continuing member dues are expected to total \$105 which no change from FY21.		\$105	
8	<b>TOTAL REVENUES</b>		<b>\$638,573</b>	<b>\$609,906</b>	<b>\$598,848</b>	<b>\$559,529</b>	<b>\$521,192</b>	<b>\$539,937</b>			<b>\$497,854</b>	
9												

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Membership FY2023 3200</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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								
14	5009	ACCRUED VACATION WAGES								
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	<b>Expenses</b>		<b>\$156,923</b>	<b>\$198,449</b>	<b>\$48,452</b>	<b>-\$30,473</b>	<b>\$70,174</b>	<b>(\$14,040)</b>		<b>(\$104,980)</b>
41										
42	<b>Net</b>		<b>\$481,650</b>	<b>\$411,457</b>	<b>\$550,396</b>	<b>\$590,002</b>	<b>\$451,017</b>	<b>\$553,977</b>		<b>\$602,834</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee.</b>		<b>FY2023</b>		<b>3201</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4490	MISCELLANEOUS REVENUE				\$0	\$0	\$0		\$0
4	<b>Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
5										
6	5000	SALARIES & WAGES	71,685	92,253	85,020	\$93,008	\$64,371	\$88,200	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$77,719
7	5005	ATTRITION FACTOR					-\$18,755			
8	5010	EMPLOYEE BENEFITS	21,905	27,674	26,191	\$28,967	\$21,084	\$29,869	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$24,870
9	5011	LIFE INSURANCE								
10	5041	BLUE CROSS REFUND								
11	5100	TEMPORARY EMPLOYEES/OUTSIDE						\$0		\$0
12	5110	PROFESSIONAL SERVICES	12,573	9,348	33,250	\$8,187	\$5,963	\$3,000	SPOS Facilitator \$3,000	\$3,000
13	5150	MESSENGER SERVICE	274	557	629			\$700	Shipping and hotel handling fee for Board documents to conference. Shipment to LLX and AC \$250 x 2 = \$500 1/3 of briefing book shipment.	\$700
14	5210	TRANSPORTATION	17,045	21,807	18,202	\$12,216		\$5,940	Total transportation expenses for the SPOS, President and ED liaison travel, and President-Elect and ED training at ASAE.  <b>LLX:</b> 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.  <b>SPOS (assuming Chicago):</b> 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.  <b>ARL/CNI/ACLS</b> 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.  <b>ASAE:</b> (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.	\$18,950

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee.</b>		<b>FY2023 3201</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
15	5212	LODGING & MEALS	23,409	20,136	23,333	\$15,902		\$13,915	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.  <b>LLX:</b> 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.  <b>AC:</b> Per ALA Operating Agreement, ALA will cover staff expenses to attend Annual.  <b>SPOS (Chicago):</b> 34 ppl @ 90 total room nights X \$215 = \$19,350  <b>ARL/CNI/ACLS</b> 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)  <b>ASAE:</b> 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)  <b>ACRL suite at AC:</b> \$340/night/5 nights = \$1,700	<b>\$27,876</b>
16	5214	ENTERTAINMENT						\$0		<b>\$0</b>
17	5216	BUSINESS MEETINGS	1,990	1,990	2,429	\$0	\$498	\$2,095	Registration fees for ASAE symposium for president-elect and ED.	<b>\$2,650</b>
18	5219	UNALLOCATED AMERICAN EXPRESS						\$0		<b>\$0</b>
19	5300	FACILITIES RENT				\$750		\$0	SPOS facility rental. See line 5301.	<b>\$0</b>
20	5301	CONFERENCE EQUIPMENT RENTAL	6,823	4,353	2,050	\$2,780		\$18,000	<b>LLX:</b> 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.  <b>SPOS (assuming Chicago):</b> inc. screen, LCD projector, 2 wireless mics. SPOS total = \$1,500.	<b>\$10,500</b>
21	5302	MEAL FUNCTIONS	27,078	23,684	36,236	\$25,181		\$8,321	<b>LLX:</b> 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.  <b>Board meals @ AC:</b> 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)  <b>Leadership Council</b> catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	<b>\$29,722</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Board/Exec. Cttee. FY2023 3201</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
22									<b>SPOS (assuming Chicago) meals at hotel plus social event</b> <b>Wed</b> 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 <b>Thurs</b> 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 <b>Fri</b> 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 Business cards for ACRL Presidents-\$100 (Removed for FY23)	\$233
26	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE						\$0	Board group photo	\$200
27	5420	COPYRIGHT FEES					\$27	\$30	HBR article copyright fees for Board orientation packet. \$30	\$30
28	5430	WEB OPERATING EXPENSES	1,149	1,684	0			\$0	Zoom license fees moved to 0000.	\$0
29	5031	STAFF DEVELOPMENT						\$0		\$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		<b>Expenses</b>	<b>190,578</b>	<b>212,181</b>	<b>232,282</b>	<b>\$190,825</b>	<b>\$75,044</b>	<b>\$176,922</b>		<b>\$203,082</b>
39										
40		<b>Net</b>	<b>(190,578)</b>	<b>(212,181)</b>	<b>(232,282)</b>	<b>-\$190,825</b>	<b>-\$75,044</b>	<b>(\$176,922)</b>		<b>(\$203,082)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Trends &amp; Statistics</b>		<b>FY2023</b>	<b>3202</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Revenues</b>		<b>129,540</b>	<b>116,797</b>	<b>123,554</b>	<b>86,561</b>	<b>105,847</b>	<b>\$193,036</b>		<b>\$228,299</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Trends &amp; Statistics</b>		<b>FY2023</b>	<b>3202</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	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	<b>Expenses</b>		<b>82,499</b>	<b>69,574</b>	<b>147,833</b>	<b>59,202</b>	<b>126,401</b>	<b>\$180,786</b>		<b>\$323,295</b>
57										
58	<b>Net</b>		<b>47,040</b>	<b>47,222</b>	<b>(24,280)</b>	<b>27,359</b>	<b>(20,553)</b>	<b>\$12,250</b>		<b>(\$94,996)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Advisory Services</b>		<b>FY2023</b>		<b>3203</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Revenues</b>		<b>82,350</b>	<b>27,050</b>	<b>33,490</b>	<b>\$73,975</b>	<b>\$43,000</b>	<b>\$52,000</b>		<b>\$82,000</b>
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	<b>ACRL Advisory Services</b>		<b>FY2023</b>		<b>3203</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>107,809</b>	<b>100,239</b>	<b>60,600</b>	<b>\$96,548</b>	<b>\$51,954</b>	<b>\$60,958</b>		<b>\$74,702</b>
35										
36	<b>Net</b>		<b>(25,459)</b>	<b>(73,189)</b>	<b>(27,110)</b>	<b>-\$22,573</b>	<b>-\$8,954</b>	<b>(\$8,958)</b>		<b>\$7,298</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Standards Distribution</b>		<b>FY2023</b>		<b>3204</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Revenues</b>		<b>1,802</b>	<b>2,704</b>	<b>1,464</b>	<b>204</b>	<b>0</b>	<b>\$250</b>		<b>\$150</b>
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	<b>ACRL Standards Distribution</b>		<b>FY2023</b>		<b>3204</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>10,190</b>	<b>15,293</b>	<b>8,592</b>	<b>1,053</b>	<b>348</b>	<b>\$10,593</b>		<b>\$827</b>
41										
42	<b>Net</b>		<b>(8,388)</b>	<b>(12,589)</b>	<b>(7,128)</b>	<b>(849)</b>	<b>(348)</b>	<b>(\$10,343)</b>		<b>(\$677)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Awards</b>									
	<b>FY2023 3206</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>\$17,000</b>
4	4429	OVRHD-EXMPT REVENUE/DIVISIONS			4,500			\$0	Normal Administrative Fees:  \$1000 Academic/Research Librarian of the year; \$300 for 2 CJCLS awards; \$200 for CLS; \$300 DLS award; \$500 EBSS award; \$500 ESS grant (estimate, actual figure in euros); \$600 for IS Innovation award; \$200 IS Ilene Rockman Publication of the year; \$300 PPIRS award; \$200 ULS award; \$300 WGSS awards \$500 Atkinson Endowment admin fee IUTs from unfunded awards: \$200 IS Dudley award	<b>\$5,400</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Awards FY2023 3206</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
5	4430	MISCELLANEOUS FEES						\$0		\$0
6	4490	MISCELLANEOUS REVENUE	4,800	4,200	0	4,700	2,300	\$0		\$0
7	<b>Revenues</b>		<b>16,300</b>	<b>17,450</b>	<b>20,750</b>	<b>13,036</b>	<b>15,900</b>	<b>\$0</b>		<b>\$22,400</b>
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
18	5305	SPEAKER/GUEST HONORARIUM						\$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	<b>ACRL Awards</b>									
	<b>FY2023 3206</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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						\$0		\$0
43	<b>Expenses</b>		<b>38,163</b>	<b>47,571</b>	<b>48,676</b>	<b>41,038</b>	<b>37,628</b>	<b>\$32,446</b>		<b>\$44,052</b>
44										
45	<b>Net</b>		<b>(21,863)</b>	<b>(30,121)</b>	<b>(27,926)</b>	<b>(28,002)</b>	<b>(21,728)</b>	<b>(\$32,446)</b>		<b>(\$21,652)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Chapters</b>		<b>FY2023</b>		<b>3207</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES								
4	4490	MISCELLANEOUS REVENUE								
5	<b>Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
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	<b>ACRL Chapters</b>		<b>FY2023</b>		<b>3207</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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		<b>Expenses</b>	<b>10,417</b>	<b>27,541</b>	<b>18,636</b>	<b>17,287</b>	<b>9,357</b>	<b>\$22,272</b>		<b>\$19,806</b>
49										
50		<b>Net</b>	<b>(10,417)</b>	<b>(27,541)</b>	<b>(18,636)</b>	<b>(17,287)</b>	<b>(9,357)</b>	<b>(\$22,272)</b>		<b>(\$19,806)</b>

