

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

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

Agenda

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

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

Next meetings

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

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

ACRL Board Ground Rules

Approved Fall Board Meeting, November 18, 2019.

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

Make knowledge-based decisions using these four questions:

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

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

ACRL Board Social Media Guidelines

Approved Fall Board Meeting, November 16, 2018

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

1. Purpose

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

2. Guidelines

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

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

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

3. Responsibilities

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

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



Association of College and Research Libraries
Board of Directors Update 2022

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

Renaissance, Meeting Room 12, 13, 14

Board Update Agenda

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

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

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Association of College and Research Libraries
ACRL Board of Directors Meeting

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

Agenda

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

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

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

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ACRL Board Document Inventory: ALA Annual Conference 2022

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 1.4 | ACRL Councilor's Report |
| Doc 1.5 | Executive Director's Report – Plan for Excellence Activity Report |
| Doc 1.6 | Executive Director's Report – Key Performance Indicators |
| Doc 2.0 | Board Virtual Votes: LLX22 Proceedings |
| Doc 2.1 | Board action form: Contemplative Pedagogy Interest Group Renewal |
| Doc 2.1a | Contemplative Pedagogy Interest Group Petition |
| Doc 2.2 | Board action form: Access Services Interest Group Renewal |
| Doc 2.2a | Access Services Interest Group Petition |
| Doc 2.3 | Board action form: Statement on Academic Freedom |
| Doc 2.4 | Board action form: ACRL Legislative Agenda |
| Doc 2.4a | ACRL Legislative Agenda |
| Doc 2.5 | Board Virtual Votes: Spring Board 2022 Proceedings |
| Doc 2.6 | Executive Committee Virtual Vote: Executive Committee Fall Meeting Proceedings |
| Doc 2.7 | Board action form: Board action form: National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force |
| Doc 2.7a | NSSE Information Literacy Module Review Task Force Final Report |
| Doc 2.8 | Board action form: IPEDS Task Force |
| Doc 2.9 | Board action form: Dissolution of Michigan MLA Chapter |
| Doc 3.0 | ACRL Plan for Excellence |
| Doc 4.0 | Diversity Alliance Task Force Report |
| Doc 5.0 | Board action form: Program Recommendations |
| Doc 5.1 | Proposed Membership Levels |
| Doc 5.2 | Revised Letter of Commitment |
| Doc 5.3 | Current Letter of Commitment |
| Doc 5.4 | Program Goals |
| Doc 6.0 | Board action form: Establish Diversity Alliance Division-level Committee |
| Doc 7.0 | Diversity Alliance Environmental Scan |
| Doc 8.0 | Board action form: Cultural Proficiencies for Racial Equity: A Framework |
| Doc 8.1 | Cultural Proficiencies for Racial Equity: A Framework |
| Doc 8.2 | Transmittal: Cultural Proficiencies for Racial Equity: A Framework |
| Doc 9.0 | ACRL FY23 Preliminary Budget Memo |

| | |
|----------|---|
| Doc 9.1 | ACRL FY23 Preliminary Budget |
| Doc 10.0 | Choice FY23 Preliminary Budget Memo |
| Doc 10.1 | Choice FY23 Preliminary Budget |
| Doc 10.2 | Choice Five Year Projections Workbook |
| Doc 11.0 | FY23 Budget Assumptions for ACRL & Choice |
| Doc 12.0 | ACRL Five-year Budget Plan |
| Doc 13.0 | ACRL FY22 Memo (actuals through January 2022) |
| Doc 13.1 | FY22 Report (actuals through January 2022) |
| Doc 14.0 | ACRL Executive Director Performance Review Form |
| Doc 15.0 | ACRL Leadership Council & Membership Meeting Evaluation Responses |
| Doc 16.0 | ALA Executive Board Liaison Update |
| Doc 17.0 | Board action form: Awards Task Force |
| Doc 18.0 | FY20 & FY21 C&RL News Financial Narrative and Report |
| Doc 19.0 | Choice FY22 Memo (actuals through January 2022) |
| Doc 20.0 | Board Discussion Form: Development |
| Doc 21.0 | ALA Operating Agreement Work Group Document |

FYI Documents

| FYI # | Document Title |
|-------|--|
| FYI-1 | Task Force Status Chart |
| FYI-2 | Board Working Group Status Chart |
| FYI-3 | ACRL Board Liaisons 2021–2022 |
| FYI-4 | ACRL Board Liaisons 2022–2023 |
| FYI-5 | ACRL Election Results 2022 |
| FYI-6 | ALA Executive Board Agenda |
| FYI-7 | ALA EB Motion - ALA Connect Commercial Posting |

Association of College & Research Libraries
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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)

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

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

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

Strategic Goal Areas

Value of Academic Libraries

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

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

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

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

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

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

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

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

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

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

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

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

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

Student Learning

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

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

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

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

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

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

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

Research and Scholarly Environment

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

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

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

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

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

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

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

New Roles and Changing Landscapes

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

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

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

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

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

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

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

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

Core Commitment to Equity, Diversity and Inclusion (EDI)

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

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

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

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

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

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

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

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

Enabling programs and services activities

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

Advocacy

Strengthening partnerships with other organizations

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

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

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

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

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

Education

Immersion Institutes

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

Licensed Workshops

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

ACRL Conference

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

Conferences, Pre Conferences, and Workshops

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

Annual Conference Programs

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

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

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

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

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

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

ACRL member: \$50

ALA member: \$71

Nonmember: \$79

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

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

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

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

Member Engagement

Membership units/Governance

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

Awards

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

Membership

Special events at ALA Conferences

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

Consulting services

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

Fundraising

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

Publications

Non-periodical Publications

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

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

Library Statistics

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

Standards, Guidelines, and Standards

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

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

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

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

College & Research Libraries

- Issues published on regular schedule.

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

C&RL News

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

RBM

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

Operations

Staff

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

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

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

ACRL Staff & ALA

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

CHOICE

March-May 2022

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

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

TABLE 1: CHOICE ENGAGEMENT STATISTICS

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

January–February 2022

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

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

TABLE 1: CHOICE360 YEAR-OVER-YEAR ENGAGEMENT STATISTICS

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

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

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

TABLE 2: CHOICE ENGAGEMENT STATISTICS, ACADEMIC YTD

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

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

Toward Inclusive Excellence

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

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

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

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

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

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

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

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

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

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

Choice Reviews and Choice magazine

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

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

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

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

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

TABLE 3: CHOICE REVIEWS USAGE STATISTICS, ACADEMIC YTD

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

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

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

Outstanding Academic Titles 2021

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

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

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

Choice Bibliographic Essays

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

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

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

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

Ask an Archivist

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

April: “Portland Street Art Alliance”

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

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

Data Management Project

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

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

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

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

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

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

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

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

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

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

Resources for College Libraries

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

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

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

Choice360.org

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

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

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

Choice Research

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

Choice Case Studies

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

The Authority File

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

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

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

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

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

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

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

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

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

Webinars

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

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

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

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

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

TABLE 5: CHOICE/ACRL SPONSORED WEBINARS, ACADEMIC YTD

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

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

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

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

Operations

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

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

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

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

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

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

Subscriptions & Fulfillment

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

Advertising

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

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

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

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

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

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

Enabling programs and services key performance indicators (KPI)

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

Section A: Member Engagement

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

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

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

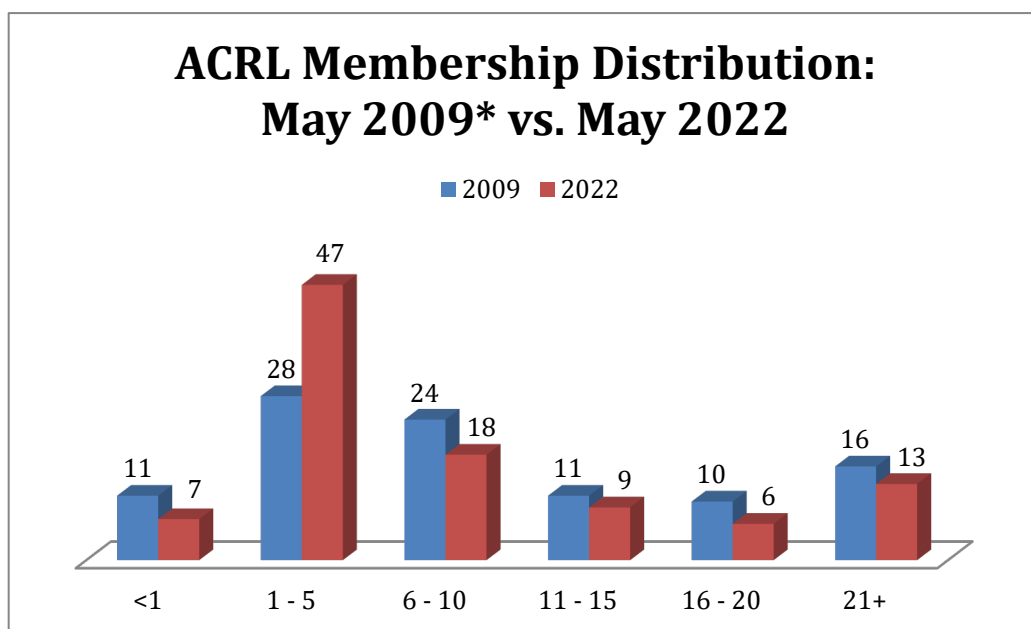
**An analysis of 207 first-year members who did not renew as of December 2021 shows that 36.2% (75) were regular members, 53.1% (110) were students, and 7.7% (16) were non-salaried librarians. 77% of first-year members who dropped their ACRL membership also dropped their ALA membership (and 41% of those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

3. Benchmark by continuous years of membership

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

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

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



Y axis: % of total membership

X axis: # of years of ACRL membership

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

Section B: Education

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

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

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

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Contemplative Pedagogy Interest Group (CPIG)

Submitted by: Madeleine Charney, CPIG Convener

Date submitted: 4/15/22

Background

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

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

Stakeholders

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

Fiscal and Staffing Impact

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

Action Recommended

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

Strategic Goal Area Supported

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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Petition for Renewing an Interest Group

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

I. NAME

Current Name of Interest Group: Contemplative Pedagogy Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: 2016

III. LEADERSHIP

Current Convener: Madeleine Charney

Name:

Institution: UMass Amherst

Email Address: mcharney@library.umass.edu

Incoming Convener:

Name: Sharon Ladenson

Institution: Michigan State

Email Address: ladenson@msu.edu

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

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

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

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

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

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

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

☐ Current governance procedures attached.

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Access Services Interest Group Renewal Request

Submitted by: Renise Johnson, Co-Convener

Date submitted: April 15, 2022

Background

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

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

Stakeholders

N/A

Fiscal and Staffing Impact

N/A

Action Recommended

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

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

Strategic Goal Area Supported

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

☒ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☒ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

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Petition for Renewing an Interest Group

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

I. NAME

Current Name of Interest Group: Access Services Interest Group

Proposed Name (if requesting a change):

II. DATE ESTABLISHED: July 1, 2016

III. LEADERSHIP

Current Convener:

Name: Lesley Brown and H J Pedelty

Institution: Montgomery College and University of Iowa

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

Incoming Convener:

Name: TBD

Institution:

Email Address:

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

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

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

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

There is no other interest group of conflict in ACRL

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

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



Current governance procedures attached.

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Statement on Academic Freedom

Submitted by: Lisa Broughman, ACRL Professional Values Committee Chair

Date submitted: May 12, 2022

Background

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

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

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

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

Actions Recommended

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

Strategic Goal Area Supported

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

☒

Value of Academic Libraries

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

☐

Student Learning

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

☐

Research and Scholarly Environment

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

☐

New Roles and Changing Landscapes

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

☐

Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐

Above recommendation moved

☐

No motion made

☐

Motion revised (see motion form)

Action Taken

☐

Motion Approved

☐

Motion Defeated

☐

Other: _____

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

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: ACRL Legislative Agenda 2022

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

Date submitted: 5/17/2022

Background

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

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

Stakeholders

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

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

Fiscal and Staffing Impact

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

Action Recommended

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

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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

ACRL Legislative Agenda 2022

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

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

1. Federal Funding for Libraries

Background

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

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

Impact on Libraries

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

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

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

Current Status

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

ACRL’s Position

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

Links to More Information

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

[IMLS Grants](#)

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

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

[NEH Grants](#)

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

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

[NEA Grants](#)

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

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

[NHPRC Grants](#)

[November 2021 NHPRC Grant Awards](#)

[Library of Congress](#)

[LOC Programs and Grants](#)

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

2. Net Neutrality

Background

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

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

Current Status

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

Impact on Libraries

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

ACRL's Position

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

Links to More Information

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

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

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

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

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

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

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

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

3. Affordable College Textbook Act

Background

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

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

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

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

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

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

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

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

Current Status

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

Impact on Academic Libraries

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

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

ACRL's Position

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

Links to More Information

Affordable College Textbook Act

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

[SPARC Description](#)

[SPARC Fact Sheet](#)

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

Open Textbook Pilot Programs

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

[SPARC Description](#)

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

Other OER Information

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

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

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

4. Consumer data privacy

Background

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

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

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

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

Current Status

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

USCDPA would:

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

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

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

Impact on Academic Libraries

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

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

ACRL’s Position

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

Links to More information

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

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

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

5. Public access to federally funded research

Background

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

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

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

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

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

Current Status

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

Impact on Academic Libraries

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

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

ACRL's Position

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

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

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

Links to More Information

[White House OSTP RFI](#)

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

[SPARC Response to the RFI](#)

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

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

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

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

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

Background

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

AIM HIGH will establish an independent commission to:

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

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

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

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

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

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

Current Status

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

Impact on Academic Libraries

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

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

ACRL’s position

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

Links to more information

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

[Text of S. 3410](#)

[Text of H. 5312](#)

[Text of S. 3095](#)

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

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

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

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

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

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

7. Federal funding for higher education

Background

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

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

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

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

Current status

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

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

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

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

Impact on academic libraries

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

ACRL's position

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

Links to more information

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

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

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

8. Environmental impact of data centers

Background

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

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

Impact on academic libraries

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

ACRL's position

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

Links to more information

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

9. Watchlist

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

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

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

b. Federal Depository Library Program (FDLP) Modernization Act

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

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

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

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

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

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

ACRL Legislative Agenda 2022

Assembled by the ACRL Government Relations Committee:

Erik Nordberg, Chair – The University of Tennessee-Martin

Mark Offtermatt, Vice-Chair – Navajo Technical University

Daniel Cardwell – Hillsborough Community College

Dan DeSanto – University of Vermont

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

H Pedelty – University of Iowa

Hallie Pritchett – North Dakota State University

Raymond Pun – Stanford University

Kaitlyn Tanis – University of Delaware

Kevin Walker – The University of Alabama

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

Jacquelyn Bryant – Community College of Philadelphia, ACRL Board liaison

Kara Malenfant – ACRL staff liaison

With generous support provided by:

Ann-Christe Galloway – ACRL production editor

Virtual Votes: Spring Board 2022 Proceedings

ACRL AC22 Doc 2.5

[illegible]

Virtual Votes: 2021 Fall Executive Committee Meeting

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

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

To: ACRL Board of Directors

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

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

Date submitted: 5/26/22

Background

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

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

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

Proposed Name, Charge & Tasks

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

Proposed Membership

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

Timeline for completion of work

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

Stakeholders

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

Fiscal and Staffing Impact

None

Action Recommended

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

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☒ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☐ **Equity, Diversity & Inclusion**

Goal: TBD

☐ **Enabling Programs and Services**

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

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

To: ACRL Board of Directors

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

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

Subject: Final Task Force Report for Spring 2022 Board Meeting

Date: May 16, 2022

Attachment A for ACRL Board Action Form

TASK FORCE MEMBERSHIP:

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

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

National Survey of Student Engagement (2014-2020)

[Experiences with Information Literacy Topical Module](#)

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

Original IL Module Survey Questions:

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

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

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

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

TIMELINE

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

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

ITEMS FOR CONSIDERATION FOR THE BOARD

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

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

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

RESOURCES

NSSE module questions:

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

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

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

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

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

APPENDIX A: Survey

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

APPENDIX B: Focus Group Questions

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

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

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

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

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

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

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

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

To: ACRL Board of Directors

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

Submitted by: Mary Jane Petrowski, ACRL Associate Director

Date submitted: May 18, 2022

Background

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

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

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

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

Name, Charge & Tasks

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

Membership

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

Terms

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

Timeline for completion of work

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

Action Recommended

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

Strategic Goal Area Supported

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

☒ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Enabling Programs and Services**

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

Fiscal and Staffing Impact

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Dissolving the Michigan MLA Chapter

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

Date submitted: June 8, 2022

Background

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

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

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

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

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

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

Stakeholders

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

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

● Page 1

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

Fiscal and Staffing Impact

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

Action Recommended

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

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☒ Enabling Programs and Services

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



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

Preamble

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

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

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

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

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

Timeless Core Ideology

Core Purpose

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

Core Organizational Values

ACRL is committed to:

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

Core Commitment

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

Long-term Envisioned Future Vision

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

Vivid Description of a Desired Future

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

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

Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:

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

Student Learning

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

Proposed Objectives:

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

Research and Scholarly Environment

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

Proposed Objectives:

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

New Roles and Changing Landscapes

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

Objectives:

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



ACRL Diversity Alliance Taskforce Final Report

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

Updated: June 3, 2022

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

Reporting on Our Charge

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

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

Needed from the Board: No formal Board action needed.

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

- Finalized goals for residency programs and the Diversity Alliance:

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

 1. Increased adoption of inclusive employment and onboarding practices
 2. Development of inclusive healthy workplace cultures that support BIPOC colleagues
 3. Creation of paid positions with no required years of experience through early career diversity residencies and graduate student practicums
 4. Advancement of career path development of BIPOC early professionals
 5. Building of professional network connections for BIPOC individuals
 6. Retention of BIPOC librarians and archivists in the profession
 7. Commitment of library leaders to the advancement of inclusive leadership and access to the profession"
- Adopted the RIG Toolkit Residency Support Survey (starts on page 24 of the toolkit)
- Recommend use of the ALA Equity Scorecard to assess progress toward an inclusive culture

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

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

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

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

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

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

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

Needed from the Board: No formal Board action needed.