	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL Committees &amp; Interest Groups</b>		<b>FY2023</b>	<b>3250</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
3	4000	DUES/PERSONAL					-74				
4	4400	DONATIONS/HONORARIA	1,000								
5	4430	MISCELLANEOUS FEES									
6	4490	MISCELLANEOUS REVENUE									
7	<b>Revenues</b>		<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(74)</b>	<b>\$0</b>		<b>\$0</b>	
8											
9	5000	SALARIES & WAGES	71,085	109,859	97,264	100,471	90,153	\$95,581	Salaries % of ACRL total salaries listed in salary matrix	\$96,405	
10	5005	ATTRITION FACTOR					(26,267)				
11	5010	EMPLOYEE BENEFITS	21,722	32,956	29,963	\$31,292	29,528	\$32,369	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,850	
12	5110	PROFESSIONAL SERVICES				\$3,313	3,313				
13	5122	BANK S/C	29					\$0		\$0	
14	5150	MESSENGER SERVICE	57					\$55	Messenger Service - share of Briefing Book shipping	\$55	
15	5302	MEAL FUNCTIONS	4,722	4,206	2,469			\$1,250	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)	\$0	
16	5350	PROGRAM ALLOCATION	1,455					\$600	Division-level committees are entitled to up to \$150 each, but this line is budgeted based on historical actual requests.	\$600	
17	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0		\$0	
18	5401	TYPESETTING/COMPOSITION-OUTSD						\$0		\$0	
19	5402	PRINTING-OUTSIDE	151	162	155	25		\$233	Outside printing - (share of \$700 ACRL Briefing Book)	\$233	
20	5420	COPYRIGHT FEES						\$0		\$0	
21	5430	WEB OPERATING EXPENSES	1,149	1,682				\$0	Zoom license fees moved to 0000.	\$0	
22	5500	SUPPLIES/OPERATING	310					\$100		\$100	
23	5530	DEPRECIATION F/E	307	368	663	685	513	\$0	0	\$0	
24	5560	ORG SUPPORT/CONTRIBUTION						\$0		\$0	
25	5599	MISC EXPENSE	4,442	4,519	3,525	1,607	1,192	\$5,473	This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above.	\$6,406	
26	5908	IUT/MAINTENANCE						\$0		\$0	
27	5909	IUT/DIST CTR	4					\$0	IUT- Distribution	\$0	
28	5910	IUT/REPRO CTR			91			\$0	IUT-Reprographics	\$0	
29	<b>Expenses</b>		<b>105,432</b>	<b>153,752</b>	<b>134,130</b>	<b>137,392</b>	<b>98,431</b>	<b>\$135,661</b>		<b>0</b>	
30											
31	<b>Net</b>		<b>(104,432)</b>	<b>(153,752)</b>	<b>(134,130)</b>	<b>(137,392)</b>	<b>(98,505)</b>	<b>(\$135,661)</b>		<b>0</b>	
										<b>(\$134,649)</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Sections</b>		<b>FY2023</b>		<b>3275</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Revenues</b>		<b>2,500</b>	<b>3,550</b>	<b>0</b>	<b>(173)</b>	<b>(16)</b>	<b>\$0</b>		<b>\$0</b>
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	MESSENGER 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						\$0		\$0
39	<b>Expenses</b>		<b>94,308</b>	<b>128,865</b>	<b>117,292</b>	<b>130,178</b>	<b>87,430</b>	<b>\$144,470</b>		<b>\$140,215</b>
40										
41	<b>Net</b>		<b>(91,808)</b>	<b>(125,315)</b>	<b>(117,292)</b>	<b>(130,351)</b>	<b>(87,446)</b>	<b>(\$144,470)</b>		<b>(\$140,215)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL</b>		<b>FY2023</b>	<b>3300</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Revenues</b>		<b>21,142</b>	<b>14,758</b>	<b>16,054</b>	<b>19,131</b>	<b>13,630</b>	<b>\$19,325</b>		<b>\$20,325</b>
13										
14	5000	SALARIES & WAGES	14,922	19,141	16,684	20,332	17,787	\$18,544	Salaries calculated at % of total ACRL salaries listed in salary matrix.	\$21,423
15	5002	OVERTIME WAGES					14			
16	5005	ATTRITION FACTOR					(5,148)			
17	5009	ACCRUED VACATION WAGES						\$0		\$0
18	5010	EMPLOYEE BENEFITS	4,559	5,742	5,219	6,332	5,828	\$6,280	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,855
19	5110	PROFESSIONAL SERVICES	10,200	9,554	9,288	9,550	9,250	\$12,500	Professional Services - current distribution Editor □3000 Social Media Editor □2000 Book Review Editor □2100 Editorial Assistant 1 □1500 Editorial Assistant 2 □1500	\$12,500
20	5122	BANK S/C		14	361	56	27	\$50	Bank service fee, based on FY21 actual	\$30

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL</b>		<b>FY2023</b>		<b>3300</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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). Remvoed taxes per ALA instructions in FY23.	\$0
47	<b>Expenses</b>		<b>65,598</b>	<b>53,352</b>	<b>48,263</b>	<b>54,583</b>	<b>46,712</b>	<b>\$50,678</b>		<b>\$59,892</b>
48										
49	<b>Net</b>		<b>(44,455)</b>	<b>(38,594)</b>	<b>(32,209)</b>	<b>(35,453)</b>	<b>(33,082)</b>	<b>(\$31,353)</b>		<b>(\$39,567)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News</b>		<b>FY2023</b>		<b>3302</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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 projected 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	<b>Revenues</b>		<b>648,554</b>	<b>569,964</b>	<b>613,958</b>	<b>464,730</b>	<b>423,458</b>	<b>\$460,437</b>		<b>\$537,725</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News</b>		<b>FY2023</b>		<b>3302</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>\$182,098</b>
22	5001	WAGES/TEMPORARY EMPLOYEES								
23	5002	OVERTIME WAGES					28			
24	5005	ATTRITION FACTOR					(51,226)	\$0		<b>\$0</b>
25	5009	ACCRUED VACATION WAGES						\$0		<b>\$0</b>
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	<b>\$58,271</b>
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	<b>\$22,000</b>
29	5120	LEGAL FEES						\$0		<b>\$0</b>
30	5121	AUDIT/TAX FEES						\$0		<b>\$0</b>
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	<b>\$3,750</b>
32	5130	LOBBYING / CONSULTING								
33	5140	EQUIP/FURN REPAIRS						\$0		<b>\$0</b>
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	<b>\$0</b>
36	5151	DUPLICATION/OUTSIDE								
37	5210	TRANSPORTATION						\$0		<b>\$0</b>
38	5350	PROGRAM ALLOCATION						\$0		<b>\$0</b>
39	5400	EDITORIAL/PROOFREADING/OUTSIDE						\$0	Proofreading as needed (based on historical trends)	<b>\$0</b>
40	5401	TYPESETTING/COMPOSITION-OUTSD						\$0	No longer a charge item.	<b>\$0</b>
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	<b>\$0</b>
42	5403	BINDING-OUTSIDE	20					\$25	C&RL News became an online-only publication with the January 2022 issue	<b>\$0</b>
43	5404	DESIGN SERVICE-OUTSIDE	1,800	1,500	1,800	1,350	1,800	\$1,650	Design work for cover (\$150/issue)	<b>\$1,650</b>
44	5406	REVIEW SERVICE						\$0		<b>\$0</b>
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	<b>\$0</b>
46	5411	ADVERTISING/SPACE						\$0		<b>\$0</b>
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	<b>\$700</b>
48	5413	MAIL LIST RENTAL						\$0	Mail List Rental - No longer used.	<b>\$0</b>
49	5414	SUPPLIES/PRODUCTION						\$0	Supplies/Production	<b>\$0</b>
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	<b>\$0</b>
51	5416	ADVERTISING PRODUCTION COST						\$0		<b>\$0</b>
52	5420	COPYRIGHT FEES						\$0	Copyright fee (based on historical)	<b>\$0</b>
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.	<b>\$13,490</b>
54	5431	WEBINAR/WEBCASTS/WEB CE EXP						\$0		<b>\$0</b>
55	5432	PURCHASED INVENTORY						\$0		<b>\$0</b>
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	<b>\$0</b>
57	5031	STAFF DEVELOPMENT						\$0		<b>\$0</b>
58	5500	SUPPLIES/OPERATING						\$0	Supplies, based on FY19 actual and historical	<b>\$0</b>
59	5501	EQUIPMENT & SOFTWARE/MINOR						\$0	Haven't used since prior to FY15	<b>\$0</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL C&amp;RL News</b>		<b>FY2023</b>		<b>3302</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>429,039</b>	<b>487,139</b>	<b>550,606</b>	<b>512,337</b>	<b>411,652</b>	<b>\$438,669</b>		<b>\$384,990</b>
96										
97	<b>Net</b>		<b>219,515</b>	<b>82,825</b>	<b>63,352</b>	<b>(47,606)</b>	<b>11,806</b>	<b>\$21,768</b>		<b>\$152,735</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL RBM</b>		<b>FY2023</b>		<b>3303</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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) One-third (Sept.-Dec.) deferred from FY22: \$4,330	\$50
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	<b>Revenues</b>		<b>34,661</b>	<b>22,871</b>	<b>29,870</b>	<b>27,365</b>	<b>27,460</b>	<b>\$23,756</b>		<b>\$17,598</b>
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
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
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	<b>ACRL RBM</b>		<b>FY2023</b>		<b>3303</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
38	5416	ADVERTISING PRODUCTION COST						\$0		\$0
39	5420	COPYRIGHT FEES						\$0	Copyright	\$0
40	5430	WEB OPERATING EXPENSES	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
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
46	5501	EQUIPMENT & SOFTWARE/MINOR						\$0	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15	\$0
47	5522	TELEPHONE/FAX	6	28	10	8		\$35	Support for subscription processing	\$35
48	5523	POSTAGE/E-MAIL	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
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						\$0		\$0
53	5543	BAD DEBT EXPENSE	102	102	103	0	(307)	\$86	Bad debt @ 1% of revenue on lines 4109 and 4140	\$86
54	5599	MISC EXPENSE	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
55	5800	IMPAIRMENT / GW INTANGIBLE ASSETS								
56	5901	IUT/CPU						\$0		\$0
57	5902	IUT/DATA PROC						\$0		\$0
58	5903	IUT/SUBS PROC	2,014					\$0	Subscription services fees, moved to lines 5433, 5522,5430, and 5410	\$0
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
62	5942	IUT/ADVERTISING	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
63	5999	IUT/MISC						\$0		\$0
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
66	5600	TAXES/INCOME	(215)	0	0			\$285	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143. Remvoed taxes per ALA instructions in FY23.	\$0
67	<b>Expenses</b>		<b>32,744</b>	<b>21,400</b>	<b>19,622</b>	<b>22,066</b>	<b>18,017</b>	<b>\$21,583</b>		<b>\$21,046</b>
68										
69	<b>Net</b>		<b>1,917</b>	<b>1,471</b>	<b>10,249</b>	<b>5,299</b>	<b>9,444</b>	<b>\$2,173</b>		<b>(\$3,448)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Web CE</b>		<b>FY2023</b>		<b>3340</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	OVHLD-EXMPT REVENUE/DIVISIONS						\$0		\$0
12	4430	MISCELLANEOUS FEES						\$0		\$0
13	4490	MISCELLANEOUS REVENUE						\$0		\$0
14	<b>Revenues</b>		<b>118,027</b>	<b>121,416</b>	<b>103,698</b>	<b>84,217</b>	<b>96,164</b>	<b>\$95,623</b>		<b>\$63,888</b>
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	<b>ACRL Web CE</b>		<b>FY2023</b>		<b>3340</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>\$51,415</b>	<b>\$76,078</b>	<b>\$49,631</b>	<b>\$59,841</b>	<b>\$57,671</b>	<b>\$72,070</b>		<b>\$44,531</b>
57										
58	<b>Net</b>		<b>\$66,612</b>	<b>\$45,339</b>	<b>\$54,067</b>	<b>\$24,376</b>	<b>\$38,493</b>	<b>\$23,553</b>		<b>\$19,357</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Licensed Workshops</b>		<b>FY2023</b>		<b>3341</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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		<b>Revenues</b>	<b>\$55,795</b>	<b>\$179,680</b>	<b>\$77,000</b>	<b>\$39,000</b>	<b>\$30,430</b>	<b>\$66,205</b>		<b>\$66,205</b>
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	MESSENGER SERVICE	38	416	54	70		\$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	<b>ACRL Licensed Workshops FY2023 3341</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>\$78,422</b>	<b>\$144,325</b>	<b>\$77,320</b>	<b>\$71,033</b>	<b>\$42,018</b>	<b>\$70,715</b>		<b>\$0</b>
46										
47	<b>Net</b>		<b>(\$22,627)</b>	<b>\$35,355</b>	<b>(\$320)</b>	<b>(\$32,033)</b>	<b>(\$11,588)</b>	<b>(\$4,510)</b>		<b>\$0</b>
										<b>(\$12,681)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Non-Periodical Pubs</b>		<b>FY2023</b>		<b>3400</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Revenues</b>		<b>\$288,126</b>	<b>\$388,475</b>	<b>\$338,897</b>	<b>\$275,831</b>	<b>\$251,835</b>	<b>\$266,120</b>		<b>\$273,612</b>
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		1067.7	\$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	<b>Expenses</b>		<b>\$256,695</b>	<b>\$330,329</b>	<b>\$223,970</b>	<b>\$262,137</b>	<b>\$255,133</b>	<b>\$245,600</b>		<b>\$254,238</b>
46										
47	<b>Net</b>		<b>\$31,431</b>	<b>\$58,146</b>	<b>\$114,927</b>	<b>\$13,693</b>	<b>(\$3,297)</b>	<b>\$20,520</b>		<b>\$19,374</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Equity, Diversity &amp; Inclusior FY2023 3402</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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		<b>Revenues</b>	<b>\$17,450</b>	<b>\$25,500</b>	<b>\$29,930</b>	<b>\$14,000</b>	<b>\$28,500</b>	<b>\$17,500</b>		<b>\$27,500</b>
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	<b>ACRL Equity, Diversity &amp; Inclusior FY2023 3402</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>\$16,429</b>	<b>\$32,770</b>	<b>\$42,920</b>	<b>\$15,152</b>	<b>\$27,019</b>	<b>\$45,754</b>		<b>\$68,362</b>
38										
39	<b>Net</b>		<b>\$1,021</b>	<b>(\$7,270)</b>	<b>(\$12,990)</b>	<b>(\$1,152)</b>	<b>\$1,481</b>	<b>(\$28,254)</b>		<b>(\$40,862)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL New Roles</b>		<b>FY2023</b>		<b>3403</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0	Misc. Revenue	\$0
5	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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	<b>Expenses</b>		<b>\$3,875</b>	<b>\$13,886</b>	<b>\$7,207</b>	<b>\$16,532</b>	<b>\$15,611</b>	<b>\$24,204</b>		<b>\$20,897</b>
21										
22	<b>Net</b>		<b>(\$3,875)</b>	<b>(\$13,886)</b>	<b>(\$7,207)</b>	<b>(\$16,532)</b>	<b>(\$15,611)</b>	<b>(\$24,204)</b>		<b>(\$20,897)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Council of Liaisons</b>		<b>FY2023</b>		<b>3501</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	\$0	Misc. Revenue	\$0
5	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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	<b>Expenses</b>		<b>51,730</b>	<b>43,951</b>	<b>41,205</b>	<b>25,803</b>	<b>16,621</b>	<b>\$33,461</b>		<b>\$34,875</b>
26										
27	<b>Net</b>		<b>(51,730)</b>	<b>(43,951)</b>	<b>(41,205)</b>	<b>(25,803)</b>	<b>(16,621)</b>	<b>(\$33,461)</b>		<b>(\$34,875)</b>