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

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

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

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

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

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

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

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

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

Related Documents to Completing Our Charge

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

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

To: ACRL Board of Directors

Subject: ACRL Diversity Alliance program updates

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

Date submitted: May 19, 2022

Background

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

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

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

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

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

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

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

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

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

Stakeholders

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

Fiscal and Staffing Impact

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

Action Recommended

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

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

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

☒ **Equity, Diversity & Inclusion**

Goal: TBD

☐ **Enabling Programs and Services**

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

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

ACRL Diversity Alliance (DA) Membership Proposal

March 18, 2022

Supported By ACRL Board: April 2022

Guiding Question

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

Program Revision Goals

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

Recommendation Contingency

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

Glossary of Terms

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

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

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

Proposal: Levels of Commitment

Foundational Level

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

Costs

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

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

All members of the DA must complete this level

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

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

Additionally, members will be expected to:

- Implement inclusive hiring practices

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

Bridge Level

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

Costs

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

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

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

Hosting a Paid Student Practicum Program

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

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

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

Preparing for and Hosting a Diversity Residency

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

Diversity Alliance Proposed Letter of Commitment

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

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

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

Foundational - Building an inclusive organizational culture supportive BIPOC

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

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

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

Initial: I agree: _____

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

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

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

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

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

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

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

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

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

Bridge Levels' Leadership Pledge

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

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

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

Resident Information

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

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

DIRECTOR NAME (Printed):

DIRECTOR NAME (Signature):

INSTITUTION:

DATE:

Appendix - Updated ALA DEI Scorecard

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

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

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

| | | | | | |
|-------------|--|--|------------------------|--|--|
| | | | disseminating DEI data | | |
| Total Score | | | | | |



ACRL DIVERSITY ALLIANCE

Letter of Commitment

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

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

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

DIRECTOR NAME (Printed):

DIRECTOR NAME (Signature):

INSTITUTION:

DATE:

ACRL Diversity Alliance Goals Update

April 2022

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

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

Association of College & Research Libraries
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Board of Directors Action Form

Request to Establish an ACRL Standing Committee

To: ACRL Board of Directors

Subject: Request to establish the ACRL EDI Committee

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

Date submitted: June 3, 2022

Background

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

Proposed Charge & Tasks

Charge:

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

Specific Tasks (optional)

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

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

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

Proposed Membership

Specific Requirements of Membership Composition (optional):

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

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

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

Stakeholders

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

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

Fiscal and Staffing Impact

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

Action Recommended

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

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☒ **Equity, Diversity & Inclusion**

Goal: TBD

☐ **Enabling Programs and Services**

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

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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

Residency Environmental Scan

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Introduction

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

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

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

Literature Review

1980s-2000s

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

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

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

2010s-present

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

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

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

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

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

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

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

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

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

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

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

Survey Report

Purpose

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

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

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

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

Survey design, recruitment, and data aggregation

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

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

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

Limitations

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

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

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

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

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

Survey response discussion

Makeup of respondents

The first 8 questions of the survey were targeted to:

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

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

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

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

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

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

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

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

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

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

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

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

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

| | |
|--------|----|
| Yes | 21 |
| No | 4 |
| Unsure | 8 |

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

| | |
|-------------|----|
| Yes | 3 |
| No | 17 |
| Unsure | 9 |
| No response | 4 |

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

| | |
|--------|----|
| Yes | 29 |
| No | 3 |
| Unsure | 1 |

Hiring practices

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

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

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

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

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

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

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

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

- Preference for candidates who have been through a residency
- Approachable language/tone

- Guidance to the candidate on what to address in the cover letter
- Specification of rotation areas
- Attention to posting language following failed searches
- Enhanced language encouraging minoritized and marginalized candidates to apply
- Inclusion of Diversity Alliance logo
- Wording/language of the posting

12 of the survey respondents selected “How interviews are structured ” and of those, 8 provided written comments. Larger themes included providing guidance about the interview process and including breaks. Other responses mentioned allowing final interviews to take place online, including an accommodations request form, allowing more time for candidates to ask questions and matching the residency interview structure to the interview structure of other librarian positions.

7 of the survey respondents selected “How interviews are conducted ” and of those, 6 provided written comments. Sending questions to candidates in advance of the interview was mentioned in 3 responses. Other themes included:

- Interview process guidance and other general support
- Asking candidates re: their commitment to EDI
- Sending presentation prompts and search committee bios to candidates in advance
- Adjusting questions to balance between engendering responses that enable an evaluation of the candidate and asking them to provide pro bono labor for the org
- Addressing pronouns and preferred names
- Mindfulness of scheduling around culturally significant holidays, such as Ramadan

7 of the survey respondents selected “Aligning required qualifications with job descriptions and hiring levels ” and of those, 3 provided written comments that included reflecting on the necessity of common job qualifications and removal of requirements that disqualified target pool as well as the removal of unnecessary experience requirements and 2nd master’s degree requirements.

8 respondents selected “other” under the first larger question with 5 of them noting that either no changes were made or unsure if changes were made. Refusals by administrators to implement recommendations were also mentioned among these. Within the written responses of note were mentions of considering discontinuing the residency program in order to focus on implementing lessons learned in tenure-track positions and building student assistantships modeling after the residency.

Retention

The second larger question asked in the survey was “As a result of past residencies, or in preparation for future residency searches, which of the following actions, changes, or attempted changes have been made to your institution’s retention practices for positions other than residencies?” The options for selection were: Library strategy, onboarding, mentoring & networking, service, professional development & research, and other. While there were still

some mentions specific to resident programs within the responses, overall respondents spoke to changes made to their institution much more compared to the first larger question.

11 respondents selected “Library strategy” and the most resonant themes within the written responses included incorporating Equity, Diversity & Inclusion into their organization’s strategic plan as well as starting or enhancing an EDI committee or task force for the institution. EDI training, climate surveys and antiracism and Critical Race Theory discussions were also mentioned.

9 respondents selected “onboarding” and the most popular themes within the written responses included having a cohort or buddy system for new hires and facilitating introductions to perceived stakeholders or potential collaborators. Other responses mentioned providing information about resources or policies, onboarding activities or plans, providing mentorship, and increasing attentiveness to new hires.

Mentoring and networking was one of the more selected options for this question with 15 respondents selecting it. Major themes within the written responses include connecting new hires with senior leaders and peer mentorship. Other responses focuses on mentorship and included providing mentors for new BIPOC colleagues, expanding mentorship programs to non tenure track librarians, and connection with mentoring programs at other institutions.

Service was the area with the lowest number of respondents selected at 5. Among the written responses was a mention of having discussions on how professional service is weighed in tenure and promotion.

Professional development and research had 9 respondents select it and themes within the written responses including allocating professional development funds to all entry level librarians and providing opportunities for research skill development.

Finally, 7 respondents selected “other” and the most resonant theme among the written responses included the possibility of change as a result of factors other than the residency program. Lack of any change was also mentioned among the respondents

Synthesis

Across the responses discussed above, we see some possible trends in inclusive recruitment practices in organizations with diversity residency programs. 55% of respondents indicated that their organizations had made changes in how and where positions are generally advertised as a result of reflections from or preparations for a residency program. Additionally, 48% of respondents indicated that their organizations had engaged in generalized changes in wording and language of job postings as a result of reflections from or preparations for a residency program. As noted above, our ability to observe trends accurately in the survey data may be affected by the limitations of our recruitment and sample, and by the way some

respondents appeared to provide responses about practices specific to the residency program, as opposed to practices that had been generalized across the organization.

Additionally, we also observed some instances of promising individual efforts toward institutional equity and inclusion reported through the survey, including efforts to document organization-wide practices for search committees, encouraging and providing opportunities for accessibility-related needs during interviews, providing explicit guidance and explanations on the interview process and its components, reflections on the necessity of common job qualifications and removal of unnecessary requirements from job descriptions, and more. We encourage researchers interested in these instances and how they trend across libraries to delve further in new studies.

However, for the vast majority of known inclusive change practices that were included in the survey, or that were discussed by respondents, fewer than half of the total number of respondents indicated that their organization made or attempted them in a way that they would attribute wholly or partially to the library's residency program. In fact, with regard to retention, 15% of the respondents saw fit to indicate that they saw no broader change in the overall organization's practices at all, not merely by passively declining to select any of the options that the survey presented them (the most convenient method to indicate this), but by actively using the "Other" option and stating so clearly in an attached free-text response.

Overall, this indicates that there is room for growth in terms of how library organizations with diversity residency programs learn and apply lessons from their programs across their organizations. We encourage residency coordinators and administrators to consider the areas of potential change surfaced in the results discussion above, and question if their own organizations have encouraged and allowed feedback from their residents and program participants to have wider impact outside of the residency sandbox.

Conclusion

As a whole, we sought to synthesize a larger picture of library diversity residency programs in general, by gathering together an already-substantial body of scholarship on residencies, and by contributing a new survey study to the current residency research.

Through literature, we find that diversity residencies are documented at least as far back as the 1980s. Early literature from the 1980s and 1990s focuses on building programmatic elements that encourage longevity of programs, including by building and sharpening definitions for residencies, focusing assessment on concerns common to administrators and coordinators, and establishing guidelines that foreground institutional goals for the program, with relatively cursory attention to resident experience. Some resident-centered and resident-authored work begins to appear in the 1990s, and with the publication of the first monograph anthology of diversity residency experiences edited by Raquel Cogell and Cynthia Gruwell in 2001, we start to see significant growth of literature that centers resident voices and experiences.

With this growth, we also see a correlating growth in constructive critique of programs, encouragement by residents and former residents to center the resident experiences in program design and assessment, and to understand the EDI issues in diversity residencies as representative of and endemic to the library organization as a whole. This is particularly true as we see a growth in the number of residency programs from the mid-2010s onward, alongside the establishment and growth of the Diversity Alliance. What is particularly notable in roughly four decades of documentation on diversity residencies is that quite a few of the issues discussed in relatively recent literature also appear in much earlier literature, including issues around tokenization, and the precarity of temporary positions. In other words, many residents and former residents have been building rich conversations about their residency experiences and the relevance of those experiences to broader EDI strategy in their organizations and across the profession, for a long time. The time is ripe for leaders and program organizers to incorporate these offerings into their residency programs, and into broader EDI strategy in their organizations.

Recognizing the richness of lessons that library organizations can apply across their organizations by listening to residents' voices and experiences, our survey research explored how program stakeholders incorporated inclusive hiring and retention practices, originally built for the residency programs, across their organizations. We observed a general trend that many organizations appear to have made changes in how and where positions are advertised, and job posting language that were informed by their residency programs. But in general, other inclusive hiring and retention practices had not been incorporated outside the residency, or respondents were unable to attribute them specifically to the residency.

From our literature review, we see that many current and former residents have been highly active in conversations about the implications of their residency experiences and their relevance to EDI in their organizations and the profession as a whole. From our survey, we see high potential for program and organization administrators to listen to and center these experiences and observations, and to more fully utilize and apply lessons learned from residencies to general recruitment and retention.

Throughout the course of gathering this literature and performing this original study, members of this task force have grounded ourselves in an understanding that diversity residencies exist and are needed because the library profession as a whole does not do well at hiring and retaining BIPOC library workers. An unspoken goal of residency programs is thus to encourage and nurture the growth and change of library work cultures and environments toward equity, inclusion, and diversity, such that libraries no longer need diversity residencies, but simply have the cultural capacity to hire BIPOC and other marginalized library workers equitably and support their work in inclusive work environments. We challenge ourselves, the ACRL Board, and future members of the Diversity Alliance's governance to ask - What can we do to no longer need diversity residency programs? How can we apply what residents and former residents know in order to build healthier organizational practices?

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Board of Directors Action Form

To: ACRL Board of Directors

Subject: Cultural Proficiencies for Racial Equity: A Framework

Submitted by: Elizabeth Burns, ACRL Standards Committee Chair

Date submitted: May 18, 2022

Background

In September 2019, the American Library Association's Office for Diversity, Literacy and Outreach Services (ODLOS); Association of College and Research Libraries (ACRL); Association of Research Libraries (ARL); and Public Library Association (PLA) announced the formation of the Building Cultural Proficiencies for Racial Equity Framework Task Force. The task force was charged to create a framework for cultural proficiencies in racial equity that can be used in public and academic libraries through: scanning the environment, including review of relevant documents (such as ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; drafting the framework; seeking comment from stakeholders and the library community on the draft; and revising as needed.

The task force developed a logic model, with facilitation by Katherine Skinner, executive director of the Educopia Institute. In May 2021, Christina Fuller-Gregory, assistant director of libraries at the South Carolina Governor's School for the Arts and Humanities, joined the task force to build on the logic model, as well as an environmental scan and findings from a cross-sector survey, to lead the framework development. As a result of this process, the task force developed an initial draft framework that includes an introduction, four frames, a glossary, and resources for further reading.

Status updates on the development of the draft framework were held at the ACRL 2021 Virtual Conference in April 2021 and at the ALA Annual Virtual Conference in June 2021.

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

● Page 1

A final draft framework was made available for public comment through a Word Press CommentPress installation in January 2022. The call for comments was promoted through ACRL Insider, social media, the ACRL Update newsletter, and through an ALA press release. The other partner associations additionally promoted the call through their channels. Additional details on the feedback process are available in the attached Standards Transmittal Form.

Following the close of the comment period, the task force reviewed and incorporated feedback for the final draft framework. Now that the framework is finalized, it will go through the approval process for adoption by the four organizations, ACRL, ARL, ALA, and PLA.

The Standards Committee approved the final framework in May 2022 and recommends that the Board of Directors rescind the 2012 “Diversity Standards: Cultural Competency for Academic Libraries” as part of the approval process. While the new “Cultural Proficiencies for Racial Equity: A Framework” document wasn’t developed as a linear one-to-one revision of the “Diversity Standards,” it represents an updated approach to the same topics.

Actions Recommended

That the ACRL Board of Directors approves the “Cultural Proficiencies for Racial Equity: A Framework” and rescinds the 2012 “Diversity Standards: Cultural Competency for Academic Libraries.”

Strategic Goal Area Supported

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

☐ Value of Academic Libraries

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

☐ Student Learning

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

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☐ Research and Scholarly Environment

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

☐ New Roles and Changing Landscapes

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

☐ Equity, Diversity & Inclusion

Goal: TBD

☐ Enabling Programs and Services

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

Fiscal and Staffing Impact

Motion

☐ Above recommendation moved

☐ No motion made

☐ Motion revised (see motion form)

Action Taken

☐ Motion Approved

☐ Motion Defeated

☐ Other: _____

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Cultural Proficiencies for Racial Equity: A Framework

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Introduction

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4.2 Role of the Member- Advancing Member Impact

Addendum 1: Background of the Framework

Addendum 2: Glossary & Resources for Further Reading

Introduction: This framework has been developed as a tool both theoretical and practical in its orientation, as a guide for developing personal, organizational, institutional, and systems-level knowledge and understanding of the nature of racism and its many manifestations. Racism results in differential, inequitable, and devastating impacts on Black, Indigenous, and People of Color (BIPOC) in the library and information science (LIS) sector, the communities libraries serve, and beyond. The framework is not intended to be **liberatory practice** in itself,--an instrument or agent that will abolish racial inequity or a step-by-step guide--but, rather to provide the grounding needed to effect change in thinking, behavior, and **practice** that will lead to better outcomes for **racialized** and **minoritized** populations. Therefore, while the framework offers examples of implementation, these are not meant to represent an exhaustive list. Although the LIS sector cannot, on its own, solve the problem of racism in society, it can acknowledge the role it has played in contributing to and sustaining systems of inequity and oppression of communities of color, and own the responsibility for countering its effects, both historically and today. And while we acknowledge the global impacts of racism, for the purposes of this framework, we will specifically address the impacts of racism in both the United States and Canada.

We acknowledge that Equity, Diversity, and Inclusion (EDI) -centered language is frequently evolving and rooted in identity to include intersecting identities.

The primary focus of this framework is on racial inequity, but it would be remiss to neglect the ways in which white supremacy works based on interlocking systems of oppression, such as sexism, ableism, homophobia, transphobia, and others. These systems work in tandem to create intricate layers of oppressive tactics; as such, in order to be fully committed to racial equity, it is necessary to understand the intersectionality of these systems and to address them while working to enhance racial equity in libraries.

The authors of this framework aim to use language that is as universal as possible, but EDI-centered language in particular is frequently evolving and rooted in identity. As such, disagreement on language usage is natural. In many ways, the language that is used in this framework reflects the unique positionalities of the people who are writing it as well as the contemporary moment in which it is written. This framework is intended to be a living document with language updates made as necessary- at a time and by individuals to be determined by the sponsoring organizations.

1. **Addressing and Interrogating How White Supremacy, White Privilege and Racism Show Up in Libraries.**

Engaging in antiracism is multifaceted. Understanding core ideas around racial equity is one of the first steps to laying a strong foundation for racial equity work and allows us to take individual actions into a holistic practice.

1.1 Understanding Historical Inequities

The phenomenon of racism is not new, but rather is rooted in an historical trajectory of oppression and discrimination (based on **racial/ethnic identity**) that has its roots in **imperialism** and **colonialism**, and which has been supported by policies, misleading science, laws, norms, and religion for centuries. In order to understand the degree to which **racism** and **white supremacy** are embedded in contemporary systems, it is necessary to understand how systems of inequity have created and sustained disadvantage for BIPOC populations while rewarding those who identify as majority, or “white” with often unrecognized, unearned advantages. This system of white supremacy is rooted in a fabricated hierarchy of human value based on race and manifests even within communities of color. Recognizing that institutions such as slavery and colonialism have played out differently within the US and Canada, the resulting inequities and their impacts are consistent across those borders and are evidenced by disparate outcomes for BIPOC populations as they navigate threats to their survival via social systems (healthcare, education, criminal justice, housing, etc.).

Framework Implementation Example: Employees and patrons of a public library system in Ontario participate in the [KAİROS Blanket Exercise](#) to gain greater understanding of the history of oppression and genocide experienced by Indigenous populations in Canada.

1.2 Methodologies for Self Assessment - Fundamental (Adjacent to Historical Inequities)

Including self-assessment in antiracist work is critical to the success of antiracist practice. Because society is built upon systems that work to minoritize many people, individuals have been conditioned to practice implicit, internalized forms of racism that we need to address. Including self-assessment allows us to identify power and privilege in the LIS profession.

Framework Implementation Example: Library staff can take any of the Implicit Association Tests (IAT) related to race/ethnicity provided by Project Implicit at Harvard University. Please note that the purpose of IAT is to measure associations, both positive and negative, toward specific groups and identities. It is *not* intended to predict behavioral bias. More information can be found on the IAT's website listed in the resource section.

1.3 Libraries & Racial Equity

The history of Libraries and the LIS profession cannot be told without acknowledging and addressing an origin story that was built on a foundation of exclusion, not inclusion,

homogeneity, not diversity. Reverberations of these inequities must be acknowledged as BIPOC individuals continue to experience the residual harm of this past. Even as physical structures in the early 20th century were built to provide library services to People of Color, the “Separate but equal” doctrine was applied at whim in tandem with governmental policies of the time that segregated, excluded, and harmed these communities. As LIS workers, our foundational growth is strengthened by an ability to identify and acknowledge ways in which whiteness and white supremacy have impacted the field of librarianship. Beyond this, Libraries and LIS workers must actively engage in practices that address and redress these inequities.

Framework Implementation Example: Conduct a policy audit to gauge whether your library’s policies are having a differential impact on communities of color. While outside of the LIS field, the City of Seattle’s Race and Social Justice Initiative developed a [toolkit](#) that outlines a process for assessing whether a potential policy will have negative effects on BIPOC communities. The toolkit can be easily adapted for the LIS profession.

I.4 The Language of Racial Equity & White Supremacy

The process of learning, understanding, and thinking critically about EDI terminology creates a consistency around shared language. Developing a common understanding of core constructs such as racial identity, systemic racism, **structural racism**, **equity**, **inclusion**, **diversity**, and **social justice**- along with **internalized oppression** and **antiracism**, is a necessary step in **advancing racial equity**.