	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL Scholarly Communication</b>		<b>FY2023</b>	<b>3702</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>	
3	4421	ROYALTIES						\$0		\$0	
6	4429	OVRRHD-EXMPT REVENUE/DIVISIONS						\$0		\$0	
7	4430	MISCELLANEOUS FEES	10,000	10,000	9,856			\$0		\$0	
8	4490	MISCELLANEOUS REVENUE						\$0		\$0	
9	<b>Revenues</b>		<b>\$10,000</b>	<b>\$10,000</b>	<b>\$9,856</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>	
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	<b>ACRL Scholarly Communication FY2023 3702</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
29	5350	PROGRAM ALLOCATION	31,938	61,600	81,513	58,833	18,483	\$29,760	<ul style="list-style-type: none"> <li>• \$1,000 scholarly communication activities TBD and travel, in consultation with the chair of the ReSEC;</li> <li>• \$6,750 for SPARC dues;</li> <li>• \$5,000 for Open Access Working Group;</li> </ul>	<b>\$12,750</b>
30	5403	BINDING-OUTSIDE						\$0		<b>\$0</b>
31	5404	DESIGN SERVICE-OUTSIDE	0		12			\$0		<b>\$0</b>
32	5523	POSTAGE/E-MAIL						\$0		<b>\$0</b>
33	5525	UTILITIES						\$0		<b>\$0</b>
34	5530	DEPRECIATION F/E	59	96	274	141	29	\$0		<b>\$0</b>
35	5560	ORG SUPPORT/CONTRIBUTION						\$0		<b>\$0</b>
36	5599	MISC EXPENSE	855	1,178	1,455	330	216	\$2,275		<b>\$2,610</b>
37	5909	IUT/DIST CTR						\$0	Distribution Center	<b>\$0</b>
38	5910	IUT/REPRO CTR			119			\$0	Repro	<b>\$0</b>
39	5999	IUT/MISC						\$0		<b>\$0</b>
40	5911	IUT/OVERHEAD	1,320	1,320	1,306			\$0	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.	<b>\$0</b>
41	5998	IUT/ALLOCATIONS						\$0		<b>\$0</b>
42	5600	TAXES/INCOME								
43	<b>Expenses</b>		<b>\$71,476</b>	<b>\$119,856</b>	<b>\$155,076</b>	<b>\$87,024</b>	<b>\$23,924</b>	<b>\$85,217</b>		<b>\$67,204</b>
44										
45	<b>Net</b>		<b>(\$61,476)</b>	<b>(\$109,856)</b>	<b>(\$145,220)</b>	<b>(\$87,024)</b>	<b>(\$23,924)</b>	<b>(\$85,217)</b>		<b>(\$67,204)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Value of Academic Libraries FY2023 3703</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVRHD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0	\$0		\$0
4	4430	MISCELLANEOUS FEES				0	0	\$0		\$0
5	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
6	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$37,250</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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	<b>Expenses</b>		<b>\$109,776</b>	<b>\$118,069</b>	<b>\$57,851</b>	<b>\$31,246</b>	<b>\$1,882</b>	<b>\$45,040</b>		<b>\$28,227</b>
28										
29	<b>Net</b>		<b>(\$109,776)</b>	<b>(\$118,069)</b>	<b>(\$20,601)</b>	<b>(\$31,246)</b>	<b>(\$1,882)</b>	<b>(\$45,040)</b>		<b>(\$28,227)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Government Relations</b>		<b>FY2023 3704</b>							
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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	<b>Expenses</b>		<b>\$36,459</b>	<b>\$56,668</b>	<b>\$42,629</b>	<b>\$35,495</b>	<b>\$17,037</b>	<b>\$44,369</b>		<b>\$21,801</b>
23										
24	<b>Net</b>		<b>(\$36,459)</b>	<b>(\$56,668)</b>	<b>(\$42,629)</b>	<b>(\$35,495)</b>	<b>(\$17,037)</b>	<b>(\$44,369)</b>		<b>(\$21,801)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Student Learning Initiatives FY2023 3711</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	<b>Revenues</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$0</b>		<b>\$0</b>
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	MESSENGER 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	<b>Expenses</b>		<b>\$51,071</b>	<b>\$37,333</b>	<b>\$44,503</b>	<b>\$10,493</b>	<b>\$21,927</b>	<b>\$46,856</b>		<b>\$13,665</b>
41										
42	<b>Net</b>		<b>(\$51,071)</b>	<b>(\$37,333)</b>	<b>(\$44,503)</b>	<b>(\$10,493)</b>	<b>(\$21,927)</b>	<b>(\$46,856)</b>		<b>(\$13,665)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Project Outcome</b>		<b>FY2023</b>		<b>3712</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4429	OVRHD-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	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$37,250</b>	<b>\$1,500</b>	<b>\$4,288</b>	<b>\$6,525</b>		<b>\$13,685</b>
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	<b>ACRL Project Outcome FY2023 3712</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>\$0</b>	<b>\$49,690</b>	<b>\$247,565</b>	<b>\$194,456</b>	<b>\$77,755</b>	<b>\$97,865</b>		<b>\$92,265</b>
43										
44	<b>Net</b>		<b>\$0</b>	<b>(\$49,690)</b>	<b>(\$210,315)</b>	<b>(\$192,956)</b>	<b>(\$73,468)</b>	<b>(\$91,340)</b>		<b>(\$78,580)</b>



	A	B	C	D	E	F	G	H	I	J	
1	<b>ACRL RBMS Conference</b>		<b>FY2023</b>	<b>3800</b>							
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	<b>Expenses</b>		<b>\$170,544</b>	<b>\$233,825</b>	<b>\$187,146</b>	<b>\$43,759</b>	<b>\$92,579</b>	<b>\$165,934</b>		<b>\$189,328</b>	
52											
53	<b>Net</b>		<b>\$59,517</b>	<b>\$23,597</b>	<b>\$36,099</b>	<b>(\$36,599)</b>	<b>\$100,882</b>	<b>\$74,137</b>		<b>\$14,280</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh</b>		<b>FY2023</b>	<b>3801</b>						
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				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	<b>\$264,362.00</b>
4	4140	ADVERTISING/GROSS			66,825			\$0	List Sales \$25K (prior was 37) plus Feathr Ad Sales 35K (prior was 35K)	<b>\$60,000.00</b>
5	4611	COMMISSION/SALES REP			17,460			\$0		<b>\$0.00</b>
6	4612	COMMISSION/ADVERTISING AGENCY		(23,000)	(63,805)			(\$24,000)	Exhibits Commission: Corcoran Exhibitors, 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 commission @ \$20,000	<b>(\$58,000.00)</b>
7	4142	ADVERTISING/CLASSIFIED						\$0		<b>\$0.00</b>
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	<b>\$751,153.00</b>
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	<b>\$637,050.00</b>
10	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED						\$0		<b>\$0.00</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh</b>		<b>FY2023</b>	<b>3801</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>\$315,000.00</b>
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	<b>\$10,765.00</b>
13	4430	MISCELLANEOUS FEES						\$0		<b>\$0.00</b>
14	4490	MISCELLANEOUS REVENUE						\$0		<b>\$0.00</b>
15	<b>Revenues</b>		<b>\$0</b>	<b>\$36,635</b>	<b>\$2,549,663</b>	<b>(\$22,040)</b>	<b>\$0</b>	<b>(\$24,000)</b>		<b>\$1,980,330.00</b>
16										
17	5000	SALARIES & WAGES	28,011	73,560	171,423	2,865	16,114	\$91,028	Salaries 23	<b>\$180,789.00</b>
18	5001	WAGES/TEMPORARY EMPLOYEES							Registration temps	<b>\$2,500.00</b>
19	5002	OVERTIME WAGES								
20	5005	ATTRITION FACTOR					(4,695)	\$0		<b>\$0.00</b>
21	5009	ACCRUED VACATION WAGES						\$0		<b>\$0.00</b>
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	<b>\$57,853.00</b>
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	<b>\$65,945.00</b>
24	5122	BANK S/C		4,873	48,361			\$6,500	Bank Service Fees	<b>\$39,607.00</b>
25	5150	MESSENGER SERVICE			872			\$0	FedEx, etc.	<b>\$1,000.00</b>
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.	<b>\$17,000.00</b>
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.	<b>\$22,360.00</b>
28	5214	ENTERTAINMENT		1,530	6,432			\$0	All-conference reception band 3500 + trivia host night 500	<b>\$4,000.00</b>
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	<b>\$61,550.00</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL ACRL 2023 Pittsburgh</b>									
			<b>FY2023</b>		<b>3801</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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	<b>Expenses</b>		<b>53,579</b>	<b>196,295</b>	<b>2,047,712</b>	<b>3,823</b>	<b>17,001</b>	<b>\$268,143</b>		<b>\$1,797,649.00</b>
62										
63	<b>Net</b>		<b>(53,579)</b>	<b>(159,660)</b>	<b>501,952</b>	<b>(25,862)</b>	<b>(17,001)</b>	<b>(\$292,143)</b>		<b>\$182,681.00</b>

	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL ACRL 2025 Minneapolis</b>		<b>FY2023</b>	<b>3808</b>								
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				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	OVRHD-EXMPT REVENUE/DIVISIONS	2,925				1,856					
17	4430	MISCELLANEOUS FEES										
18	4490	MISCELLANEOUS REVENUE										
19	<b>Revenues</b>		<b>\$2,815,296</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$17,512)</b>	<b>\$1,471,283</b>	<b>\$0</b>		<b>\$0</b>		
20												
21	5000	SALARIES & WAGES	139,553	28,942	22,097	73,293	155,162	\$20,290	Salaries	<b>\$19,526</b>		
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	<b>\$6,248</b>		
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	<b>ACRL ACRL 2025 Minneapolis</b>		<b>FY2023</b>	<b>3808</b>								
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	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	<b>ACRL ACRL 2025 Minneapolis</b>		<b>FY2023</b>	<b>3808</b>								
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>		
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	<b>Expenses</b>		<b>\$2,112,515</b>	<b>\$41,801</b>	<b>\$46,042</b>	<b>\$152,022</b>	<b>\$720,176</b>	<b>\$28,323</b>		<b>\$0</b>		
87												
88	<b>Net</b>		<b>\$702,780</b>	<b>(\$41,801)</b>	<b>(\$46,042)</b>	<b>(\$169,534)</b>	<b>\$751,107</b>	<b>(\$28,323)</b>		<b>\$0</b>		

	A	B	C	D	E	F	G	H	I
1	<b>ACRL Annual Conf. Precons</b>		<b>FY2023</b>						
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actuals</b>	<b>2021 Actuals</b>	<b>2022 Notes</b>	<b>2022 Budget</b>
3	4200	REGISTRATION FEES	8,540	7,875			0	No preconference in 2021. Based on one full-day preconference	\$0
4	<b>Revenues</b>		<b>\$8,540</b>	<b>\$7,875</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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	MESSENGER 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	<b>Expenses</b>		<b>8,964</b>	<b>10,075</b>	<b>16,327</b>	<b>9,605</b>	<b>1,644</b>		<b>\$3,454</b>
35									
36	<b>Net</b>		<b>(424)</b>	<b>(2,200)</b>	<b>(16,327)</b>	<b>(9,605)</b>	<b>(1,644)</b>		<b>(\$3,454)</b>

	A	B	C	D	E	F	G	H	I	J		
1	<b>ACRL IIL Immersion National</b>		<b>FY2023</b>	<b>3830</b>								
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>		
			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	OVRHD-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	<b>Revenues</b>		<b>\$165,303</b>	<b>\$232,048</b>	<b>\$222,065</b>	<b>\$305</b>	<b>\$0</b>	<b>\$200,645</b>		<b>\$200,645</b>		
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	<b>ACRL IIL Immersion National</b>		<b>FY2023</b>	<b>3830</b>							
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	<b>Expenses</b>		<b>\$162,173</b>	<b>\$222,813</b>	<b>\$212,324</b>	<b>\$14,322</b>	<b>\$1,303</b>	<b>\$194,826</b>		<b>\$192,827</b>	
53											
54	<b>Net</b>		<b>\$3,130</b>	<b>\$9,235</b>	<b>\$9,741</b>	<b>(\$14,017)</b>	<b>(\$1,303)</b>	<b>\$5,819</b>		<b>\$7,818</b>	

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Friends of ACRL</b>		<b>FY2023</b>		<b>3831</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES				0	0	\$0	All revenues show in restricted account, 48-403-xxxx-3831	\$0
4		<b>Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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	<b>ACRL Friends of ACRL FY2023 3831</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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		<b>Expenses</b>	<b>\$60,245</b>	<b>\$65,357</b>	<b>\$129,998</b>	<b>\$57,532</b>	<b>\$14,960</b>	<b>\$47,721</b>		<b>\$33,852</b>
33										
34		<b>Net</b>	<b>(\$60,245)</b>	<b>(\$65,357)</b>	<b>(\$129,998)</b>	<b>(\$57,532)</b>	<b>(\$14,960)</b>	<b>(\$47,721)</b>		<b>(\$33,852)</b>