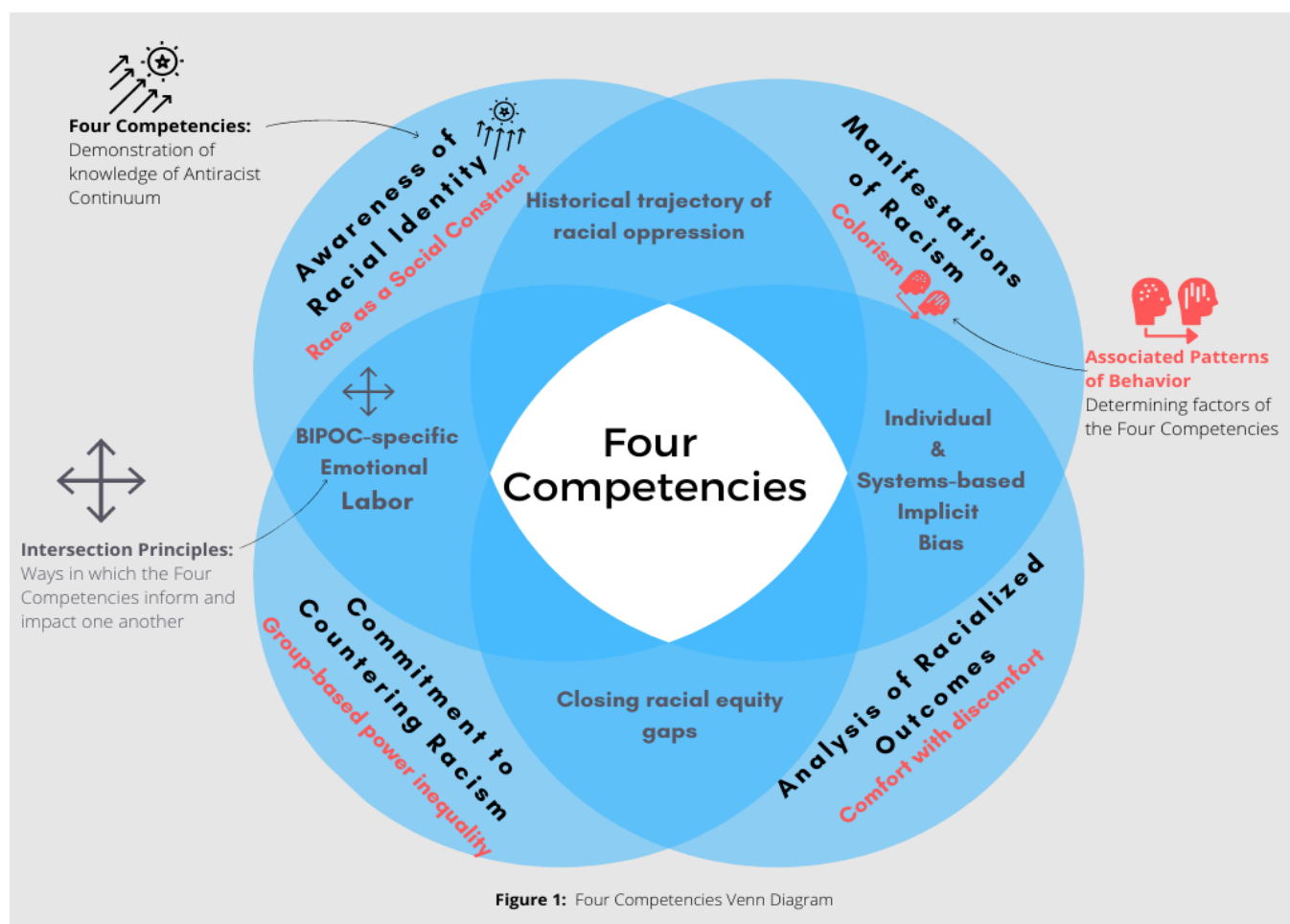
Framework Implementation Example: Host a forum in your library where employees research glossaries from anti-racist organizations to develop a list of terms and phrases related to racial equity and build consensus around those definitions for the community.

I.5. The Competency Continuum

Libraries should approach racial equity and other types of EDI work not as an end but as a practice, understanding that racial equity work is an iterative process during which we are re-learning, re-envisioning, and rebuilding. As understanding evolves and contexts and vocabulary change, libraries must reassess and revisit their practices to ensure they remain relevant, fulfill their objective, and do not cause harm. To this end libraries need to have a clear and realistic plan to evaluate cultural competencies* within their organizations and must demonstrate openness to critically look inward and make the necessary changes. Libraries must actively interrogate their practices at all levels (individual, interpersonal, organizational, structural), and continually explore how power is held and granted within their organizations to ensure an equitable distribution.

This process is reflected in the competency continuum illustrated in Figure 1, below. The diagram shows four broad categories for approaching the work moving from an awareness of

the concept of racial identity (its historical, social construction, its development as a strategy to divide cross-racial alliances who were organizing for labor solidarity in colonial times), to understanding the contemporary manifestations or realizations of racism (e.g. anti-Black racism, mass incarceration, Indigenous invisibility). From understanding of how racism shows up historically and contemporaneously, we move to analyze the profound impacts of racism on communities of color, e.g. in disparities in access to quality healthcare, the “achievement gap” in education, the lack of generational wealth for communities of color, or the lack of representation in the library sector. Once we fully understand these principles, we can begin to explore the strategies--the behavioral, policy, and systems changes--that will bring about greater racial equity.



* Please note that “competency” in this context does not mean that there is an ending to this process. The medical field has coined the term “cultural humility” to reflect an ongoing commitment to life-long learning, acknowledging and accepting our own limitations to cultural sensitivity, and recognizing power imbalances that exist in institutions and systems. The term “competency” is used above, with acknowledgement of both its ubiquity and its limitations.

Framework Implementation Example : Develop strategies that support your organization in moving beyond cultural competence (attending a single training, or reading a few journals/articles that discuss EDI) to cultural fluency (an on-going, sustained process that allows for continued growth and deeper understanding).

2. Accountability, Assessment, and Implementation

In order to engage in antiracist practices, libraries and library workers must hold themselves accountable individually, organizationally, and structurally. Effective accountability uses assessment methods to evaluate and guide where resources and energy should be directed.

2.1. Antiracist Objectives and Organization Strategies for Libraries

Libraries, their workers, and the communities that they serve are all unique, as are their needs. It is for this reason that there is not a singular plan or path that all libraries and library workers can use for assessment and accountability. Each individual, organization, and library must do the work to map out how assessment and accountability works best in their contexts. While there is no singular path forward, there are components each individual and organization should consider in order to implement change. Below are a set of key components needed for successful assessment and accountability measures.

Framework Implementation Example: Start by assessing your organization's understanding of EDI by reviewing and completing the [2021 Equity Scorecard for Libraries and Information Organizations](#).

2.2 Hiring, Retention, and Advancement

For decades, the library profession has viewed and used “diversity” or “minority” recruitment as the principal strategy for addressing the lack of representation of minoritized racial/ethnic populations in the profession. Numerous library associations (i.e. the American Library Association and the Association of Research Libraries), as well as several library and information science programs throughout the US and Canada, have long histories of hosting recruitment and career developmental programs which, in spite of some valid critique in the literature, have yielded some benefits to the participants in the programs, the associations that host them, and the profession at large. However, with rare exception and in spite of millions of dollars of investment over time, these programs have done little more than maintain stasis with respect to representation of BIPOC individuals in the LIS workforce. Strategies to retain BIPOC employees are anecdotal and are not readily found in the literature. To some degree, advancement has been addressed—at least in the academic library sector—through leadership development programs for early- and mid-career librarians, but participation in such programs is mostly limited to employees of well-resourced institutions. Libraries, library organizations, and the profession at large must remain committed to collecting demographic information about the workforce, but must also adjust categories as constructs change with respect to racial/ethnic identity. Additionally, the LIS profession must develop systematic approaches to measuring the climate of the workplace for employees from minoritized populations. This requires the disaggregation of data and the ability of leaders and managers

to accept feedback without judgment, defensiveness, or retaliation, and that they act on the input provided by measuring climate systematically (at regular intervals) and creating interventions that will improve the experiences, engagement, and the sense of belonging for employees from racialized identities. Evaluation, retention, or advancement processes should include the consideration of whether such policies have greater differential impact (short- or long-term) on employees of color than on those from majority populations.

Furthermore, data must be collected and tracked concerning the opportunities for leadership and development that are provided to library employees from minoritized groups in order to identify access gaps and uncover opportunities for improvement within organizations. Processes must be employed to help managers and supervisors analyze and track bias when assigning leadership tasks, stretch assignments, or other career-enhancing opportunities. The LIS profession must track the representation of minoritized individuals in leadership and managerial roles, whether titular roles in organizations (managers, directors, supervisors, team-leaders, etc.) or comparable roles in civic organizations, associations, professional communities of practice, and other contexts where communities of color have not had, historically, access to power, resources, or opportunities to advocate for themselves or for other marginalized people.

Framework Implementation Example: Move beyond traditional evaluative methods used for all staff to develop specialized 'temperature check' opportunities for BIPOC staff. Offered in the form of safe space conversations or anonymous surveys, temperature check questions and conversations should be used to inform and improve policies and practices that prevent BIPOC staff from finding earned success in their roles.

2.3 Strategic Planning

The work of racial equity requires that individuals and organizations not only examine the past and understand the degree to which policies and practices have created and sustained an inequitable present, but also create strategies for reenvisioning and creating a more equitable future. Traditional strategic planning processes often do not accommodate full integration of goals and objectives that advance racial equity without the explicit naming of it as an organizational and/or institutional priority. Therefore, strategic planning must articulate the development, implementation, iteration, and measurement of changes to policies, procedures, and behaviors that specifically address racial equity. Strategic plans that center racial equity are rooted in accountability and marked by an actualization of successful processes and outcomes. Conversely, a failure to identify racial equity as an organizational priority may be ineffective in creating change.

Framework Implementation Example: Strategic plans shouldn't be developed in a silo. Find ways to include the perspectives of BIPOC staff in the development of an inclusive strategic plan. If your staff is largely homogenous, find ways to turn outward and engage community members in the planning process.

2.4. Policies, Procedures, and Norms

Many of the policies, procedures, and norms employed and enforced in libraries are rooted in white supremacy, and are often exclusionary to BIPOC individuals. This stems from the fact that in most settings, including libraries, cultural practices associated with “whiteness” are normalized and considered the standard or expected behaviors. As a result, policies, procedures, and norms meant to fix a problem or improve access and service, can cause harm for BIPOC communities. While not necessarily intentional, this harm emerges as a result of organizations implementing policies without considering how they will affect the different and diverse populations they serve.

Examples include:

- Both physical police presence and internal policies that negatively impact patrons;
- Inconsistent policies around library spaces that may consciously/unconsciously create barriers to service for BIPOC communities;
- Descriptive/metadata practices that use offensive or pejorative/outdated terms;
- Library Fines & Fees;
- Requiring ID in order to access library services;
- Overemphasizing academic credentials in the hiring process.

Therefore, libraries must assess policies and procedures through a lens of racial equity to identify if and how they are causing harm to BIPOC patrons and employees. To this end, they should always consider the possible unintended consequences or adverse impacts a policy, procedure, or norm could have, which racial or ethnic groups could be affected by it, and what can be done to minimize or prevent negative consequences or impacts.

Framework Implementation Example: Before implementing new policies, procedures, and norms, administrators would consult with a diverse group of stakeholders to assess any potentially harmful consequences.

2.5. Sharing the Work: BIPOC Communities and Allies

The burden of equity, diversity, and inclusion (EDI) work, including racial equity, often falls on members of minoritized communities: Black, Indigenous, and People of Color, people with disabilities, and members of the **LGBTQIA2S+** community. While it is important to have members of these communities engaged in the work of EDI committees, working groups, or task forces, they should not be the only ones in them. Trying to ease the burden on minoritized communities by having only allies work on these groups is also faulty as it does not take into account the perspective of these communities. Therefore, successful, useful, and equitable racial equity work requires participation by BIPOC individuals and their allies. In addition to easing the burden off BIPOC employees, mixed participation ensures buy-in from multiple sectors and a sense of collective ownership, accountability, and responsibility.

Framework Implementation Example: Coalition building is central to moving the work forward. Examples of this include REFORMA, BCALA, and APALA statements in support of Black Lives Matter and their work speaking out against violence being perpetuated against Asian communities.

2.6 Accountability in Racial Equity Work

Racial equity working groups, committees, or task forces must have a clear scope and mandate as well as accountability mechanisms to ensure equity, transparency, and trust within their organizations. They must also employ equitable practices in areas like decision-making (e.g. consensus building), discussions (e.g. adjusting to different styles of communication), membership composition, and duration of terms.

Regardless of the composition of the committee, working group, or task force, it is imperative that proper compensation is offered to the members. Compensation can take different forms, including financial compensation, promotion, or a redistribution of responsibilities to provide those working in EDI with the time and space they require to do the work. This not only removes the burden of EDI work and makes it equitable, it also denotes that the organization considers the work as necessary as all the other duties and responsibilities that help the organization meet its strategic goals.

Framework Implementation Example: Organizations structure racial equity and EDI committees using the [Equity, Diversity, and Inclusion Committees: Getting Started Guide—UBC Equity & Inclusion Office](#).

2.7. Solidarity and Librarianship

The act of solidarity requires moments of stasis and movement. The practice of solidarity in libraries can be characterized by acknowledging the ways in which library policies, programs, services, and internal structures cause harm to BIPOC communities, and by actively identifying systems and structures for mitigating these harms. Solidarity in libraries is also circumstantial, requiring organizations to develop action plans in support of when and how to act as a vocal amplifier for underrepresented or minoritized voices. It is equally important that within the scope of these considerations, libraries understand when to remain silent, effectual listeners who recognize and respect the importance of providing space for BIPOC stakeholders (internal and external) to speak, be heard, and guide conversations. Of critical importance is the understanding that solidarity is not performative, experimental, or rooted in expectancy; rather, it is the sincere demonstration of libraries' authentic interest in protecting BIPOC communities.

Framework Implementation Example: Commit to providing space in conversations (whether casual, in the workplace, etc.) where the voices of BIPOC people are centered and prioritized.

This includes listening for and amplifying those messages that may be hidden, ignored, or suppressed.

2.8 Power Relationships Within the Field

Racial equity can only be realized when power differentials between BIPOC and white individuals are equalized and when communities of color have the agency, rights, opportunities, and access to resources to ensure that they can thrive. Historical and systemic inequalities exist and must be deliberately addressed and remedied. This process is facilitated by ceding power and providing opportunities for BIPOC individuals to develop and cultivate power. This can only be accomplished by guaranteeing that minoritized populations will have a significant role in envisioning and implementing their desired future *if they so choose*. Ways in which power differentials show up in everyday practice and which must be countered at a systemic level include:

- Power structures within work distribution (ability to work from home);
- Overrepresentation of people from majority cultures/identities in manager roles;
- Examining what is considered “canon” in material resources;
- Power one holds in deciding whether to commit to equity work (it's a luxury for some).

Framework Implementation Example: Do not be complicit in the silencing of BIPOC cohorts. Use your power and privilege to amplify and give credit to the work of BIPOC contributors.

3. Building Cross-Sector Cultural Proficiency- Influencing and Affecting Change in Other Professional, Civic, Political Spheres.

Libraries, archives, museums, and other cultural heritage organizations do not operate in a vacuum, or in silos. They are inextricably connected to communities whether neighborhoods, schools, colleges and universities, corporations, civic entities and beyond. They serve as microcosms of broader systems and structures and, therefore, can and should serve as models for developing and implementing transformative policies and practices that will lead to greater racial equity.

3.1 Civic

Public libraries, for example, can serve as models for civic entities with respect to the hiring and retention of a diverse workforce. Academic libraries can take the lead on campuses for developing transformative practices in climate assessment, as well as analysis of institutional policies for their impact on minoritized employees. Moreover, libraries and adjacent professional sectors should seek out opportunities to collaborate with other professional sectors such as corporations, K-12 education, health and human services sectors, and governmental agencies to develop strategies for addressing inequities, whether that be in employment opportunities, representation in collections and programming, or other intersecting domains. Cross-sector collaborations will have greater impact on communities of color and will develop champions for the LIS profession from a broad range of stake-holder groups.

Framework Implementation Example: Public libraries provide a space and resources for

community discussions on racism and racial equity, inviting civic leaders, K-12 educators, religious leaders, those from the health services sector, and others who serve communities of color.

3.2 Information

As leaders in collecting, storing, and disseminating information, librarians and library workers must support all patrons by building inclusive collections, classifying materials appropriately by centering minoritized communities, and disseminating useful information to under-resourced communities. This set of best practices, however, must also be proactively shared and encouraged among other sectors.

Framework Implementation Example: Libraries of all types are developing and conducting diversity audits to ensure that their collections or resources represent a broad range of authors from diverse racial/ethnic identities. Numerous library workers are conducting these audits in tandem with analysis of subject headings and metadata to ensure that resources are classified appropriately.

3.3 Corporations

Libraries and library consortia spend millions of dollars on services and products provided by vendors. Libraries can use their purchasing power to promote cross-sector collaboration in racial equity by refusing to engage in business with companies whose practices are antithetical to racial equity.

Examples of this include:

- Vendors profiting from the work of incarcerated or detained individuals.
- Companies that engage in user surveillance.
- Businesses whose products could cause harm to BIPOC individuals (i.e. artificial intelligence solutions that are mainly “trained” with white individuals).

Framework Implementation Example: Libraries can create and apply ethical and sustainable vendor guidelines and checklists when deciding to purchase new products and services.

4. Antiracist Leadership

Libraries and archives have an opportunity to serve as exemplars to other professions in building and sustaining antiracist climates, cultures, and practices, but must commit to the work of internal and systems change in the process. Antiracist leadership acknowledges the degree to which white supremacy culture is embedded in every aspect of our profession, and works deliberately and constructively to question dominant cultural norms and counter them when they are negatively impacting or harming communities of color. Leaders must understand that differential outcomes for BIPOC individuals are not a product of inherent deficits to those communities, but rather are an outcome of problematic systems that create a

legacy of advantage for people from majority cultures and identities, or for those who acquiesce to the phenomenon of assimilation. Leaders who are committed to social justice work- create environments where minoritized communities have agency to realize their full potential, countering--if not working to eliminate--oppressive systems and practices. Anti-racist leaders both outwardly and behind the scenes encourage and support equity efforts from groups and individuals within their organizations, and champion efforts even in the face of controversy. Moreover, leaders committed to racial equity recognize that solutions to systemic problems require proximity to and strategies that are focused on the challenges at hand. Effective leaders should acknowledge the importance of intersectionality and realize that coalescing around an antiracist agenda will have benefits for other marginalized groups and society at large. In addition, leaders must cultivate a comfort level with controversy so as to support the challenging conversations that are unavoidable when one is committed to antiracist work. Transformative leaders cultivate and sustain the work of collective action, building alliances with other groups, organizations, and sectors committed to racial equity. (Museus)

4.1. The Interconnectedness of Libraries and the Larger Institutions of ALA/ARL

The American Library Association (ALA) and the Association of Research Libraries (ARL), have long espoused commitments to equity, diversity, and inclusion. Within the last 25 years, millions of dollars of US federal grants have been secured by these and other organizations, and individuals, corporations, and institutions have committed significant funding to largely support diversity recruitment efforts. Significantly fewer resources have been dedicated to leadership development efforts for BIPOC populations in LIS. In addition, library and archive associations have convened numerous events- conferences, webinars, and other professional development and community-building activities – as well as published a great deal on the topic over the last several years, but particularly since May of 2020. While some progress has been realized through these efforts, the profession has not seen substantive change as evidenced by demographic statistics (i.e. higher BIPOC representation) within the workforce. Core to the challenge is that libraries, whether public, academic, school, or special, are situated within larger structures founded upon principles and histories of white supremacy with generations of policies and practices that were exclusionary in their intent. Often library boards, university boards of trustees, and other leadership entities articulate values in support of antiracist or EDI agendas but fail to set policy, fail to allocate resources, or otherwise display behaviors and actions that are inconsistent with those commitments. An additional challenge is that no library type or category is monolithic; each organization or institution is unique with distinct missions to diverse stakeholders and, therefore, strategies for addressing racial inequity must be customized and be responsive to those needs. Conversely, messaging and approaches are often inconsistent and diffuse, without a collective voice or a common vision. Developing consistency in vocabulary, communication, strategies, and vision will help to establish universal goals that have the potential to create deeper and enduring change for the profession.