	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Immersion Licensing</b>		<b>FY2023</b>		<b>3834</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4430	MISCELLANEOUS FEES						\$25,000	Licensed Immersion Program TBD for FY23	\$0
4	4490	MISCELLANEOUS REVENUE						\$0		\$0
5	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>		<b>\$0</b>
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	<b>ACRL Immersion Licensing</b>		<b>FY2023</b>		<b>3834</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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								\$0
35	<b>Expenses</b>		<b>848</b>	<b>0</b>	<b>3,750</b>	<b>2,238</b>	<b>0</b>	<b>\$19,884</b>		<b>\$0</b>
36										
37	<b>Net</b>		<b>(848)</b>	<b>0</b>	<b>(3,750)</b>	<b>(2,238)</b>	<b>0</b>	<b>\$5,116</b>		<b>\$0</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Annual Conf. Programs FY2023 3835</b>									
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
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		<b>Revenues</b>	<b>\$16,300</b>	<b>\$15,800</b>	<b>\$14,000</b>	<b>\$500</b>	<b>\$600</b>	<b>\$14,000</b>		<b>\$14,000</b>
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		<b>Expenses</b>	<b>\$43,920</b>	<b>\$35,012</b>	<b>\$41,123</b>	<b>\$26,389</b>	<b>\$6,105</b>	<b>\$37,589</b>		<b>\$27,810</b>
22										
23		<b>Net</b>	<b>(\$27,620)</b>	<b>(\$19,212)</b>	<b>(\$27,123)</b>	<b>(\$25,889)</b>	<b>(\$5,505)</b>	<b>(\$23,589)</b>		<b>(\$13,810)</b>

	A	B	C	D	E	F	G	H	I	J
1	<b>ACRL Scholarships</b>		<b>FY2023</b>		<b>3838</b>					
2	<b>Line</b>	<b>Line Description</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Budget</b>	<b>2023 Notes</b>	<b>2023 Budget</b>
3	4490	MISCELLANEOUS REVENUE				0	0	\$0		\$0
4	<b>Revenues</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		<b>\$0</b>
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
			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	<b>\$99,500</b>
12	5306	AWARDS				\$2,500				
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	<b>Expenses</b>		<b>\$81,270</b>	<b>\$40,845</b>	<b>\$82,580</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$37,000</b>		<b>\$99,500</b>
19										
20	<b>Net</b>		<b>(81,270)</b>	<b>(40,845)</b>	<b>(82,580)</b>	<b>(2,500)</b>	<b>0</b>	<b>(\$37,000)</b>		<b>(\$99,500)</b>

## Choice FY23 Budget Reconciliation Memo

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**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
<b>TOTAL REVENUE</b>	<b>2,251,395</b>	<b>2,246,444</b>	<b>4,951</b>

### 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)
<b>TOTAL DIRECT EXPENSES</b>	<b>2,138,148</b>	<b>2,179,844</b>	<b>(41,696)</b>
<b>TOTAL INDIRECT EXPENSES</b>	<b>(29,108)</b>	<b>(37,348)</b>	<b>8,240</b>

Overhead	298,310	287,654	10,656
Liberty Square Allocations	25,500	16,240	9,260
<b>TOTAL OVERHEAD</b>	<b>323,810</b>	<b>313,894</b>	<b>9,916</b>

<b>TOTAL EXPENSES</b>	<b>2,432,850</b>	<b>2,456,390</b>	<b>(23,540)</b>
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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
<b>TOTAL REVENUE</b>	<b>2,251,395</b>	<b>2,246,444</b>
<b>TOTAL EXPENSES</b>	<b>2,432,850</b>	<b>2,456,390</b>
<b>NET REVENUES</b>	<b>(181,455)</b>	<b>(209,945)</b>



## **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%<sup>1</sup>. For the year over year comparison in 2020, the US and world GDP's decreased by 3.5%<sup>2, 3</sup>. 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%<sup>4</sup>, World

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<sup>1</sup> 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>.

<sup>2</sup> 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>.

<sup>3</sup> 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/>.

<sup>4</sup> 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>.

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Bank at 5.6%<sup>5</sup>, and Organization for Economic Co-operation and Development at 5.7%<sup>6</sup>. 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.<sup>7</sup> 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.<sup>8</sup> *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."<sup>9</sup> 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."<sup>10</sup> Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least \$120 billion."<sup>11</sup> 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.

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<sup>5</sup> The World Bank, "Global Economic Prospects," June 2021, <https://www.worldbank.org/en/publication/global-economic-prospects>.

<sup>6</sup> OECD, "OECD Economic Outlook, Interim Report: Keeping The Recovery On Track," September 2021. <https://www.oecd.org/economic-outlook/>.

<sup>7</sup> United Nations, "COVID vaccines: Widening inequality and millions vulnerable," September 19, 2021, <https://news.un.org/en/story/2021/09/1100192>.

<sup>8</sup> 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.

<sup>9</sup> 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.

<sup>10</sup> 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.

<sup>11</sup> Kery Murakami. "Colleges: Financial Toll of Coronavirus Worse Than Anticipated," September 29, 2020. Accessed September 29, 2020. <https://www.insidehighered.com/quicktakes/2020/09/29/colleges-financial-toll-coronavirus-worse-anticipated>

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It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.”<sup>12</sup> 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.”<sup>13</sup> 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.”<sup>14</sup> “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.”<sup>15</sup> 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.<sup>16</sup> Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise<sup>17</sup>. 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.<sup>18</sup> 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.<sup>19</sup> Between 2019 to 2029, the National Center for Education Statistics (NCES) projects that enrollments will

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<sup>12</sup> 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/>.

<sup>13</sup> 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>.

<sup>14</sup> 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>.

<sup>15</sup> Jeffrey Selingo, “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](https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14)

<sup>16</sup> *Ibid.*

<sup>17</sup> *Chronicle of Higher Education* (2019) Beyond Budgets, <https://connect.chronicle.com/ByndBdgtRT19>

<sup>18</sup> 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>

<sup>19</sup> 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>

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increase 2.64%, from 16.6 million to 17.0 million.<sup>20</sup> 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.<sup>21</sup> 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.<sup>22</sup> 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.<sup>23</sup> Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.<sup>24, 25</sup> 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.<sup>26</sup> 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.<sup>27</sup>

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<sup>20</sup> 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](https://nces.ed.gov/programs/digest/d20/tables/dt20_303.70.asp)

<sup>21</sup> 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/>

<sup>22</sup> 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](https://nces.ed.gov/programs/digest/d20/tables/dt20_317.50.asp?current=yes)

<sup>23</sup> 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](https://nces.ed.gov/programs/digest/d20/tables/dt20_323.10.asp?current=yes)

<sup>24</sup> 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>

<sup>25</sup> 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>

<sup>26</sup> 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>

<sup>27</sup> 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.<sup>28, 29</sup> 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,"<sup>30</sup> 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 4<sup>th</sup> quarter of FY19, but the 1<sup>st</sup> 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 strategy<sup>31</sup>, 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.

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<sup>28</sup> 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/>

<sup>29</sup> 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/>

<sup>30</sup> 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

<sup>31</sup> 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

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### 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 steeper 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 (1/12<sup>th</sup>) 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 deprecated. 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

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which representatives of five academic libraries describe how they implemented service and policy adjustments in response to 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)

## **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:
  - o \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)

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- \$6,750 for SPARC dues;
- \$5,000 for Open Access Working Group;
- \$2,000 for OpenCon2022, 1 sponsored scholarship

### New Roles and Changing Landscapes

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

#### *Objectives:*

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

#### *Expenses*

- \$1,000 will be budgeted as a placeholder for new initiatives to support this goal, with an additional (project 3403).
- \$3,000 budgeted for updates to the Fostering Change Cohort curriculum and publication and potential reoffering (Project 3403).

### Equity, Diversity and Inclusion

#### *Revenues*

- + \$21,750 in revenues from the ACRL Diversity Alliance will be budgeted. 58 institutions @ \$500. Number of institutions based on 75% of 2021 membership (Project 3402).
- + \$10,000 in partial revenue for subsidized RoadShow (Project 3402).

#### *Expenses*

- \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee (Project 3402).
- \$1,500 in ongoing costs to support the ACRL Diversity Alliance (Project 3402).
- \$14,000 will be budgeted to support two ALA Spectrum Scholars. The B&F Committee and the Board recommended increasing support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. After a two-year pause, offer ACRL licensed workshops with up to five subsidized versions on a partial cost-recovery model. Delivery to five locations means an estimated direct cost of \$16,750 total: \$9,250 travel = (2 presenters x 5 workshop locations) \*

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(\$450 flight + \$300 hotel (\$200 \* 1.5 nights) + \$100 2 days per diem + \$75 ground transportation) and \$7,500 honorarium (\$750 x 2 presenters x 5 locations) (Project 3402).

### Enabling programs and services: Member Engagement

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

### Membership Services

#### Revenues

- + These are preliminary estimates based on partial FY21 data, and we are still waiting for more up-to-date info from ALA Membership, as well as tactics to grow membership. Membership revenues will be budgeted by first looking at FY21 July actual, the most current membership data available, then adjusted to reflect a small increase in FY22 (a non-conference year) and adjusted for an expected increase in FY23 (a conference year). As FY23 will be a conference year for ACRL, historically membership increases by 1.54%. Therefore, FY23 membership will be budgeted at a total membership of 8,340 paying members (and 8,523 total members). This reflects the 10.3% membership decrease in FY20, projected membership decrease of 6.1% decrease in FY21, and 1% increase in FY22 as ALA simplifies membership categories. ACRL may increase dues slightly in FY23 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership dues rate for FY23 will be based on FY22 HEPI. Staff will continue to adjust this recommendation based on the monthly membership reports and quarterly HEPI forecasts.

#### Expenses

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

### Board and Executive Committee

#### Expenses

- Funds will be budgeted to support a suite for the ACRL President at Annual Conference—typically about \$340/night/5 nights. As ALA sunsets MW and business meetings do not take place in conjunction with the new LibLearnX event, a suite will not be budgeted (Project 3201).

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- Funds estimated at \$63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session (SPOS). Funds will be budgeted to include senior staff participation in the Strategic Planning Session as well as chairs/ vice-chairs of the four goal-area committees and the EDI Committee (Project 3201).
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 (Project 3201).

### Advisory services and consulting

#### *Revenues*

- + Consulting will continue to recover costs and yield a modest net of \$7,300. (Project 3203)

### Discussion Groups

#### *Expenses*

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

### Awards

#### *Expenses*

- Donations to support awards will be recognized and staff time, administrative fees, and direct expenses will be budgeted to support the awards program. (Project 3206)

### Chapters

#### *Expenses*

- Per member allocations to ACRL Chapters will be funded at \$1.00 per ACRL member residing in the state or region but budgeted based on historic usage of these funds which is below the maximum funding allowed. As ACRL looks to reduce expenses this area of expense reimbursement merits examination. Less than half of the chapters avail themselves of this funding. (Project 3207)
- Funds will be budgeted to support the ACRL Chapter Speakers Bureau program, which funds ten visits to ACRL chapters by ACRL officers. (Project 3207)
- Because no chapter has ever requested funds under this program since its inception, no funds will be allocated in the FY22 budget to implement the Board's policy to give \$10 to chapters for each new member of ACRL in the chapter's geographic region who joined in the previous fiscal year after chapters document membership campaign activities focused on recruiting to ACRL national. If a chapter did undertake this activity, ACRL could fund this from the net asset balance.

## **Committees**

### ***Expenses***

- Committees are allowed up to \$150 each. Based on historical requests, \$600 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4 Sections and Interest Groups.

## **Sections**

### ***Expenses***

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

## **Liaisons to Higher Education Organizations**

### ***Expenses***

- See Advocacy section.

## **Special Events**

### ***Expenses***

- In recent years, the number of ACRL section and interest group special events at conferences has averaged 16 per year. With the reorganized Midwinter Meeting starting in 2021, the average number of events per year may drop to 12 as fewer units meet onsite. (Project 3833)

## **Government Relations (Project 3704)**

### ***Expenses***

- \$15,010 for Library Copyright Alliance (\$15,010 shown in Scholarly Communication Project 3702)
- \$4,000 will be budgeted to cover the costs of the officers (or other leaders) attending ALA's Legislative Day in Washington, D.C. (*Project 3704*).
- \$2,000 for general travel to support legislative and policy advocacy (*Project 3704*).

## **Scholarships**

### ***Expenses***

- Funds for scholarships shall be budgeted as follows, although these amounts may be reduced as the budget gets assembled (Project 3838):
  - ACRL 2023 scholarships @ \$50,000, divided among in-person and virtual attendees and in addition to Friends fund donations supporting conference scholarships
  - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
  - Immersion Programs @ \$12,000; reduced to \$10,000
  - E-learning scholarships @ \$1,000
  - Support for 2 ALA Spectrum Scholars @ \$14,000
  - Miscellaneous @ \$3,000; eliminated

## **Annual Conference Programs**

### ***Expenses***

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

## **Enabling programs and services: Publications**

### **Non-periodical publications**

#### ***Revenues***

- + In FY23, non-periodical publications will be able to recover costs and net a small excess total revenue based on the current list of books in progress and expanding backlist. (Project 3400)
- + ACRL should see continued robust sales and royalties from EBSCO and ProQuest for institutional e-book sales in FY23. (Project 3400)

#### ***Expenses***

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

### **Library Statistics (Project 3202)**

#### **Revenues**

- + FY22 saw the launch of the redesigned ACRL information service Benchmark: Library Metrics and Trends. Net revenue is projected to be \$62,153 and will be budgeted in 3202.

#### **Expenses**

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

### **Standards and guidelines (Project 3204)**

#### **Revenues**

- + Sales of print standards fell off to zero during the pandemic. Anticipate very negligible sales to continue in FY23 as well, unless there is a bigger than anticipated economic rebound and/or RoadShows move back to an in-person model (RoadShows IUT costs of booklets for programs back to this line).

#### **Expenses**

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

### **C&RL (Project 3300)**

#### **Revenues**

- + Online advertising revenues for FY23 are projected to remain at FY22 budget levels. (Project 3300)

#### **Expenses**

- Online hosting and labor expenses should remain steady with FY21 actual/ FY22 budget. (Project 3300)

### **C&RL News (Project 3302)**

#### **Overview**

- *C&RL News* will become an online-only publication beginning with the January 2022 issue. FY23 will be the first full year that the magazine is not printed.

#### **Revenues**

- + Subscriptions: No subscription revenue in FY23 due to transition to online-only model during FY22.
- + Print product ads: No print ad revenue in FY23 due to transition to online-only model during

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FY22.

- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold steady at FY22 budget levels.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, are projected to increase from \$90,000 to \$110,000 due to advertisers shifting to digital ads from print along with current FY22 demand.
- + Classified job ad revenues will be budgeted with a significant increase over FY22, back to the levels seen in the years prior to the pandemic. Job advertising recovered much more quickly and strongly than anticipated following the abrupt dive to record lows in 2020, returning to “normal” pre-pandemic levels by the spring of 2021. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. ALA JobLIST maintains high awareness in the LIS niche and is a uniquely powerful recruitment tool for the profession. But an uncertain economic environment and policies supporting ALA’s mission and values that restrict the ads JobLIST will publish—restrictions JobLIST’s for-profit competitors don’t have—potentially threaten its future performance. Online job ad revenues and expenses are split with *American Libraries* 50/50 through operation of the ALA JobLIST online career center. (Project 3302)

### **Expenses**

- A small amount of funds will be budgeted to support marketing initiatives for the online career center, ALA JobLIST. (Project 3302)
- \$14,000 will be budgeted to contribute to HRDR for operating costs of the ALA JobLIST Placement Center at ALA MW and AC. (Project 3302)
- \$18,000 will be budgeted for ALA JobLIST’s ongoing operating expenses, a monthly fee to the platform provider. (Project 3302)
- There will be no printing or mailing expenses in FY23 due to transition to online-only publishing model during FY22. (Project 3302)
- Online hosting expenses are anticipated to remain steady at FY21 actual/ FY22 budget levels. (Project 3302)

### **RBM (Project 3303)**

### **Revenues**

- + Subscriptions continue to decline by approximately 20-25% per year with a similar decline anticipated for FY23 over FY21 and FY22. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.