Libraries operate independently and are not accountable to one another or to larger

institutions like ALA/ARL. As such, these and similar associations lack the ability to mandate wide-spread change in the field. However, there are other ways in which larger associations can model commitment to anti-racist work, influence organization and policy, and provide mechanisms to support collective action. In this way, organizations large and small can explore what contributions they can make that will advance racial equity within their communities. While anti-racist leadership can and should come from anywhere within an organization, professional associations like ALA and ARL greatly influence the LIS sector's attitudes, priorities, and behaviors and can lead as they set policy and model efforts to advance racial equity.

Framework Implementation Example: Associations could begin by collecting and publishing relevant statistics (e.g. disaggregated demographic data, equity audits of collections, retention statistics of BIPOC employees) or include racial equity as a component of accreditation rubrics.

4.2 . Role of the Member- Advancing Member Impact

In order to benefit from participation in ALA/ARL, and other library associations, it is imperative that library workers understand that while these larger institutions often influence and inform our work, we should not be solely reliant upon them to move this work forward. The responsibility for educating ourselves about racial equity and upholding systems of accountability falls on us as individuals and as a collective, with deep implications for the workplace and our communities. It is important to remember that each person, regardless of title or position, has the power to influence their community by modeling antiracist practices, advocating for BIPOC communities, and becoming actively involved in committee work, leadership, and governance of library associations.

Framework Implementation Example: When voting for new leadership members can choose to prioritize candidates from minoritized communities or those whose candidate statements clearly mention racial equity and EDI as a priority.

Addendum 1: Background of the Framework

In September 2019 the Association of College and Research Libraries (ACRL), along with ALA's Office for Diversity, Literacy and Outreach Services (ODLOS); the Public Library Association (PLA); and the Association of Research Libraries (ARL) formed the Building Cultural Proficiencies for Racial Equity Framework Task Force with the goal of developing a cultural proficiencies in racial equity framework.

As a result of extensive planning and research, including an environmental scan, development of a logic model, and cross-sector survey, the CPRE Task Force has developed the Building Cultural Proficiencies for Racial Equity framework. The framework is designed to provide a comprehensive set of steps and best practices that inform EDI-centered library work. Rooted in an approach that engages institutions of all types, the framework provides action steps for coalescing EDI engagement, whether those efforts are informal grassroots, formal initiatives, or in the initial planning stages.

*Read more about the Cultural Proficiencies for Racial Equity Task Force [here](#).

Cultural Proficiencies for Racial Equity Task Force members include:

- **Jennifer Garrett**, Associate Director for Organizational Design, Equity, and Talent, NC State University Libraries
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- **Christina Fuller-Gregory**, Assistant Director of Libraries, SC Governor's School for the Arts and Humanities
- **Tatiana Bryant**, Research Librarian for Digital Humanities, History, and African American Studies, UC Irvine
- **Kristyn Caragher**, Assistant Professor and Reference & Liaison Librarian (STEM), University of Illinois at Chicago
- **Andrew Harbison**, Assistant Director, Collections and Access; Interim Manager, Special Collections, Seattle Culture & History, The Seattle Public Library
- **Lars Klint**, Manager for Monograph Acquisitions & Copy Cataloging - Americas & Europe 3 and Africa, Asia & the Pacific, Harvard Library
- **John Martin**, Scholarly Communication Librarian, University of North Texas
- **Pamela McCarter**, Equity Initiative Leader / Outreach Specialist, Charlotte Mecklenburg Library
- **Teresa Helena Moreno**, Undergraduate Engagement Coordinator and Liaison for Black Studies, University of Illinois at Chicago
- **Mikayla Redden**, Indigenous Research and Development Officer, Centennial College
- **Cecilia Salvatore**, Coordinator, Archives and Cultural Heritage Program School of Information Studies, Dominican University
- **Kristin Lahurd**, Interim Director/Assistant Director for Literacy and Continuing Education, Office for Diversity, Literacy and Outreach Services (ODLOS)
- **Scott Allen**, Deputy Director, Operations Public Library Association (PLA)
- **Allison Payne**, Program Manager for Strategic Initiatives, Association of College and Research Libraries (ACRL)
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- **Mira Swearer**, Program Manager, Association of Research Libraries (ARL)

- **Gary Roebuck**, Deputy Director, Association of Research Libraries (ARL)

Addendum 2: Glossary & Resources for Further Reading

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Glossary

Anti-Racism

"The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach, and set up in opposition to individual racist behaviors and impacts." (Race Forward 2015)

Antiracism is an approach to racial equity that begins with the assumption that all races are equal and not in need of development as a whole. It suggests that racial injustices are a result of racist policies, intentional or unintentional, and that racial equity can only come through deliberate changes in political, economic, and social structures. Antiracism implies something beyond being "not racist," and requires a more active opposition to racist structures through action.

Anti-Racist

"An anti-racist is someone who is supporting an antiracist policy through their actions or expressing antiracist ideas. This includes the expression of ideas that racial groups are equals and do not need developing, and supporting policies that reduce racial inequity." (Racial Equity Tools 2020; summarized from Kendi 2019)

Colonialism

Colonialism refers to domination through economic, political, and social policies or ideologies, especially by a non-indigenous people over indigenous, minority, or marginalized populations.

"Colonialism is a practice of domination, which involves the subjugation of one people to another." (Kohn and Reddy 2017)

"Colonialism can refer to a transnational process of domination, the policies by which it is carried out, and the ideologies that underwrite it." (Ramanath 2012)

In the Americas, colonialism refers to the invasion and large-scale theft of Indigenous lands by European powers, and the continuing domination of those lands and peoples through economic, political, and social policies or ideologies (adapted from Waziyatan 2014)

Diversity

Can refer to a range of differences between people that may include race, gender, sexual orientation, class, age, education, religion, language, culture, and physical or cognitive abilities. It may also include different ideas, perspectives, and values. In the context of institutions, organizations, or communities, it may refer to representation of these differences within the group, the active presence of different voices and perspectives, or the valuing of these differences as part of the culture. It is a necessary, but not sufficient step towards "Equity."

Equity

"Equity means fairness and justice and focuses on outcomes that are most appropriate for a given group, recognizing different challenges, needs, and histories. It is distinct from diversity, which can simply mean variety (the presence of individuals with various identities). It is also not equality, or "same treatment," which doesn't take differing needs or disparate outcomes into account. Systemic equity involves a robust system and dynamic process consciously designed to create, support and sustain social justice." (Race Forward 2015)

Imperialism

A system of oppression that relies on nations exerting power and dominion over another nation or group either by direct territorial acquisitions or indirectly by exerting control over their political, economic, or cultural life.

Inclusion

"Inclusion means an environment in which all individuals are treated fairly and respectfully; are valued for their distinctive skills, experiences, and perspectives; have equal access to resources and opportunities; and can contribute fully to the organization's success. (Adapted from Society for Human Resources Management, Hewlett Packard, and Ferris State University)" and (Office for Diversity, Literacy and Outreach Services 2017)

"Being included within a group or structure. More than simply diversity and quantitative representation, inclusion involves authentic and empowered participation, with a true sense of belonging and full access to opportunities." (Race Forward 2015)

Internalized Racism

"Internalized racism is the situation that occurs in a racist system when a racial group oppressed by racism supports the supremacy and dominance of the dominating group by maintaining or participating in the set of attitudes, behaviors, social structures, and ideologies that undergird the dominating group's power. It involves four essential and interconnected elements:

1. *Decision-making* - Due to racism, people of color do not have the ultimate decision-making power over the decisions that control our lives and resources. As a result, on a personal level, we may think white people know more about what needs to be done for us than we do. On an interpersonal level, we may not support each other's authority and power – especially if it is in opposition to the dominating racial group. Structurally, there is a system in place that rewards people of color who support white supremacy and power and coerces or punishes those who do not.
2. *Resources* - Resources, broadly defined (e.g. money, time, etc), are unequally in the hands and under the control of white people. Internalized racism is the system in place that makes it difficult for people of color to get access to resources for our own communities and to control the resources of our community. We learn to believe that serving and using resources for ourselves and our particular community is not serving "everybody."
3. *Standards* - With internalized racism, the standards for what is appropriate or "normal" that people of color accept are white people's or Eurocentric standards. We have difficulty naming, communicating and living up to our deepest standards and values, and holding ourselves and each other accountable to them.

4. *Naming the problem* - There is a system in place that misnames the problem of racism as a problem of or caused by people of color and blames the disease – emotional, economic, political, etc. – on people of color. With internalized racism, people of color might, for example, believe we are more violent than white people and not consider state-sanctioned political violence or the hidden or privatized violence of white people and the systems they put in place and support." (Bivens 1995)

Liberatory Practice

Liberation is the act of freeing people from forms of oppression on the individual and societal levels resulting in "relationships, societies, communities, organizations, and collective spaces characterized by equity, fairness, and the implementation of systems for the allocation of goods, services, benefits, and rewards that support the full participation of each human and the promotion of their full humanness." (Love, DeJong, and Hughbanks 2007). According to Paulo Freire (2000), liberation is not an end but "a reflection and action directed at the structures to be transformed."

Liberatory practice and work then represent the process of reflection and action combined with engagement in concrete liberation-inducing or liberatory behaviors that lead to societal and individual transformation (Love, DeJong, and Hughbanks 2007).

LGBTQIA2S+

Acronym for Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex, Asexual, Two-Spirit, and the many different affirmative ways in which people choose to self-identify.

Minoritized

"The term, 'minoritized,' unlike 'minority' calls attention to the institutional processes through which religious, racial, and cultural groups are rendered into a minority rather than presuming this status based on prior or inherent identity." (Shalabi 2014)

Minoritized refers to "the social construction of underrepresentation and subordination in US social institutions." . . . "Persons are not born into a minority status, nor are they minoritized in every social context (e.g., their families, racially homogenous friendship groups, or places of worship). Instead, they are rendered minorities in particular situations and institutional environments that sustain an overrepresentation of Whiteness" (p.9). (Harper 2012)

Racial Identity

Racial Identity is the psychological sense of belonging perceived by oneself and others based on membership in existing racial categories. Racial identities often involve a sense of shared culture and history with others from a particular racial group, although this is not a necessary condition for all forms of racial identity.

Racial identities function at both the individual and the societal levels. For individuals, racial identities often provide a sense of group belonging as well as shared cultures and beliefs. When individuals talk about their racial identity, they often are referring to some level of connection, shared experience, and/or commonality between themselves and other members of their racial group. It is the perceived connection between members of the racial group that forms the content and meaning of racial identities ("Racial Identity" 2012).

"Racial identity is externally imposed: 'How do others perceive me?'. Racial identity is also internally constructed: 'How do I identify myself?' (National Museum for African American History and Culture, n.d.)

Racialized/Racialization

The social construction of race. To be racialized is to be defined by one's race. A social construction of races as "different and unequal in ways that matter to economic, political and social life" ("Racialization" 2008; Ontario Human Rights Commission, n.d.).

Racism

Generally means believing that a person's behavior is determined by stable inherited characteristics deriving from separate racial stocks; each of these distinctive attributes is then evaluated in relation to ideas of superiority and inferiority. This implies that there is a social construction in which certain groups of people are superior to others. This social construction is the result of social, economic, and political factors that have ascribed power to some groups, while leaving others powerless ("Racism" 2008).

"a doctrine that holds that the world's human population consists of various "races" that are the primary determinants of human traits and capacities. This doctrine typically regards one's own race as superior to other races" (Pettigrew 2020)

Social Justice

Social justice focuses on power dynamics among different groups of people while acknowledging historical and institutional inequities. It has a vision of a society with equitable distribution of resources, in which "all members are physically and psychologically safe and secure, recognized, and treated with respect." (Adams, et al. 2016)

“Researching and addressing the distributions of the social common good through the lens of historical power structures and social norms. Promoting just and equitable outcomes.” (University of Minnesota College of Education and Human Development n.d.)

Structural Racism

“A system in which public policies, institutional practices, cultural representations, and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with ‘whiteness’ and disadvantages associated with ‘color’ to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead it has been a feature of the social, economic and political systems in which we all exist.” (The Aspen Institute n.d.)

“the historical and contemporary policies, practices, and norms that create and maintain white supremacy” (The Urban Institute n.d.)

Systemic Racism

In some cases, systemic racism is used interchangeably with structural racism or institutional racism.

“Systemic racism includes: recurrent individual mistreatment; exclusionary or harmful institutional policies and practices; and broader societal and intergenerational injustice.” (Sheppard, et al. 2020)

“societal or organizational structures and policies that privilege one race over another” (Nelson 2021)

White Supremacy

White supremacy is a term used to characterize various belief systems central to which are one or more of the following key tenets: 1) whites should have dominance over people of other backgrounds, especially where they may co-exist; 2) whites should live by themselves in a whites-only society; 3) white people have their own "culture" that is superior to other cultures; 4) white people are genetically superior to other people” (Anti-Defamation League n.d.).

A historically based, institutionally perpetuated system of exploitation and oppression of continents, nations, and peoples of color by white peoples and nations of the European continent, for the purpose of maintaining and defending a system of wealth, power, and privilege (Martinez 1998).

Whiteness

The result of a social and cultural process that situates White people in a place of power and privilege because of their skin color and White racial identity...There is more to whiteness than White

identity and racial privilege, however; it relates to a system and process that keeps those who are in dominant positions from recognizing or understanding how inequalities and racism operate in society ("Whiteness" 2008).

Though the term invokes ideas related to skin color, whiteness refers more specifically to a structural position—that is, to a racialized social identity that is positioned as superior relative to other "races" within a system of racial hierarchy. Indeed, because race is socially constructed—and not biological—whiteness can be understood as the result of social and cultural processes, rooted in a global history of European colonialism, imperialism, and transatlantic slavery, and maintained today through various institutions, ideologies, and everyday social practices (Cancelmo and Mueller 2019)

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Transmittal Form for Draft ACRL Standards, Guidelines, and Frameworks

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

Title of Standard, Guideline, or Framework:

Cultural Proficiencies for Racial Equity Framework

Section or Committee Submitting:

Building Cultural Proficiencies for Racial Equity Framework Task Force

Submitting Section or Committee Chairperson:

Christina Fuller-Gregory (Task Force Facilitator)/ Marcela Isuster & Jennifer Garrett (Task Force Co-chairs)

Date of Previous Version:

This is a brand new document.

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

☐

Published in *C&RL News* (date) _____

☒

Disseminated on email distribution lists (listservs): (give list names and dates):

Call for comments distributed through ACRL Insider, social media, ACRL Update newsletter, and ALA press release in January 2022.

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

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

☐

Published in Section newsletter (date) _____

☒

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

☐

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

☒

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

The Cultural Proficiencies for Racial Equity Framework was developed collaboratively with PLA, ARL, and ODLOS.



Other (please list):

In addition to two open forums, the Task Force opened the CPRE for public comment using CommentPress as the vehicle for comments/ edits/feedback.

Date Approved by Section executive committee (if applicable) _____

Date Approved by Standards Committee May 17, 2022

Date Approved by ACRL Board _____

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

The Framework will be promoted on ACRL Insider, ACRL Update, social media, ALA press release, and C&RL News.

C&RL News by _____

Other (please list)

As the Framework was developed with three other organizations, it also be added to each of the organizations' (ACRL, ALA, ARL, and PLA) websites and disseminated through their communication channels.



To: ACRL Budget and Finance Committee, ACRL Board of Directors

From: Jay Malone, Executive Director

Date: May 20, 2022

Re: Overview of FY23 Budget

Executive Summary

| ACRL | FY23 | FY21 | FY21 | FY21 | FY19 | FY19 | FY19 |
|------------------|-------------|-------------|---------------|------------|-------------|---------------|------------|
| | Budget | Actual | \$ Variance | % Variance | Actual | \$ Variance | % Variance |
| Opening | | \$2,581,390 | | | \$3,430,260 | (\$1,586,243) | -46% |
| Revenues | \$4,264,949 | \$3,229,958 | \$1,034,991 | 32% | \$5,115,731 | (\$850,782) | -17% |
| Expenses | \$4,408,764 | \$2,443,625 | \$1,965,139 | 80% | \$5,234,167 | (\$825,403) | -16% |
| NET | (\$143,815) | \$786,332 | (\$930,147) | -118% | (\$118,436) | (\$25,379) | 21% |
| Ending balance | \$1,700,201 | \$3,367,722 | (\$1,667,521) | -50% | \$3,311,824 | (\$1,611,623) | -49% |
| Mandated Reserve | \$886,316 | \$990,533 | (\$104,217) | -11% | \$989,273 | (\$102,957) | -10% |

Odd years reflect conference years.

ACRL FY23 Budget Overview

The FY23 budget (Doc 9.1) was developed by staff based on the FY23 budget assumptions (Doc 11.0) that were reviewed and approved by the ACRL Budget & Finance Committee and ACRL Board of Directors in Fall 2021. The Board and Budget & Finance Committee typically review the preliminary budget in January and take action at ALA's Annual Meeting. The Board and B&F will review at Annual and have the option to postpone taking action until late summer. Please note that after Budget and Finance and the Board had reviewed the preliminary budget, and after all ALA had units submitted their budgets, ALA requested that units deduct discretionary expenses so that the ALA budget showed a slight surplus. ALA directed ACRL to deduct \$219,438. Some of these deductions are mentioned below.

ACRL's finances are treated as a two-year cycle: even-numbered fiscal years are expected to have some deficit (some of which covers the planning expenses for the next ACRL Conference), whereas odd-numbered fiscal years would typically, but not always, show net revenues that cover all planning expenses from the previous year, as well as excess revenues to support member programs and services. It is important to note that excess revenues grew to such an extent (these operating reserves have grown to almost \$4.7M in FY2018), that the

Board launched a 5-year plan, where these NABs would be used to launch initiatives and to offset costs. And while the NABs exist on paper, the ALA launched a working group several years ago to examine the operating agreement between the divisions and ALA and the future of the divisions' NABs is uncertain, calling into question whether or not we can draw on NABs to cover deficits. Budgeting for FY23 is further complicated because it is difficult to predict how major revenue streams, such as the biennial conference, will perform.

Net Asset Balance

As mentioned above, to better situate a discussion of preliminary FY23 revenues and expenses, let's consider the FY23 ending net asset balance (NAB), which is also called the Operating Reserve. These funds represent budget surpluses that have accumulated over the years. These surpluses arose from successful biennial conferences, from frugality brought on by the Great Recession of 2008, and from other savings measures. In the preliminary budget the opening net asset balance is \$1,844,017, which is \$957,701 above the mandated operating reserve¹. The projected NAB is considerably less than FY18's \$4,687,946, which reflects the board's decision to spend down the NAB to fund programs and initiatives (see below). The Board and Budget and Finance Committee have practiced careful financial stewardship by reviewing the budget annually and by having more fulsome discussions during the spend-down years.

Prior to spending down the net asset balance, ACRL had kept a larger beginning balance. ACRL did this primarily for two reasons: 1) it provides flexibility and gives the Board resources to tap into to support the development of new initiatives and 2) should there be an extraordinary event, such as an ACRL Conference cancellation or major disruption to attendance, there would be money on hand to sustain the organization. Members need to be clear that the biennial conferences represent our largest risk. Due to savvy planning by our conference team of Margot Conahan and Tory Ondrla and assistance from ALA's lawyers, we were able to avoid substantial penalties in moving the 2021 Seattle conference to an online venue. Such penalties typically run into the high 6 figures and this does not include lost revenue, staff time, etc. Conference insurance can sometimes ameliorate this risk but few insurers will be covering pandemics moving forward. The past two years have underscored this risk.

Investment Budget History

After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that more of this money needed to be put to work investing in programs and services that meet member needs, as well as setting some aside in ACRL's Long Term Investment (LTI - endowed funds held by ALA) to increase that particular revenue stream. Over the last few years, ACRL put that money to work investing in programs, such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new Framework for Information Literacy for Higher Education; development of a research agenda for scholarly communications; investment in Project Outcome for Academic Libraries and in Benchmark, two programs shared with the Public Library Association; developing curriculum for RoadShows; investments in scholarships to ACRL professional development events (in addition to those donated by individuals); investments in ACRL's LTI; and a transfer to CHOICE to support the development of new products. To spend down ACRL's net asset balance, the Board has approved the Budget and Finance Committee's recommendation for a deficit budget since FY18.

¹ 1998 ALA policy requires an average of one-quarter of the last four year's expenses and while it is not clear if this policy is still in force, ACRL adopted its own policy to the same effect. Source: ACRL Board, July 1986, January 1991, revised June 1997. One quarter of the average for expenses FY18-FY21 is \$886,316.

As we look at FY23, let's first consider ACRL's three standard revenue streams:

- **Membership**

- In recent years, the number of ACRL members has been in a steady decline despite efforts at retention. Personal memberships in FY2023 are expected to increase over the FY22 level by 1.54% to 7,626 (of which 7,432 are paying members). ACRL has historically increased dues as guided by the Higher Education Price Index (HEPI). Budget and Finance had suggested a \$2 increase (based on a HEPI inflation that was calculated in the fall of 2021). Due, in part, to the higher inflation rate that was evident in Feb 2022 and the impact that this would have on members, the board voted to increase dues by just \$1.

- **Publications:**

- Publications are budgeted as increasing slightly (4%) from FY22. We hope to continue to increase publications revenues to return to pre-pandemic levels; however, some shifts in purchasing trends may be longer term. Choice, C&RL News, C&RL, Non-Periodical Publications, and Statistics all show increases. The exception is the journal, RBM, which we expect will see about a 35% drop from FY22 to FY23 due to falling subscriptions.
- At Midwinter 2020, the Board approved the transition of *C&RL News* to an online-only publication model beginning with the January 2022 issue. The cessation of print had budgetary implications, as described below.
- In FY19, ACRL recategorized its advertising revenues to distinguish between those that appear in a publication that is a perquisite of membership and those that do not. The policies between ALA and its membership divisions (aka the "operating agreement") allow division journal advertising that is included in a membership publication to be free of overhead payments. Most of ACRL's advertising is online in an open access format and does not qualify for this exemption from overhead. For *C&RL News* alone that adds an expense of over \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
- Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY22, staff have projected an \$80K increase over FY22.
- Due to client feedback, ACRL Benchmark underwent a wholesale revision in FY22, as we moved services provided by the vendor Counting Opinions into a new format. We continue to revise that format, making revenue projections difficult to predict. The preliminary budget saw an expected increase in FY23, with \$216,000 versus \$193,036 in FY22 budgeted for subscriptions. These improvements continue to attract customers and that increase now stands at \$228,299. As we consider potential revenue factors, such as possible licensing agreements, it is hoped that we will be able to increase this amount in a future iteration of the budget.
- Project Outcome revenues had originally been forecast to increase to \$16,125 in FY23 versus \$6,750 in FY22. That revenue projection now stands at \$13,685.

- **Education:**

- ALA launched a new education platform in Nov 2021 and the results of this change are still being evaluated. When compared to FY21, education revenue is budgeted to more than double but that is premised on an in-person meeting in 2023 (the biennial meeting is classed under education). Overall, like with other revenue streams, it is expected that education will see gradual growth to rebuild to pre-pandemic levels. FY23 assumes a transition to safe travel and group gatherings (with no vaccination requirements, which are expensive to enforce), but with reduced demand and

budget for in-person events and increased demand for online events. This resumption of safe travel is assumed for our Road Shows and for our Immersion programs.

- Staff are reviewing ACRL eLearning webcasts and online courses. The new ALA pricing structure where we lost our \$295 group rate, where our ALA and Nonmember rates were reduced due to the standardized pricing, and where bulk purchase discounts became effective with two registrants, has us budgeting some \$32K less revenue than FY22. Once we receive some updated performance reports for FY22, we may revise these revenue numbers.

It is evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conferences. To offset dependency on a single revenue area, ACRL must continue to seek for ways to diversify its revenue. ACRL looks to expand newer revenue streams in areas such as licensed workshops, consulting, and digital advertising in the forms of sponsored e-blasts, digital ads, etc. as well as identify new products and services needed by the profession. ACRL has always benefited from the in-kind donations of time and talent from its membership, which make it possible for ACRL to offer such a wide array of programs and services. As ACRL carefully considers expenses for FY23, the Board and Budget and Finance Committee should also keep in mind possible future discussions on membership participation and financial support in regard to equity, diversity, and inclusion.

Preliminary FY23 Expenses

In this preliminary FY23 budget, ACRL hopes to continue to spend down the net asset balance. ACRL may not be able to continue to fund as many new ideas as it has in the past or to continue projects past an initial pilot year.

The FY23 budget provides support for many of these initiatives:

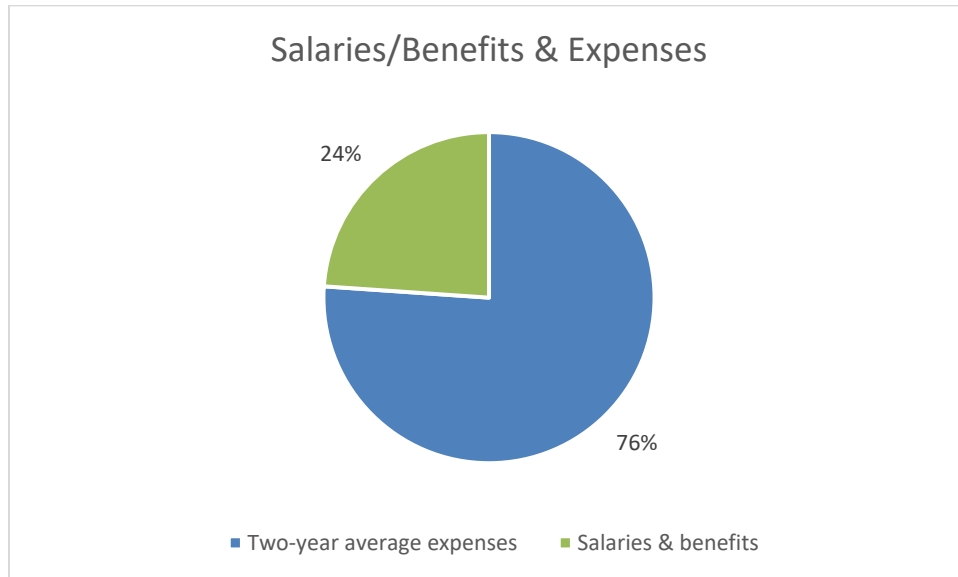
- \$88K to support the Research and Scholarly Environment goal which includes \$2K for 1 OpenCon scholarship, and approximately \$25K to pay for ACRL's membership in other organizations. Due to budget constraints, we are proposing elimination of ACRL's membership in the Library Copyright Alliance (\$28,000);
- more than \$100K is budgeted to further ACRL's Value of Academic Libraries initiatives, which includes more than \$92K for Project Outcome;
- more than \$200K is budgeted for initiatives around student learning (most of the expenses in this figure are related to the various immersion programs which are offset by the projected registration revenues);
- More than \$20K is budgeted to support ACRL's new roles and changing landscape initiative.
- \$99K is budgeted for scholarships, which includes support for the RBMS Conference, and Immersion program, as well as \$14K to support three Spectrum Scholars and \$3K to support three ALA Emerging Leaders;
- Over \$54K of direct expenses to support ACRL's Core Commitment to Equity, Diversity and Inclusion. Additional support for EDI is included in other projects throughout the budget. For example, scholarships for underrepresented groups are included in the scholarships project. We are confident that the total amount spent on EDI will meet or exceed the \$150K goal set by the Budget and Finance Task Force, which made this an objective;
- More than \$7K is budgeted to support the creation of new roadshow curricula.

Salaries & Benefits

As standard ACRL practice, in the initial fiscal year budget, all general administrative and staff salaries, as well as related costs, are recorded on a separate line. During the year, ACRL staff maintain records of their daily use of

time. The resulting percentages are used to allocate salaries, benefits, and general expenses such as telephone, postage, reprographics, etc. At the end of the year, these costs are distributed to each individual project.

Salaries/benefits must be no more than 45 percent, and total administrative costs no more than 60 percent of the total operating budget, not including Choice (ACRL Guide to Policies and Procedures 6.26.4 Staff/administrative costs). ACRL FY23 budgeted salaries are 24% of an average of the last two-years of expenses.



| | A | B | C | D | E | F | G | H |
|----|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 1 | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| 2 | | Actual | Actual | Actual | Actual | Actual | Budget | Budget |
| 3 | Beginning Reserves | | | | | | | |
| 4 | Reserve Sept. 1: ACRL Operating | \$4,389,385 | \$4,687,946 | \$3,430,260 | \$3,311,824 | \$2,581,390 | \$2,581,357 | \$1,844,017 |
| 5 | Reserve Sept. 1: ACRL LTIs | \$3,567,882 | \$4,180,025 | \$4,956,786 | \$4,954,016 | \$5,523,667 | \$5,523,667 | \$5,388,667 |
| 6 | Reserve Sept. 1: CHOICE Operating | \$2,648,059 | \$2,533,295 | \$2,926,294 | \$2,571,980 | \$2,587,461 | \$2,587,461 | \$2,376,282 |
| 7 | Reserve Sept. 1: CHOICE LTI | \$849,196 | \$880,574 | \$572,349 | \$538,536 | \$557,493 | \$557,493 | \$557,493 |
| 8 | Total | \$11,454,522 | \$12,281,840 | \$11,885,689 | \$11,376,356 | \$11,250,010 | \$11,249,977 | \$10,166,458 |
| 9 | | | | | | | | |
| 10 | Revenues | | | | | | | |
| 11 | | | | | | | | |
| 12 | Membership | | | | | | | |
| 13 | Dues | \$638,573 | \$609,906 | \$598,848 | \$559,495 | \$521,102 | \$539,937 | \$497,854 |
| 14 | Standards, Licensing Fees | \$1,802 | \$2,704 | \$38,714 | \$204 | \$0 | \$250 | \$150 |
| 15 | Advisory | \$82,350 | \$27,050 | \$33,490 | \$73,975 | \$43,000 | \$52,000 | \$82,000 |
| 16 | Awards | \$16,300 | \$17,450 | \$20,750 | \$13,036 | \$15,900 | \$0 | \$22,400 |
| 17 | Special Events | \$21,729 | \$31,282 | \$34,887 | \$12,300 | \$3,500 | \$15,125 | \$15,125 |
| 18 | Diversity Alliance | \$17,450 | \$25,500 | \$29,930 | \$14,000 | \$28,000 | \$17,500 | \$27,500 |
| 19 | Project Outcome | \$0 | \$0 | \$37,250 | \$1,500 | \$4,288 | \$6,525 | \$13,685 |
| 20 | Subtotal | \$778,204 | \$713,892 | \$793,870 | \$674,510 | \$615,789 | \$631,337 | \$658,714 |
| 21 | | | | | | | | |
| 22 | Publications | | | | | | | |
| 23 | CHOICE | \$2,940,494 | \$2,813,283 | \$2,520,863 | \$2,435,934 | \$2,327,415 | \$2,246,444 | \$2,278,902 |
| 24 | C&RL | \$21,142 | \$14,758 | \$16,054 | \$19,131 | \$13,630 | \$19,325 | \$20,325 |
| 25 | C&RL News | \$648,554 | \$569,964 | \$613,958 | \$464,730 | \$423,458 | \$460,437 | \$537,725 |
| 26 | RBM | \$34,661 | \$22,871 | \$29,870 | \$27,365 | \$27,460 | \$23,756 | \$17,598 |
| 27 | Nonperiodical Publications | \$288,126 | \$388,475 | \$338,897 | \$275,831 | \$251,835 | \$266,120 | \$273,612 |
| 28 | Library Statistics | \$129,540 | \$116,797 | \$123,554 | \$86,561 | \$105,847 | \$193,036 | \$228,299 |
| 29 | Subtotal | \$4,062,517 | \$3,926,148 | \$3,643,197 | \$3,309,552 | \$3,149,645 | \$3,209,118 | \$3,356,461 |
| 30 | | | | | | | | |
| 31 | Education | | | | | | | |
| 32 | Institutes & Liscensed Workshops | \$277,048 | \$421,728 | \$308,921 | \$39,305 | \$30,430 | \$291,850 | \$266,850 |
| 33 | ACRL Conference | \$2,815,296 | \$36,635 | \$2,549,663 | (\$39,552) | \$1,471,283 | (\$24,000) | \$1,980,330 |
| 34 | Preconferences & RBMS Conference | \$238,601 | \$265,297 | \$223,245 | \$7,160 | \$193,461 | \$240,071 | \$203,608 |
| 35 | Annual Conference & MW Programs | \$16,300 | \$19,350 | \$14,000 | \$500 | \$600 | \$14,000 | \$14,000 |
| 36 | Web-CE | \$118,027 | \$121,416 | \$103,698 | \$84,217 | \$96,164 | \$95,623 | \$63,888 |
| 37 | Subtotal | \$3,465,272 | \$864,426 | \$3,199,528 | \$91,630 | \$1,791,938 | \$617,544 | \$2,528,676 |
| 38 | | | | | | | | |
| 39 | Special Programs | | | | | | | |
| 40 | Friends of ACRL-Restricted | \$66,070 | (\$9,737) | \$0 | \$8,206 | (\$15,670) | TBD | TBD |
| 41 | Friends of ACRL-Operating | \$2,500 | \$0 | \$0 | (\$173) | \$0 | \$0 | \$0 |
| 42 | | | | | | | | |
| 43 | Post-approval Budget Change: Classified Ads | N/A | N/A | N/A | N/A | | N/A | N/A |
| 44 | | | | | | | | |
| 45 | Total Revenues | | | | | | | |
| 46 | Total Revenues ACRL | \$5,367,999 | \$2,691,183 | \$5,115,731 | \$1,639,585 | \$3,229,958 | \$2,211,555 | \$4,264,949 |
| 47 | Total Revenues CHOICE | \$2,940,494 | \$2,813,283 | \$2,520,863 | \$2,435,934 | \$2,327,415 | \$2,246,444 | \$2,278,902 |
| 48 | Total Revenues ACRL & Choice | \$8,305,994 | \$5,504,466 | \$7,636,595 | \$4,075,692 | \$5,557,373 | \$4,457,999 | \$6,543,851 |
| 49 | | | | | | | | |

| | A | B | C | D | E | F | G | H |
|-----|--------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| 1 | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| 2 | | Actual | Actual | Actual | Actual | Actual | Budget | Budget |
| 50 | Expenses | | | | | | | |
| 51 | | | | | | | | |
| 52 | Membership | | | | | | | |
| 53 | Membership Services* | \$157,152 | \$200,336 | \$49,671 | (\$30,473) | \$70,174 | (\$14,040) | (\$104,980) |
| 54 | Exec. Cttee. & Board | \$190,578 | \$212,181 | \$232,282 | \$190,825 | \$75,044 | \$176,922 | \$203,082 |
| 55 | Advisory | \$111,170 | \$100,632 | \$60,706 | \$96,548 | \$51,954 | \$60,958 | \$74,702 |
| 56 | Standards Distribution | \$10,190 | \$15,293 | \$8,592 | \$1,053 | \$348 | \$10,593 | \$827 |
| 57 | Awards | \$38,163 | \$47,571 | \$48,676 | \$41,038 | \$37,628 | \$32,446 | \$44,052 |
| 58 | Chapters | \$10,417 | \$27,541 | \$18,636 | \$17,287 | \$9,357 | \$22,272 | \$19,806 |
| 59 | Committees | \$109,318 | \$153,752 | \$134,130 | \$137,392 | \$98,431 | \$135,661 | \$134,649 |
| 60 | Sections | \$94,308 | \$128,865 | \$117,292 | \$130,178 | \$87,430 | \$144,470 | \$140,215 |
| 61 | C&RL Over Revenue | \$44,455 | \$38,594 | \$32,209 | \$35,603 | \$0 | \$31,353 | \$39,567 |
| 62 | C&RL News Over Revenue | \$0 | \$0 | \$0 | \$47,606 | \$0 | (\$21,768) | (\$152,735) |
| 63 | Liaisons to Higher Ed. Organizations | \$51,730 | \$43,951 | \$41,205 | \$25,803 | \$16,621 | \$33,461 | \$34,875 |
| 64 | Special Events | \$32,306 | \$36,513 | \$40,849 | \$12,107 | \$100 | \$22,186 | \$14,200 |
| 65 | Information Literacy | \$51,071 | \$37,333 | \$44,503 | \$10,493 | \$21,927 | \$46,856 | \$13,665 |
| 66 | Scholarly Communications | \$71,476 | \$119,856 | \$155,076 | \$87,024 | \$23,924 | \$85,217 | \$67,204 |
| 67 | Value of Academic Libraries | \$110,646 | \$118,069 | \$57,851 | \$31,246 | \$1,882 | \$45,040 | \$28,227 |
| 68 | Government Relations | \$36,459 | \$56,668 | \$42,629 | \$35,495 | \$17,037 | \$44,369 | \$21,801 |
| 69 | Scholarships | \$81,270 | \$40,845 | \$82,580 | \$2,500 | \$0 | \$37,000 | \$99,500 |
| 70 | Annual Conference Programs | \$43,920 | \$35,012 | \$41,123 | \$26,389 | \$6,105 | \$37,589 | \$27,810 |
| 71 | New Roles & Changing Landscapes | \$0 | \$13,896 | \$7,236 | \$16,532 | \$15,611 | \$24,204 | \$20,897 |
| 72 | Diversity Alliance | \$16,429 | \$32,770 | \$42,920 | \$15,152 | \$27,019 | \$45,754 | \$68,362 |
| 73 | Project Outcome | \$0 | \$49,690 | \$247,565 | \$194,456 | \$77,764 | \$97,865 | \$92,265 |
| 74 | Subtotal | \$1,261,058 | \$1,509,368 | \$1,505,733 | \$1,124,254 | \$638,359 | \$1,098,408 | \$887,991 |
| 75 | | | | | | | | |
| 76 | Publications | | | | | | | |
| 77 | CHOICE | \$3,055,258 | \$2,945,284 | \$2,698,854 | \$2,420,453 | \$1,990,631 | \$2,457,623 | \$2,523,200 |
| 78 | C&RL | \$21,142 | \$14,758 | \$16,054 | \$18,981 | \$46,712 | \$19,325 | \$20,325 |
| 79 | C&RL News | \$429,039 | \$487,139 | \$550,606 | \$464,730 | \$411,652 | \$460,437 | \$537,725 |
| 80 | RBM | \$32,744 | \$21,400 | \$19,622 | \$22,066 | \$18,017 | \$21,583 | \$21,046 |
| 81 | Nonperiodical Publications | \$256,695 | \$330,329 | \$223,970 | \$262,137 | \$255,133 | \$245,600 | \$254,238 |
| 82 | Library Statistics | \$82,569 | \$70,310 | \$147,932 | \$59,202 | \$126,401 | \$180,786 | \$323,295 |
| 83 | Subtotal | \$3,877,448 | \$3,869,220 | \$3,657,038 | \$3,247,570 | \$2,848,545 | \$3,385,354 | \$3,679,829 |
| 84 | | | | | | | | |
| 85 | Education | | | | | | | |
| 86 | Institutes & Liscensed Workshops | \$279,929 | \$367,138 | \$293,394 | \$92,101 | \$43,321 | \$285,425 | \$271,713 |
| 87 | ACRL Conference | \$2,166,094 | \$238,096 | \$2,093,753 | \$155,844 | \$737,177 | \$290,106 | \$1,824,720 |
| 88 | Preconferences & RBMS Conference | \$179,508 | \$243,900 | \$203,473 | \$53,364 | \$94,223 | \$227,434 | \$189,328 |
| 89 | Web-CE | \$51,415 | \$76,078 | \$49,631 | \$59,841 | \$57,671 | \$72,070 | \$44,531 |
| 90 | Subtotal | \$2,676,945 | \$925,212 | \$2,640,251 | \$361,149 | \$932,392 | \$875,035 | \$2,330,292 |
| 91 | | | | | | | | |
| 92 | Special Programs | | | | | | | |
| 93 | Friends of ACRL-Restricted | \$66,070 | (\$9,737) | \$67,820 | \$8,206 | (\$15,670) | \$60,000 | \$60,000 |
| 94 | Friends of ACRL-Operating | \$60,245 | \$65,357 | \$129,998 | \$57,532 | \$14,960 | \$47,721 | \$33,852 |
| 95 | Subtotal | \$126,315 | \$55,620 | \$197,818 | \$65,738 | (\$710) | \$107,721 | \$93,852 |
| 96 | | | | | | | | |
| 97 | Total Expenses | | | | | | | |
| 98 | Total Expenses ACRL | \$4,820,438 | \$3,423,873 | \$5,234,167 | \$2,370,053 | \$2,443,625 | \$2,948,895 | \$4,408,764 |
| 99 | Total Expenses CHOICE | \$3,055,258 | \$2,945,284 | \$2,698,854 | \$2,420,453 | \$1,990,631 | \$2,457,623 | \$2,523,200 |
| 100 | Total Expenses ACRL & Choice | \$7,875,696 | \$6,369,157 | \$7,933,021 | \$4,790,506 | \$4,434,256 | \$5,406,518 | \$6,931,964 |
| 101 | | | | | | | | |