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- + Print advertising revenue is projected to decline from \$8,000 in FY22 to \$6,000 in FY23 due to long-time advertisers retiring or closing shop. Online advertising revenue is projected to decline from \$1,500 in FY22 to \$1,000 in FY23.

### **Expenses**

- Online hosting expenses will remain at FY21 actual/ FY22 budget levels following the transition to Open Journal Systems in FY17. (Project 3303)
- Increases in printing and postage are anticipated but have the potential to be volatile depending on whether paper shortages and USPS turmoil continue. (Project 3303)
- Page counts should remain at FY22 levels. (Project 3303)

### **CHOICE**

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY23 budget, subject to change as we go further into FY22. (All percentages are to FY22 budget unless otherwise noted):

#### **CHOICE Revenue**

- + *Choice Reviews* subscription revenue will fall by 5%.
- + *Choice* magazine subscription revenue will fall by 20%; *Reviews on Cards*, by 15%
- + Subscriptions to *Resources for College Libraries* will be marginally higher than in FY21, at around \$125,000. RCL licensing will remain at \$10K for the use of RCL content in ProQuest's eBook Central, with an additional \$10K credited to Choice (3902) for OAT matches.
- + *ccAdvisor* will be depreciated at the close of FY22.
- + Advertising net revenues should increase by 2%-3%, with declining magazine advertising offsetting gains in sponsored content:
  - o *Choice* magazine: 120,000
  - o *Choice Reviews*: 35,000
  - o Case studies and white papers: \$60,000
  - o Podcasts: \$40,000
  - o Newsletters and eblasts: \$225,000
  - o Choice360 (including TIE): \$50,000
  - o 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.

## ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

### ***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.

## ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

- 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

## **ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)**

Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

- ACRL will continue to offer virtual “Off-RoadShow” offerings based on the current workshop topics, developed in FY21/FY22. We project this to be a popular option for institutions and organizations unable to host an in-person workshop and to generate a modest net, making up for the reduced number of in-person workshops. (Project 3341)
- \$10,000 in partial revenue for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in the EDI section.

### ***Expenses***

- ACRL will continue to cover travel costs for new presenters to shadow workshops. With the expectation that ACRL will develop at least one new workshop and hire new presenters in FY23, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- \$15,000 to support curriculum development of new workshops and curriculum refreshes of existing workshops, up from a reduced \$7,500 in FY22 but below pre-pandemic budget of \$20,000/year.
- Subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions shown in EDI section.

## **Enabling programs and services: Advocacy**

### **Strengthening partnerships with other organizations (Project 3501)**

#### ***Expenses***

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

### **Communication on major issues and trends in libraries and Higher Education**

#### ***Expenses***

- Continue membership in Library Copyright Alliance at direct cost of \$30,020 plus staff time. (Projects 3702 and 3704)

## ACRL AC22 Doc 11.0 (Also ACRL LLX22 Doc 11.0)

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

### Project Outcome (Project 3712)

#### *Revenue*

- + Project Outcome offers fee-based group accounts for consortia that may bring in revenue. Fees range from \$600 to \$5000 per group, depending on the number of institutions. There are likely to be fewer than 2 groups added in a year.
- + Revenue from training workshops will be budgeted at \$1750.
- + Revenue for sponsored webinars will be budgeted at \$5,000 (\$2,500 each for two webinars)
- + Revenue for new options (e.g. training kits, external partnerships, toolkit "resale")

#### *Expenses*

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

### Operations

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

### Staff and office

#### *Expenses—ACRL*

- ACRL's staff budget will include full staffing at FY22 level.
- \$2,500 will be budgeted for temporary staff as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)
- Costs to provide professional development opportunities for staff will be budgeted. Budgeted funds for professional development and membership, business meetings, and general operational costs reduced.
- Removed Association of Fundraising Professionals (AFP) membership \$370.

***Expenses—CHOICE***

- See *Choice* expenses.

**ALA Relationship**

***Overhead—ACRL***

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

***Overhead—CHOICE***

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

ACRL 5 year projections											
General Fund (12) Only											
	<i>HISTORICAL</i>							<i>PROJECTIONS</i>			
	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Budget FY22	Budget FY23 <i>as of 5/20/22</i>	FY24	FY25	FY26	FY27
Revenue - Conference	\$ 2,815,296	\$ -	\$ 2,549,663		\$ 1,471,283	\$ (24,000)	\$ 1,980,330	\$ -	\$ 2,250,000	\$ -	\$ 2,250,000
Revenue -Other	\$ 2,553,704	\$ 2,691,183	\$ 2,566,068	\$ 1,639,619	\$ 1,758,675	\$ 2,235,555	\$ 2,284,619	\$ 2,398,850	\$ 2,518,792	\$ 2,518,792	\$ 2,644,732
<b>TOTAL REVENUE</b>	<b>\$ 5,368,999</b>	<b>\$ 2,691,183</b>	<b>\$ 5,115,731</b>	<b>\$ 1,639,619</b>	<b>\$ 3,229,958</b>	<b>\$ 2,211,555</b>	<b>\$ 4,264,949</b>	<b>\$ 2,398,850</b>	<b>\$ 4,768,792</b>	<b>\$ 2,518,792</b>	<b>\$ 4,894,732</b>
Expenses - Payroll/Benefits	\$ 1,221,226	\$ 1,555,885	\$ 1,528,156	\$ 1,523,031	\$ 1,018,949	\$ 1,584,120	\$ 1,567,742	\$ 1,599,097	\$ 1,631,079	\$ 1,663,700	\$ 1,696,974
Expenses - Overhead	\$ 840,744	\$ 209,386	\$ 811,598	\$ 119,797	\$ 277,121	\$ 233,492	\$ 655,056	\$ 245,167	\$ 687,809	\$ 257,425	\$ 722,199
Expenses - Other	\$ 2,758,467	\$ 1,658,599	\$ 2,894,413	\$ 727,225	\$ 1,147,555	\$ 1,123,780	\$ 2,185,966	\$ 955,213	\$ 1,858,071	\$ 811,931	\$ 1,808,180
<b>TOTAL EXPENSES</b>	<b>\$ 4,820,438</b>	<b>\$ 3,423,870</b>	<b>\$ 5,234,168</b>	<b>\$ 2,370,052</b>	<b>\$ 2,443,625</b>	<b>\$ 2,941,392</b>	<b>\$ 4,408,764</b>	<b>\$ 2,799,476</b>	<b>\$ 4,176,959</b>	<b>\$ 2,733,056</b>	<b>\$ 4,227,354</b>
<b>NET REVENUE</b>	<b>\$ 548,562</b>	<b>\$ (732,687)</b>	<b>\$ (118,436)</b>	<b>\$ (730,434)</b>	<b>\$ 786,333</b>	<b>\$ (729,837)</b>	<b>\$ (143,815)</b>	<b>\$ (400,626)</b>	<b>\$ 591,834</b>	<b>\$ (214,264)</b>	<b>\$ 667,378</b>
<b>Notes:</b>											
* Revenue - Conference: \$2.5 million is in line with average of recent years (excluding 2021). Note: 2017 was an outlier year due to east-coast location.											
* Revenue - Other: increase 5% each year to rebuild programs and services post-pandemic											
* Expenses - Payroll/Benefits: include 2% annual increase.											
* Expenses - Other: reduced by 15%.											

**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](https://go.higherlogic.com/rs/016-CFB-719/images/Higher%20Logic_eBook_Your%20Playbook%20for%20Online%20Community%20Moderation.pdf)