| | A | B | C | D | E | F | G | H |
|-----|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| 1 | | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
| 2 | | Actual | Actual | Actual | Actual | Actual | Budget | Budget |
| 102 | Nets | | | | | | | |
| 103 | Total Net ACRL | \$547,562 | (\$732,690) | (\$118,436) | (\$730,468) | \$786,332 | (\$737,340) | (\$143,815) |
| 104 | Total Net Choice | (\$114,764) | (\$132,001) | (\$177,990) | \$15,481 | \$336,784 | (\$211,179) | (\$244,298) |
| 105 | | | | | | | | |
| 106 | Membership Net | (\$482,854) | (\$795,476) | (\$711,863) | (\$449,745) | (\$22,569) | (\$467,071) | (\$229,277) |
| 107 | Publications Net (without Choice) | \$299,833 | \$188,929 | \$164,150 | \$46,501 | (\$35,683) | \$34,943 | (\$79,070) |
| 108 | Education Net | \$788,327 | (\$60,786) | \$559,276 | (\$269,519) | \$859,545 | (\$257,491) | \$198,384 |
| 109 | | | | | | | | |
| 110 | Operating Transfers | | | | | | | |
| 111 | ACRL | (\$250,000) | (\$525,000) | \$0 | \$157,096 | \$0 | \$135,000 | \$135,000 |
| 112 | Choice | \$40,539 | \$525,000 | (\$176,324) | \$43,987 | \$0 | \$0 | \$0 |
| 113 | | | | | | | | |
| 114 | LTI Transfers, Gains, Losses | | | | | | | |
| 115 | ACRL | \$362,143 | \$776,761 | (\$2,770) | \$569,651 | \$1,244,718 | (\$135,000) | (\$135,000) |
| 116 | Choice | \$31,378 | (\$308,226) | (\$33,813) | \$62,944 | \$63,565 | TBD | TBD |
| 117 | | | | | | | | |
| 118 | Ending Reserves | | | | | | | |
| 119 | ACRL Mandated Operating Reserve | \$886,316 | \$933,236 | \$989,273 | \$1,028,604 | \$990,533 | \$990,533 | \$841,982 |
| 120 | Reserve Aug 31: ACRL Operating | \$4,686,947 | \$3,430,256 | \$3,311,824 | \$2,581,357 | \$3,367,722 | \$1,844,017 | \$1,700,201 |
| 121 | Reserve Aug 31: ACRL LTIs | \$4,180,025 | \$4,956,786 | \$4,954,016 | \$5,523,667 | \$6,768,385 | \$5,388,667 | \$5,253,667 |
| 122 | Reserve Aug 31: CHOICE Operating | \$2,573,834 | \$2,926,294 | \$2,571,979 | \$2,587,461 | \$2,924,244 | \$2,376,282 | \$2,131,984 |
| 123 | Reserve Aug 31: CHOICE LTI | \$880,574 | \$572,348 | \$538,536 | \$557,493 | \$621,058 | \$557,493 | \$557,493 |
| 124 | Total | \$12,321,379 | \$11,885,684 | \$11,376,356 | \$11,249,977 | \$13,681,410 | \$10,166,458 | \$9,643,345 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL General & Administrative 0000 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4429 | OVRRD-EXMPT REVENUE/DIVISIONS | | | | | -\$500 | | | \$0 |
| 4 | | Revenues | \$0 | \$0 | \$0 | \$0 | -\$500 | \$0 | | \$0 |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | (2,208) | (1,780) | (4,872) | -\$27 | -\$337 | \$7,618 | Salaries: Memo only; will be allocated to programs at year end. | \$10,712 |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | 2,195 | | | | | |
| 8 | 5002 | OVERTIME WAGES | 2,180 | 1,780 | 2,607 | \$27 | \$337 | \$1,500 | Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual. | \$1,500 |
| 9 | 5005 | ATTRITION FACTOR | | | | | | \$0 | | \$0 |
| 10 | 5009 | ACCURED VACATION WAGES | | | | | | \$0 | | \$0 |
| 11 | 5010 | EMPLOYEE BENEFITS | (0) | 0 | (0) | | | \$2,580 | Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end. | \$3,428 |
| 12 | 5015 | TUITION REIMBURSEMENT | | | | | | \$0 | | \$0 |
| 13 | 5016 | PROFESSIONAL MEMBERSHIPS | 2,052 | 3,022 | 1,094 | \$369 | | \$2,000 | ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$375). | \$2,110 |
| 14 | 5019 | HEALTH INSURANCE | | | | | | \$0 | | \$0 |
| 15 | 5041 | BLUE CROSS REFUND | | | | | | | | |
| 16 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$2,500 | TEMPORARY EMPLOYEES/OUTSIDE | \$2,500 |
| 17 | 5110 | PROFESSIONAL SERVICES | 28 | | | | | \$0 | | \$0 |
| 18 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 19 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 20 | 5122 | BANK S/C | | | | | | \$0 | | \$0 |
| 21 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 22 | 5140 | EQUIP/FURN REPAIRS | | | 49 | | | \$100 | Shared | \$100 |
| 23 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 24 | 5150 | MESSENGER SERVICE | 136 | 371 | 83 | | \$65 | \$300 | Messenger service | \$300 |
| 25 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 26 | 5210 | TRANSPORTATION | 4,677 | 7,972 | 3,918 | \$2,633 | | \$500 | Travel expenses for ED to meet with non-liaison associations, potential donors, governmental agencies and to conduct association business (Choice site visit); 1 flight at (\$400); and local transportation \$100 each trip. \$2,000 for Executive Director travel to IFLA. | \$2,500 |
| 27 | 5212 | LODGING & MEALS | 6,915 | 4,901 | 1,815 | \$5,129 | | \$350 | Lodging and meals for ED when on business for association; avg 1 night each (\$250 sleeping room, internet, taxes) and meals for ED (\$50 per diem) avg 2 days each. \$2,000 for ED IFLA attendance. | \$2,350 |
| 28 | 5214 | ENTERTAINMENT | | | 128 | | | \$0 | | \$0 |
| 29 | 5216 | BUSINESS MEETINGS | 1,019 | 826 | 420 | | | \$750 | Business meetings and IFLA registration fee. | \$750 |
| 30 | 5219 | UNALLOCATED AMERICAN EXPRESS | | | | | | | | |
| 31 | 5300 | FACILITIES RENT | | | | | | \$0 | | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL General & Administrative 0000 | | | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 32 | 5301 | CONFERENCE EQUIPMENT RENTAL | 603 | | | | | \$100 | Conference equipment rental | \$0 |
| 33 | 5302 | MEAL FUNCTIONS | 1,253 | 1,256 | 1,612 | \$278 | | \$1,000 | Meal Functions - Group meals Executive Director hosts to conduct association business during travel. | \$1,000 |
| 34 | 5303 | EXHIBITS | | | | | | \$0 | Exhibits in 3200 | \$0 |
| 35 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 36 | 5350 | PROGRAM ALLOCATION | | 0 | (400) | | | \$0 | | \$0 |
| 37 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | | | | | \$0 | | \$0 |
| 38 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | Typesetting for ACRL letterhead, envelopes, business cards, etc. | \$0 |
| 39 | 5402 | PRINTING-OUTSIDE | 2,224 | 852 | 1,512 | | | \$1,600 | Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300 | \$1,600 |
| 40 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | -Share of ACRL Briefing Book (1/3 of \$700) | \$0 |
| 41 | 5404 | DESIGN SERVICE-OUTSIDE | | | | | | \$0 | Design service | \$0 |
| 42 | 5406 | REVIEW SERVICE | | | | | | \$0 | | \$0 |
| 43 | 5410 | MAIL SERVICE-OUTSIDE | 225 | | | | | \$0 | | \$0 |
| 44 | 5411 | ADVERTISING/SPACE | | | | | | \$0 | Advertising/space for recruitment | \$0 |
| 45 | 5420 | COPYRIGHT FEES | | | | | | \$0 | General Copyright Fees | \$0 |
| 46 | 5430 | WEB OPERATING EXPENSES | 3,120 | 710 | 1,749 | \$3,222 | \$2,292 | \$4,212 | Domain name fees for acrl.org and acrlg.xxx (\$300); bulk email provider (now provided by ALA); survey software subscription (SurveyMonkey or other \$1,008); Zoom \$2,184 = Zoom Pro at \$864/year (\$72/month) and Pro Webinar at \$2,040/year. | \$4,212 |
| 47 | 5499 | INVENTORY RESERVE ADJUSTMENT | | | | | | \$0 | | \$0 |
| 48 | 5030 | STAFF RECRUITMENT/RELOCATION | 712 | | | | | \$0 | | \$0 |
| 49 | 5031 | STAFF DEVELOPMENT | 15,075 | 17,520 | 16,191 | \$9,622 | \$6,150 | \$15,000 | Staff Development for area workshops and seminars. Previously was budgeted at 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. | \$15,000 |
| 50 | 5500 | SUPPLIES/OPERATING | 2,355 | 3,041 | 1,105 | \$1,055 | \$1,217 | \$3,000 | Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations. | \$3,000 |
| 51 | 5501 | EQUIPMENT & SOFTWARE/MINOR | 3,098 | 2,239 | 6,831 | \$4,104 | \$3,009 | \$7,717 | Minor equipment and computer software costing. Est. financial software licenses: \$2,500. Volunteer system: \$1,500. Adobe Creative Cloud Suite: \$3717. | \$7,717 |
| 52 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | | | \$0 | Reference materials and subscriptions to professional journals. | \$0 |
| 53 | 5510 | INSURANCE | | | | | | \$0 | | \$0 |
| 54 | 5520 | EQUIPMENT RENTAL/LEASE | | | | | | \$0 | | \$0 |
| 55 | 5521 | SPACE RENT | | | | | | \$0 | | \$0 |
| 56 | 5522 | TELEPHONE/FAX | 734 | 791 | 996 | \$280 | | \$700 | Reimbursement for Remote Access at ALA LLX & AC. LLX: 3 staff * 35 = \$105. AC: 5 staff * 35 = \$175. ED cell reimbursement: 12 * 35 = \$420. | \$700 |
| 57 | 5523 | POSTAGE/E-MAIL | 10 | 1,759 | 603 | | \$60 | \$1,000 | Postage | \$1,000 |
| 58 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 59 | 5530 | DEPRECIATION F/E | 0 | 0 | (0) | \$0 | -\$1 | \$1,000 | Depreciation | \$1,000 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL General & Administrative 0000 | | | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 60 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 61 | 5532 | AMORT.- EQUIP N-S INTANGIBLE ASSETS | | | | | | \$0 | | \$0 |
| 62 | 5533 | DO NOT USE N/S Intangible Assets | | | | | | | | |
| 63 | 5540 | ROYALTY EXPENSE | 230 | 51 | | | | \$0 | | \$0 |
| 64 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 65 | 5543 | BAD DEBT EXPENSE | | | | | | \$0 | | \$0 |
| 66 | 5544 | INTEREST EXPENSE | | | | | | \$0 | | \$0 |
| 67 | 5545 | TAXES/PROPERTY | | | | | | \$0 | | \$0 |
| 68 | 5550 | PROMOTION | | | | | | \$0 | | \$0 |
| 69 | 5560 | ORG SUPPORT/CONTRIBUTION | 5,000 | | | | | \$0 | ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY23. | \$0 |
| 70 | 5599 | MISC EXPENSE | (59,111) | (49,602) | (42,522) | -\$20,115 | -\$12,906 | (\$66,911) | Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix | (\$79,081) |
| 71 | | | | | | | | | Reverse out charges to projects (memo includes CHOICE amount) | |
| 72 | | | | | | | | | -\$79,793 | |
| 73 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 74 | 5901 | IUT/CPU | | | | | | \$0 | | \$0 |
| 75 | 5902 | IUT/DATA PROC | | | | | | \$0 | | \$0 |
| 76 | 5903 | IUT/SUBS PROC | | | | | | \$0 | | \$0 |
| 77 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | | | | \$0 | | \$0 |
| 78 | 5905 | IUT/TELEPHONE | 2,163 | 1,826 | 1,553 | | | \$0 | IUT telephone; ALA moving to VoIP | \$0 |
| 79 | 5906 | IUT/ORDER BILLING | | | | | | \$0 | | \$0 |
| 80 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 81 | 5909 | IUT/DIST CTR | 532 | 688 | 552 | | | \$750 | IUT distribution | \$750 |
| 82 | 5910 | IUT/REPRO CTR | 6,979 | 1,777 | 2,367 | \$394 | \$16 | \$2,000 | IUT reprographics | \$2,000 |
| 83 | 5912 | IUT-Copyediting/Proofreading | | | | \$662 | \$98 | \$0 | | \$0 |
| 84 | 5913 | IUT-Composition/Alteration | | | | | | \$0 | | \$0 |
| 85 | 5940 | IUT/REGISTRATION PROCESSING | | | | | | \$0 | | \$0 |
| 86 | 5941 | IUT/CHOICE | | | | -\$7,636 | | \$10,634 | Transfer from CHOICE | \$14,852 |
| 87 | 5942 | IUT/ADVERTISING | | | | | | \$0 | | \$0 |
| 88 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 89 | 5911 | IUT/OVERHEAD | | | | | | \$0 | | \$0 |
| 90 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 91 | 5600 | TAXES/INCOME | | | | | | | | |
| 92 | | Expenses | (0) | 0 | (416) | -\$1 | -\$1 | \$0 | | \$0 |
| 93 | | | | | | | | | | |
| 94 | | Net | 0 | (0) | 416 | \$1 | -\$499 | \$0 | | \$0 |

[illegible]

| | A | B | C | D | E | F | G | H | I | J |
|----|------------------------------------|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Membership FY2023 3200 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 10 | 5000 | SALARIES & WAGES | \$47,110 | \$57,764 | \$59,484 | \$76,878 | \$39,298 | \$54,779 | Salaries calculated % of ACRL total salaries detailed in the salary matrix | \$52,368 |
| 11 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 12 | 5002 | OVERTIME WAGES | | | | | | | | |
| 13 | 5005 | ATTRITION FACTOR | | | | | -\$11,450 | \$0 | | \$0 |
| 14 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 15 | 5010 | EMPLOYEE BENEFITS | \$14,395 | \$17,329 | \$18,303 | \$23,944 | \$12,871 | \$18,551 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$16,758 |
| 16 | 5110 | PROFESSIONAL SERVICES | \$43,429 | \$54,740 | \$24,222 | \$10,113 | \$9,613 | \$2,000 | Booth graphics refresh (\$2,500) | \$2,500 |
| 17 | 5122 | BANK S/C | \$15,624 | \$13,420 | \$14,383 | \$11,802 | \$13,513 | \$15,658 | Bank service fees (2.9% of dues) | \$14,438 |
| 18 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 19 | 5302 | MEAL FUNCTIONS | \$4,722 | \$4,206 | \$9,793 | | | \$1,250 | Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23) | \$0 |
| 20 | 5350 | PROGRAM ALLOCATION | \$20,352 | \$37,605 | \$37,594 | -\$4,543 | \$5,063 | \$23,000 | Strategic initiatives (\$10,000) Feathr marketing campaign for 2023 Conference (60/40 split with 3808 - \$12,000 x .40 = \$4,800) Three Emerging Leader sponsorships (\$1,000 x 3 = \$3,000) ALA Membership Booth (\$5,000) | \$22,800 |
| 21 | 5402 | PRINTING-OUTSIDE | \$4,421 | \$3,703 | \$4,764 | \$4,911 | \$223 | \$0 | | \$0 |
| 22 | 5410 | MAIL SERVICE-OUTSIDE | | | | \$240 | | | | |
| 23 | 5430 | WEB OPERATING EXPENSES | \$1,199 | \$89 | \$0 | \$250 | \$300 | \$0 | | \$0 |
| 24 | 5500 | SUPPLIES/OPERATING | \$1,238 | \$6,298 | \$1,228 | | | \$500 | | \$500 |
| 25 | 5523 | POSTAGE/E-MAIL | | | | | | \$550 | Postage (based on FY21 actual) | \$223 |
| 26 | 5530 | DEPRECIATION F/E | | | | \$524 | \$224 | | | |
| 27 | 5599 | MISC EXPENSE | \$2,944 | \$2,377 | \$2,153 | \$1,791 | \$520 | \$3,137 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$3,480 |
| 28 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 29 | 5901 | IUT/CPU | | | | | | \$0 | | \$0 |
| 30 | 5902 | IUT/DATA PROC | \$360 | \$405 | \$405 | \$270 | | \$405 | | \$0 |
| 31 | 5903 | IUT/SUBS PROC | | | | | | \$0 | | \$0 |
| 32 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | (125,000.00) | -\$157,096 | 0.00 | (135,000.00) | Payout approved by the ALA Board of the interest/appreciation/dividends/contributions from ACRL's LTI calculated as five percent of the average of the previous twenty quarters. This number will be updated in February when payouts are approved by the Endowment Trustees. | (218,047) |
| 33 | 5905 | IUT/TELEPHONE | | | | | | \$0 | IUT-telephone (based on FY21 actual) | \$0 |
| 34 | 5906 | IUT/ORDER BILLING | | | | | | \$0 | | \$0 |
| 35 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 36 | 5909 | IUT/DIST CTR | \$346 | \$355 | \$547 | \$443 | | \$550 | IUT-distribution (based on FY21 actual) | \$0 |
| 37 | 5910 | IUT/REPRO CTR | \$784 | \$159 | \$576 | | | \$580 | IUT-reprographics (based on FY21 actual) | \$0 |
| 38 | 5912 | IUT-Copyediting/Proofreading | | | | | | \$0 | | \$0 |
| 39 | 5600 | TAXES/INCOME | | | | | | | | |
| 40 | Expenses | | \$156,923 | \$198,449 | \$48,452 | -\$30,473 | \$70,174 | (\$14,040) | | (\$104,980) |
| 41 | | | | | | | | | | |
| 42 | Net | | \$481,650 | \$411,457 | \$550,396 | \$590,002 | \$451,017 | \$553,977 | | \$602,834 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Board/Exec. Ctte. FY2023 3201 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4490 | MISCELLANEOUS REVENUE | | | | \$0 | \$0 | \$0 | | \$0 |
| 4 | | Revenues | 0 | 0 | 0 | \$0 | \$0 | \$0 | | \$0 |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | 71,685 | 92,253 | 85,020 | \$93,008 | \$64,371 | \$88,200 | Salaries calculated at % of total ACRL salaries as shown in salary matrix. | \$77,719 |
| 7 | 5005 | ATTRITION FACTOR | | | | | -\$18,755 | | | |
| 8 | 5010 | EMPLOYEE BENEFITS | 21,905 | 27,674 | 26,191 | \$28,967 | \$21,084 | \$29,869 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$24,870 |
| 9 | 5011 | LIFE INSURANCE | | | | | | | | |
| 10 | 5041 | BLUE CROSS REFUND | | | | | | | | |
| 11 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 12 | 5110 | PROFESSIONAL SERVICES | 12,573 | 9,348 | 33,250 | \$8,187 | \$5,963 | \$3,000 | SPOS Facilitator \$3,000 | \$3,000 |
| 13 | 5150 | MESSENGER SERVICE | 274 | 557 | 629 | | | \$700 | Shipping and hotel handling fee for Board documents to conference. Shipment to LLX and AC \$250 x 2 = \$500 1/3 of briefing book shipment. | \$700 |
| 14 | 5210 | TRANSPORTATION | 17,045 | 21,807 | 18,202 | \$12,216 | | \$5,940 | Total transportation expenses for the SPOS, President and ED liaison travel, and President-Elect and ED training at ASAE. LLX: Staff air travel 3 ppl x \$450 ea. (\$400 airfare + \$50 luggage fee) = \$1,350. Ground transportation 3 ppl x \$100 ea.= \$300. Total = \$1,680. SPOS (assuming Chicago): 34 total ppl = 13 Board members air travel + 1 facilitator+ 10 committee chairs/vice-chairs; 10 staff attending, but no flights if holding in Chicago. 24 ppl X \$450 (\$400 airfare + \$50 luggage fee) = \$10,800. Ground transportation 24 ppl x \$100 ea.= \$2,400. Grand total = \$13,200. ARL/CNI/ACLS for ACRL Board President and Executive Director. 6 air travel trips at \$450 (\$400 airfare + \$50 luggage fee) = \$2,700. Local ground transportation, mileage and parking reimbursement 6 trips x \$100 = \$600. Grand total = \$3,300 total. ASAE: (ASAE training not available in FY23 -- will use training through ACLS) Air travel for Executive Director and President elect (removed, as PE and President covered by institution) to attend meeting. 1 ppl x \$700 (\$700 airfare + \$50 luggage fee) = \$750. Local transporation: 1 ppl x \$50 = \$50. Reimbursement for mileage and parking: 0 ppl x \$50 = \$50 (removed in FY23). Grand total = \$800 total. | \$18,950 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Board/Exec. Cttee. FY2023 3201 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| | | | 23,409 | 20,136 | 23,333 | \$15,902 | | \$13,915 | <p>Total lodging and per diem reimbursement expenses for SPOS, President and ED liaison travel, President-Elect and ED training at ASAE, and ACRL Board Presidential Suite at ALA Annual.</p> <p>LLX: Staff hotel 3 ppl x 1 night x \$267 ea.= \$801. Per Diem: Staff meals 3 ppl x 1.5 days x \$50 per diem = \$225. Total = \$1,026.</p> <p>AC: Per ALA Operating Agreement, ALA will cover staff expenses to attend Annual.</p> <p>SPOS (Chicago): 34 ppl @ 90 total room nights X \$215 = \$19,350</p> <p>ARL/CNI/ACLS for President and ED: 6 trips x 2 nights ea. x \$250 = \$4,000. Meal reimbursement: 6 trips x 3 days x \$50 per diem = \$1,200. (\$3,900 total)</p> <p>ASAE: Pres Elect & ED: 2 ppl x at 3 nights at \$250 each = \$1,500. Meal Reimbursement: 2 ppl x 4 days x \$50 per diem = \$400. (\$1,900 total)</p> <p>ACRL suite at AC: \$340/night/5 nights = \$1,700</p> | \$27,876 |
| 15 | 5212 | LODGING & MEALS | | | | | | | | |
| 16 | 5214 | ENTERTAINMENT | | | | | | \$0 | | \$0 |
| 17 | 5216 | BUSINESS MEETINGS | 1,990 | 1,990 | 2,429 | \$0 | \$498 | \$2,095 | Registration fees for ASAE symposium for president-elect and ED. | \$2,650 |
| 18 | 5219 | UNALLOCATED AMERICAN EXPRESS | | | | | | \$0 | | \$0 |
| 19 | 5300 | FACILITIES RENT | | | | \$750 | | \$0 | SPOS facility rental. See line 5301. | \$0 |
| | | | 6,823 | 4,353 | 2,050 | \$2,780 | | \$18,000 | <p>LLX: AV per max 2 hr mtg: Board Setup with Hybrid Option (projector & screen, table mics (up to 10), mixer & technician, streaming internet, video conferencing) x \$4,500 x 2 mtg = \$9,000.</p> <p>SPOS (assuming Chicago): inc. screen, LCD projector, 2 wireless mics. SPOS total = \$1,500.</p> | \$10,500 |
| 20 | 5301 | CONFERENCE EQUIPMENT RENTAL | | | | | | | | |
| | | | 27,078 | 23,684 | 36,236 | \$25,181 | | \$8,321 | <p>LLX: Optional group dinner at local restaurant 16 ppl x \$45 ea. = \$720. Lunch catered at conv ctr/hotel 16 ppl x \$67 ea. = \$1,072. Total = \$1792.</p> <p>Board meals @ AC: AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500. Optional group dinner 16 ppl @ \$45 person = \$720. Board lunch in the suite 16 ppl @ \$75 ea = \$1,200. \$150 for ED and Pres Inaugural banquet tickets. (\$2,420 total)</p> <p>Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. (Removed in FY23)</p> | \$29,722 |
| 21 | 5302 | MEAL FUNCTIONS | | | | | | | | |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Board/Exec. Cttee. FY2023 3201 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 22 | | | | | | | | | SPOS (assuming Chicago) meals at hotel plus social event Wed catered breakfast for 12 ppl @ \$50 ea = \$600 catered lunch for 12 ppl @ \$60 ea = \$720 catered break for 34 ppl @ \$50 ea = \$1,700 group dinner and event for 34 ppl @ \$75 per person = \$2,550 Thurs catered breakfast and break for 34 ppl @ \$50 ea = \$1,700 catered break for 34 ppl @ \$30 ea = \$1020 catered lunch for 34 ppl @ \$80 ea = \$2720 catered break for 34 ppl @ \$60 ea = \$2040 special evening event for 34 ppl @ \$115 per person + \$750 for bus rental= \$4660 (Removed in FY23) group dinner for 34 ppl @ \$90 = \$3060 Fri catered breakfast for 34 ppl @ \$60 ea = \$2040 catered lunch for 34 ppl @ \$80 ea = \$2720 catered break for 34 ppl @ \$50 ea = \$1700 | |
| 23 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |
| 24 | 5350 | PROGRAM ALLOCATION | 397 | | 139 | | \$236 | \$100 | Board program expenses. | \$100 |
| 25 | 5402 | PRINTING-OUTSIDE | 263 | 162 | 170 | | | \$333 | Printing-outside- 1/3 share of \$700 ACRL Briefing Book | \$233 |
| 26 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | | | | | | \$0 | Business cards for ACRL Presidents-\$100 (Removed for FY23) | \$200 |
| 27 | 5420 | COPYRIGHT FEES | | | | | \$27 | \$30 | Board group photo | \$30 |
| 28 | 5430 | WEB OPERATING EXPENSES | 1,149 | 1,684 | 0 | | | \$0 | HBR article copyright fees for Board orientation packet. \$30 | \$0 |
| 29 | 5031 | STAFF DEVELOPMENT | | | | | | \$0 | Zoom license fees moved to 0000. | \$0 |
| 30 | 5500 | SUPPLIES/OPERATING | 1,185 | 1,173 | 850 | \$997 | \$404 | \$1,200 | Supplies for Leadership Council (\$200), five Board meetings, and gifts for departing Board members. | \$1,200 |
| 31 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | | | \$0 | | \$0 |
| 32 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | | | \$0 | Reference Materials | \$0 |
| 33 | 5522 | TELEPHONE/FAX | | | | \$35 | | | | |
| 34 | 5530 | DEPRECIATION F/E | 310 | 310 | 579 | \$634 | \$366 | \$0 | | \$0 |
| 35 | 5599 | MISC EXPENSE | 4,479 | 3,796 | 3,116 | \$2,168 | \$851 | \$5,051 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$5,164 |
| 36 | 5909 | IUT/DIST CTR | 9 | | 68 | | | \$68 | IUT-Distribution | \$68 |
| 37 | 5910 | IUT/REPRO CTR | 2 | 3,253 | 21 | | | \$100 | IUT-Reprographics | \$100 |
| 38 | Expenses | | 190,578 | 212,181 | 232,282 | \$190,825 | \$75,044 | \$176,922 | | \$203,082 |
| 39 | | | | | | | | | | |
| 40 | Net | | (190,578) | (212,181) | (232,282) | -\$190,825 | -\$75,044 | (\$176,922) | | (\$203,082) |

| | A | B | C | D | E | F | G | H | I | J |
|----|--------------------------|--|-------------|-------------|-------------|-------------|-------------|-------------|---|-------------|
| 1 | ACRL Trends & Statistics | | FY2023 | 3202 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4003 | DUES/LIFE MEMBERS-CURRENT | | | | | | \$0 | | \$0 |
| 4 | 4004 | DUES/CNTNUNG MBRS & DIV TRFR | | | | | | \$0 | | \$0 |
| 5 | 4100 | SALES/BOOKS | 85,111 | 43,222 | 56,609 | 10,662 | 27,688 | \$26,459 | | \$0 |
| 6 | 4600 | ASSETS RELEASED FROM RESTRICTION | | | | | | \$0 | | \$0 |
| 7 | 4601 | RETURNS/CREDITS | (9,035) | (1,769) | (5,691) | (1,977) | (2,035) | (\$2,000) | | \$0 |
| 8 | 4602 | SALES/BOOKS-DISCOUNT | (863) | (41) | | | | \$0 | | \$0 |
| 9 | 4101 | SALES/PAMPHLETS | | | | | | \$0 | | \$0 |
| 10 | | | | | | | | \$0 | | \$0 |
| 11 | 4103 | SALES - ONLINE | 52,333 | 75,385 | 72,188 | 77,876 | 79,847 | \$168,577 | ACRL Benchmark subscribers \$600 x 175 = \$105,000 \$540 x 175 = \$94,500 \$212.19 x 82 = \$17,407.78 \$241.66 x 24 = \$5,799.84 \$243.47 x 23 = \$5,599.81 | \$228,299 |
| 12 | 4104 | SALES/RENTL MAIL LISTS | | | | | | \$0 | | \$0 |
| 13 | 4301 | GRANTS AWARDS - TEMPORARILY RESTRICTED | | | | | | \$0 | | \$0 |
| 14 | 4400 | DONATIONS/HONORARIA | | | | | | \$0 | | \$0 |
| 15 | 4420 | INT/DIV | | | | | | \$0 | | \$0 |
| 16 | 4421 | ROYALTIES | 1,993 | 0 | 447 | | 346 | \$0 | | |
| 17 | 4422 | ENDOWMENT GAIN/LOSS-REALIZED | | | | | | | | |
| 18 | Revenues | | 129,540 | 116,797 | 123,554 | 86,561 | 105,847 | \$193,036 | | \$228,299 |

| | A | B | C | D | E | F | G | H | I | J |
|----|-------------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Trends & Statistics | | FY2023 | 3202 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 19 | | | | | | | | | | |
| 20 | 5000 | SALARIES & WAGES | 10,417 | 12,173 | 14,535 | 28,089 | 70,247 | \$35,638 | Salaries @ % of ACRL salaries per salary matrix | \$71,054 |
| 21 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 22 | 5002 | OVERTIME WAGES | | | | | | | | |
| 23 | 5005 | ATTRITION FACTOR | | | | | (20,467) | | | |
| 24 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 25 | 5010 | EMPLOYEE BENEFITS | 3,183 | 3,652 | 4,477 | 8,748 | 23,008 | \$12,069 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$22,737 |
| 26 | 5110 | PROFESSIONAL SERVICES | 84,500 | 51,000 | 54,500 | 7500 | 34577.4 | \$70,491 | Professional Services - Omeda subscription fulfillment (\$3,000); Survey Monkey (\$3,879); Proximo hosting and support (\$750/month standard plus \$1250/month ad hoc per month); Payback to PLA (\$21,500); Depreciation (\$21,000); Proximo improvements (facility survey) (\$35,000) | \$105,379 |
| 27 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 28 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 29 | 5122 | BANK S/C | 776 | 527 | 666 | 95 | 653 | \$666 | Bank service charge (based on FY19 actual) | \$0 |
| 30 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 31 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | | \$0 |
| 32 | 5402 | PRINTING-OUTSIDE | 4,123 | 1,022 | 2,539 | | 1,234 | \$1,000 | Outside printing – | \$0 |
| 33 | 5403 | BINDING-OUTSIDE | | 21 | 0 | | | \$0 | | \$0 |
| 34 | 5414 | SUPPLIES/PRODUCTION | | | | | | \$0 | | \$0 |
| 35 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | | 23 | 38 | | | \$0 | Pre-Press/Photographic (FY19 actual) | \$0 |
| 36 | 5416 | ADVERTISING PRODUCTION COST | | | | | | \$0 | | \$0 |
| 37 | 5420 | COPYRIGHT FEES | | | | | | \$0 | Copyright fees (FY18 actual) | \$0 |
| 38 | 5430 | WEB OPERATING EXPENSES | 5,000 | | 15,131 | | 3,625 | \$3,000 | Web hosting (Azzure - \$2400) | \$2,400 |
| 39 | 5431 | WEBINAR/WEBCASTS/WEB CE EXP | | | | | | \$0 | | \$0 |
| 40 | 5432 | PURCHASED INVENTORY | | | | | | \$0 | | \$0 |
| 41 | 5433 | ORDER PROCESSING/FULFILLMENT | 4,016 | 4,448 | 7,108 | 1,888 | 3,822 | \$7,755 | Transaction fee (4.6% x line 4103) | \$10,502 |
| 42 | 5480 | COST OF SALES | 19,868 | 10,237 | 69,307 | (330) | 29,771 | \$50,573 | Cost of sales, calculated as 30% of sales (line 4103) | \$68,490 |
| 43 | 5490 | INVENTORY ADJUSTMENT | (74,642) | (32,319) | (37,556) | | (34,000) | (\$34,000) | Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420. Starting in FY23, no inventory adjustment due to no print publications. | \$0 |
| 44 | 5499 | INVENTORY RESERVE ADJUSTMENT | 4,794 | 1,488 | | 934 | 934 | \$4,046 | Calculated as 2.4% of line 4103 | \$5,479 |
| 45 | 5030 | STAFF RECRUITMENT/RELOCATION | | | | | | | | |
| 46 | 5522 | TELEPHONE/FAX | | | | | | \$0 | | \$0 |
| 47 | 5523 | POSTAGE/E-MAIL | 1,878 | 173 | 250 | | | \$0 | Postage (print edition discontinued) | \$0 |
| 48 | 5530 | DEPR/FURN & EQUIPMENT | | | | 191 | 400 | | | \$0 |
| 49 | 5540 | ROYALTY EXPENSE | | | | | | \$0 | No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units | \$0 |
| 50 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 51 | 5543 | BAD DEBT EXPENSE | 1,100 | 1,211 | 0 | | (2,311) | \$1,930 | Bad debt (1% of gross revenues) | \$2,283 |
| 52 | 5599 | MISC EXPENSE | 651 | 502 | 527 | 655 | 928.98 | \$2,041 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$4,721 |
| 53 | 5911 | IUT/OVERHEAD | 16,836 | 15,417 | 16,312 | 11,433 | 13,979 | \$25,577 | IUT-Overhead: 50 % ALA rate | \$30,250 |
| 54 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 55 | 5600 | TAXES/INCOME | | | | | | | | |
| 56 | Expenses | | 82,499 | 69,574 | 147,833 | 59,202 | 126,401 | \$180,786 | | \$323,295 |
| 57 | | | | | | | | | | |
| 58 | Net | | 47,040 | 47,222 | (24,280) | 27,359 | (20,553) | \$12,250 | | (\$94,996) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Advisory Services FY2023 3203 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4429 | OVRHD-EXMPT REVENUE/DIVISIONS | | | | | | \$0 | | \$0 |
| 4 | 4430 | MISCELLANEOUS FEES | 0 | | | | | \$0 | | \$0 |
| 5 | 4490 | MISCELLANEOUS REVENUE | 82,350 | 27,050 | 33,490 | \$73,975 | \$43,000 | \$52,000 | Revenue for consulting services: • 3 external reviews x \$13000/review • 2 one-day retreats (strategic planning/team building) x \$14000/retreat • 2 facilitative support for library leaders x \$7,500/each • 0 peer feedback on internal self-study reports x \$4300/peer review • 0 review of planned search for library dean/director \$11,200 • 0 input from campus stakeholders \$3,700 • 0 half-day facilitation retreats x \$3,000 • 0 one-year strategic planning quarterly follow-ups x \$3,000 | \$82,000 |
| 6 | Revenues | | 82,350 | 27,050 | 33,490 | \$73,975 | \$43,000 | \$52,000 | | \$82,000 |
| 7 | | | | | | | | | | |
| 8 | 5000 | SALARIES & WAGES | 39,653 | 50,047 | 15,582 | \$32,217 | \$10,029 | \$19,864 | Salaries: % of ACRL total salaries listed in the salary matrix; includes time spent on the ACRL Web site and responses to email and phone requests for information | \$19,400 |
| 9 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 10 | 5002 | OVERTIME WAGES | | | | | | | | |
| 11 | 5005 | ATTRITION FACTOR | | | | | -\$2,922 | \$0 | | \$0 |
| 12 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 13 | 5010 | EMPLOYEE BENEFITS | 12,114 | 15,013 | 4,800 | \$10,034 | \$3,285 | \$6,727 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$6,208 |
| 14 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 15 | 5110 | PROFESSIONAL SERVICES | 43,500 | 26,825 | 34,255 | \$41,928 | \$35,347 | \$24,400 | Consultant Services • 3 full external reviews: 4 adjuncts x \$3,500 (assumes 2 visits @ 1 adjunct and 1 staff, 1 visit @ 2 adjuncts) • 2 one-day strategic planning retreats: 4 adjuncts x \$3,750 (assumes each retreat includes 2 adjuncts, 0 staff) • 1 facilitative support: 2 adjuncts x \$3,000 | \$35,000 |
| 16 | 5122 | BANK S/C | 0 | 103 | 16 | \$522 | \$328 | \$100 | | \$100 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Advisory Services FY2023 3203 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 17 | 5210 | TRANSPORTATION | 42 | 2,550 | 43 | \$1,236 | | \$1,500 | Nearly all travel will be paid by client. Budgeting for two new adjuncts for shadow/trial basis (we would assume costs and not charge back to client). | \$1,500 |
| 18 | 5212 | LODGING & MEALS | (894) | 72 | 902 | \$75 | | \$300 | Lodging & Meals | \$300 |
| 19 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | | | \$0 | | \$0 |
| 20 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | | | \$0 | Reference material | \$0 |
| 21 | 5530 | DEPRECIATION F/E | | | | \$219 | \$57 | | | |
| 22 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 23 | 5599 | MISC EXPENSE | 2,478 | 2,059 | 565 | \$515 | \$133 | \$1,137 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,289 |
| 24 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | | | | \$0 | | \$0 |
| 25 | 5905 | IUT/TELEPHONE | | | | | | \$0 | Telephone (based on last year's actual) | \$0 |
| 26 | 5906 | IUT/ORDER BILLING | | | | | | \$0 | | \$0 |
| 27 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 28 | 5909 | IUT/DIST CTR | 5 | | | | | \$0 | Postage(based on last year's actual) | \$0 |
| 29 | 5910 | IUT/REPRO CTR | 41 | | | | | \$40 | Copying (based on last year's actual) | \$40 |
| 30 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 31 | 5911 | IUT/OVERHEAD | 10,870 | 3,571 | 4,437 | \$9,802 | \$5,698 | \$6,890 | IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490). | \$10,865 |
| 32 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 33 | 5600 | TAXES/INCOME | | | | | | | | |
| 34 | Expenses | | 107,809 | 100,239 | 60,600 | \$96,548 | \$51,954 | \$60,958 | | \$74,702 |
| 35 | | | | | | | | | | |
| 36 | Net | | (25,459) | (73,189) | (27,110) | -\$22,573 | -\$8,954 | (\$8,958) | | \$7,298 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Standards Distribution FY2023 3204 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4400 | DONATIONS/HONORARIA | | | | 0 | 0 | \$0 | | \$0 |
| 4 | 4420 | INT/DIV | | | | 0 | 0 | \$0 | | \$0 |
| 5 | 4421 | ROYALTIES | | | 165 | 0 | 0 | \$0 | | \$0 |
| 6 | 4422 | ENDOWMENT GAIN/LOSS-REALIZED | | | | | | | | |
| 7 | 4423 | ENDWMNT GAIN/LOSS-UNREALIZED | | | | | | | | |
| 8 | 4429 | OVRHD-EXMPT REVENUE/DIVISIONS | 1,802 | 2,204 | 1,299 | | | \$250 | Overhead exempt revenue for standards distribution and Framework booklets. Expect continued negligible revenue in FY23 unless things like RoadShows etc resume on an in-person model after the pandemic. | \$150 |
| 9 | 4430 | MISCELLANEOUS FEES | | | | 204 | 0 | \$0 | | \$0 |
| 10 | 4490 | MISCELLANEOUS REVENUE | | 500 | | 0 | 0 | \$0 | | \$0 |
| 11 | Revenues | | 1,802 | 2,704 | 1,464 | 204 | 0 | \$250 | | \$150 |
| 12 | | | | | | | | | | |
| 13 | 5000 | SALARIES & WAGES | 5,421 | 7,585 | 2,082 | 735 | 319 | \$7,347 | Salaries % of ACRL total salaries listed in the salary matrix | \$387 |
| 14 | 5005 | ATTRITION FACTOR | | | | | (93) | | | |
| 15 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 16 | 5010 | EMPLOYEE BENEFITS | 1,657 | 2,276 | 641 | 229 | 105 | \$2,488 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$124 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Standards Distribution FY2023 3204 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 17 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 18 | 5122 | BANK S/C | 51 | 71 | 39 | 4 | | \$0 | | \$0 |
| 19 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 20 | 5140 | EQUIP/FURN REPAIRS | | | | | | \$0 | | \$0 |
| 21 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 22 | 5150 | MESSENGER SERVICE | | 23 | 66 | | | \$37 | Books now sent through USPS through Distribution Center, expenses in 5909 | \$0 |
| 23 | 5216 | BUSINESS MEETINGS | | | | | | \$0 | | \$0 |
| 24 | 5350 | PROGRAM ALLOCATION | | | | | | \$0 | | \$0 |
| 25 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | 102 | | | | \$0 | | \$0 |
| 26 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | | \$0 |
| 27 | 5402 | PRINTING-OUTSIDE | 2,533 | 4,580 | 5,522 | | | \$250 | Printing of standards, guidelines/framework. Budgeting very small amount for printing due to existing inventory and lack of sales in FY20 and FY21. | \$250 |
| 28 | 5522 | TELEPHONE/FAX | | | | | | \$0 | | \$0 |
| 29 | 5523 | POSTAGE/E-MAIL | 60 | 140 | | | | \$0 | Mailing of booklets now in 5909. | \$0 |
| 30 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 31 | 5530 | DEPRECIATION F/E | 23 | 25 | 14 | 5 | 2 | \$0 | | \$0 |
| 32 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 33 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 34 | 5599 | MISC EXPENSE | 339 | 312 | 75 | 11 | 4 | \$421 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$26 |
| 35 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 36 | 5909 | IUT/DIST CTR | 106 | 180 | 153 | 69 | 11 | \$50 | IUT-Distribution (UPS or USPS mailing of booklets, based on FY20, FY21 actual and historical). | \$40 |
| 37 | 5910 | IUT/REPRO CTR | | | | | | \$0 | IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops). Don't expect expenses in this line in FY23. | \$0 |
| 38 | 5912 | IUT-Copyediting/Proofreading | | | | | | \$0 | | \$0 |
| 39 | 5999 | IUT/MISC | | | | | | \$0 | IUT-Misc. | \$0 |
| 40 | Expenses | | 10,190 | 15,293 | 8,592 | 1,053 | 348 | \$10,593 | | \$827 |
| 41 | | | | | | | | | | |
| 42 | Net | | (8,388) | (12,589) | (7,128) | (849) | (348) | (\$10,343) | | (\$677) |

| | A | B | C | D | E | F | G | H | I | J |
|---|--------------------------------|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Awards FY2023 3206 | | | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 3 | 4400 | DONATIONS/HONORARIA | 11,500 | 13,250 | 16,250 | 8,336 | 13,600 | \$0 | Normal allocation: \$3000 from GOBI Library Solutions from EBSCO for EAL ceremonies; \$4,500 from EBSCO for CJCLS awards (\$1,500) and IS Innovation award (\$3,000); \$1,000 from SCELIC for CLS award; \$2,500 from American Psychological Association for EBSS award; \$2,500 from De Gruyter for ESS Grant (estimate, actual figure in euros) \$1,000 from Carrick Enterprises for Rockman Publication award; \$1,000 from Library Juice Academy for ULS award; \$1,500 from Duke University Press for WGSS awards; All other awards given directly to winners by donors | \$17,000 |
| 4 | 4429 | OVRHD-EXMPT REVENUE/DIVISIONS | | | 4,500 | | | \$0 | Normal Administrative Fees: \$1000 Academic/Research Librarian of the year; \$300 for 2 CJCLS awards; \$200 for CLS; \$300 DLS award; \$500 EBSS award; \$500 ESS grant (estimate, actual figure in euros); \$600 for IS Innovation award; \$200 IS Ilene Rockman Publication of the year; \$300 PPIRS award; \$200 ULS award; \$300 WGSS awards \$500 Atkinson Endowment admin fee IUTs from unfunded awards: \$200 IS Dudley award | \$5,400 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--------------------------------|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Awards FY2023 3206 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 5 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 6 | 4490 | MISCELLANEOUS REVENUE | 4,800 | 4,200 | 0 | 4,700 | 2,300 | \$0 | | \$0 |
| 7 | Revenues | | 16,300 | 17,450 | 20,750 | 13,036 | 15,900 | \$0 | | \$22,400 |
| 8 | | | | | | | | | | |
| 9 | 5000 | SALARIES & WAGES | 15,576 | 22,820 | 24,676 | 20,244 | 22,892 | \$23,136 | Salaries % of ACRL total salaries listed in the salary matrix | \$17,853 |
| 10 | 5005 | ATTRITION FACTOR | | | | | (6,670) | | | |
| 11 | 5010 | EMPLOYEE BENEFITS | 4,759 | 6,846 | 7,602 | 6,305 | 7,498 | \$7,835 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$5,713 |
| 12 | 5122 | BANK S/C | | 192 | 248 | | | \$0 | | \$0 |
| 13 | 5150 | MESSENGER SERVICE | 49 | 159 | 14 | | | \$0 | | \$0 |
| 14 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 15 | 5210 | TRANSPORTATION | 662 | | 9 | | | \$0 | | \$0 |
| 16 | 5212 | LODGING & MEALS | 874 | | | | | \$0 | | \$0 |
| 17 | 5304 | SPEAKER/GUEST EXPENSE | | | | | | \$0 | 0 | \$0 |
| 18 | 5305 | SPEAKER/GUEST HONORARIUM | | | | | | \$0 | 0 | \$0 |
| 19 | 5306 | AWARDS | 11,674 | 13,054 | 14,350 | 14,001 | 13,974 | \$0 | Normal Monetary Prizes: \$1,500 for CJCLS awards; \$1,000 for CLS award; \$2,500 for EBSS award; \$2,500 for ESS Grant (estimate, actual figure in euros) \$3,000 for IS Innovation award; \$1,000 for Rockman Publication award; \$1,000 for ULS award; \$1,500 for WGSS awards; Normal Award Production: \$600 for Excellence Award pieces (Crystal Cave) \$1,600 for award plaques (Scribes) All other awards given directly to recipients by donors | \$16,200 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--------------------------------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Awards FY2023 3206 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 20 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 21 | 5350 | PROGRAM ALLOCATION | 3,464 | 3,383 | 1,139 | | | \$0 | Travel funds for ACRL officers to attend Excellence Award ceremonies on recipients' campuses. | \$3,000 |
| 22 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | | | | | \$0 | | \$0 |
| 23 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | | \$0 |
| 24 | 5402 | PRINTING-OUTSIDE | | | | | | \$0 | | \$0 |
| 25 | 5522 | TELEPHONE/FAX | | | | | | \$0 | | \$0 |
| 26 | 5523 | POSTAGE/E-MAIL | | | | | | \$0 | | \$0 |
| 27 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 28 | 5530 | DEPRECIATION F/E | 67 | 76 | 168 | 138 | 130 | \$0 | | \$0 |
| 29 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 30 | 5599 | MISC EXPENSE | 973 | 939 | 894 | 324 | 303 | \$1,325 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,186 |
| 31 | 5903 | IUT/SUBS PROC | | | | | | \$0 | | \$0 |
| 32 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | (500) | | (500) | \$0 | | \$0 |
| 33 | 5905 | IUT/TELEPHONE | | | | | | \$0 | IUT-Telephone | \$0 |
| 34 | 5906 | IUT/ORDER BILLING | | | | | | \$0 | | \$0 |
| 35 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 36 | 5909 | IUT/DIST CTR | 65 | 101 | 76 | 26 | | \$150 | | \$100 |
| 37 | 5910 | IUT/REPRO CTR | | | | | | \$0 | | \$0 |
| 38 | 5942 | IUT/ADVERTISING | | | | | | \$0 | | \$0 |
| 39 | 5999 | IUT/MISC | | | | | | \$0 | IUT-Misc. | \$0 |
| 40 | 5911 | IUT/OVERHEAD | | | 0 | | | \$0 | | \$0 |
| 41 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 42 | 5600 | TAXES/INCOME | | | | | | | | |
| 43 | Expenses | | 38,163 | 47,571 | 48,676 | 41,038 | 37,628 | \$32,446 | | \$44,052 |
| 44 | | | | | | | | | | |
| 45 | Net | | (21,863) | (30,121) | (27,926) | (28,002) | (21,728) | (\$32,446) | | (\$21,652) |

| | A | B | C | D | E | F | G | H | I | J |
|----|----------------------------------|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Chapters FY2023 3207 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4430 | MISCELLANEOUS FEES | | | | | | | | |
| 4 | 4490 | MISCELLANEOUS REVENUE | | | | | | | | |
| 5 | Revenues | | 0 | 0 | 0 | 0 | 0 | \$0 | | \$0 |
| 6 | | | | | | | | | | |
| 7 | 5000 | SALARIES & WAGES | 3,776 | 14,720 | 9,309 | 11,341 | 8,599 | \$11,223 | Salaries : % of ACRL total salaries listed in salary matrix; Note time for Chapters Topics is now included in this project rather than a separate project. | \$9,521 |
| 8 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 9 | 5002 | OVERTIME WAGES | | | | | | \$0 | | \$0 |
| 10 | 5005 | ATTRITION FACTOR | | | | | (2,505) | \$0 | | \$0 |
| 11 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 12 | 5010 | EMPLOYEE BENEFITS | 1,155 | 4,416 | 2,868 | \$3,532 | 2,816 | \$3,801 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$3,047 |
| 13 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 14 | 5150 | MESSENGER SERVICE | | | | | | \$0 | Messenger Service | \$0 |
| 15 | 5151 | DUPLICATION/OUTSIDE | | | | | | \$0 | | \$0 |
| 16 | 5210 | TRANSPORTATION | 228 | 3,299 | 2,494 | 991 | | \$1,200 | Travel for ACRL officer speakers \$400 per event; 3 visits for FY22. | \$1,200 |
| 17 | 5212 | LODGING & MEALS | 1,247 | 522 | 714 | | | \$780 | Lodging & meals for ACRL officer speakers. 3 trips in FY22: 1 night lodging @ \$160 per night and \$50 per diem x 2 days ea. | \$780 |
| 18 | 5214 | ENTERTAINMENT | | | | | | \$0 | | \$0 |
| 19 | 5309 | AUDIO/VISUAL EQUIPMENT RENTAL & LABOR | | | | | | \$0 | | \$0 |
| 20 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 21 | 5350 | PROGRAM ALLOCATION | 3,683 | 3,816 | 2,823 | 1,141 | 285 | \$4,500 | Chapters program allocation is \$1.00 per ACRL member residing in the state or region, but this expense is budgeted based on previous year's actual expenses. | \$4,500 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---------------------------|-----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--|-------------|
| 1 | ACRL Chapters FY2023 3207 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 22 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | | | | | \$0 | | \$0 |
| 23 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | | \$0 |
| 24 | 5402 | PRINTING-OUTSIDE | | | | | | \$0 | Printing outside | \$0 |
| 25 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | | \$0 |
| 26 | 5031 | STAFF DEVELOPMENT | | | | | | \$0 | | \$0 |
| 27 | 5500 | SUPPLIES/OPERATING | | | | | | \$0 | Supplies (Chapters Council) | \$0 |
| 28 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | | | \$0 | | \$0 |
| 29 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | | | \$0 | | \$0 |
| 30 | 5510 | INSURANCE | | | | | | \$0 | | \$0 |
| 31 | 5520 | EQUIPMENT RENTAL/LEASE | | | | | | \$0 | | \$0 |
| 32 | 5521 | SPACE RENT | | | | | | \$0 | | \$0 |
| 33 | 5522 | TELEPHONE/FAX | | | | | | \$0 | Reimbursed phone/fax (Chapters Council) | \$0 |
| 34 | 5523 | POSTAGE/E-MAIL | | | | | | \$0 | Postage | \$0 |
| 35 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 36 | 5530 | DEPRECIATION F/E | 16 | 49 | 63 | 77 | 49 | \$0 | | \$0 |
| 37 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 38 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 39 | 5599 | MISC EXPENSE | 236 | 605 | 337 | 182 | 114 | \$643 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$633 |
| 40 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 41 | 5905 | IUT/TELEPHONE | | | | | | \$0 | IUT-Telephone | \$0 |
| 42 | 5906 | IUT/ORDER BILLING | | | | | | \$0 | | \$0 |
| 43 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 44 | 5909 | IUT/DIST CTR | 76 | 115 | 27 | 23 | | \$125 | IUT-Distribution | \$125 |
| 45 | 5910 | IUT/REPRO CTR | | | | | | \$0 | IUT-Reprographics (based on FY2018 actual) | \$0 |
| 46 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 47 | 5600 | TAXES/INCOME | | | | | | | | |
| 48 | Expenses | | 10,417 | 27,541 | 18,636 | 17,287 | 9,357 | \$22,272 | | \$19,806 |
| 49 | | | | | | | | | | |
| 50 | Net | | (10,417) | (27,541) | (18,636) | (17,287) | (9,357) | (\$22,272) | | (\$19,806) |

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

| | A | B | C | D | E | F | G | H | I | J |
|----|----------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Sections | | FY2023 | 3275 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4000 | DUES/PERSONAL | | | | -34.17 | -15.83 | | | |
| 4 | 4142 | ADVERTISING/CLASSIFIED | | | | | | \$0 | | \$0 |
| 5 | 4200 | REGISTRATION FEES | | 3,550 | | | | \$0 | | \$0 |
| 6 | 4301 | GRANTS AWARDS - TEMPORARILY RESTRICTED | | | | | | \$0 | | \$0 |
| 7 | 4400 | DONATIONS/HONORARIA | 2,500 | | | (139) | | \$0 | | \$0 |
| 8 | 4420 | INT/DIV | | | | | | \$0 | | \$0 |
| 9 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 10 | Revenues | | 2,500 | 3,550 | 0 | (173) | (16) | \$0 | | \$0 |
| 11 | | | | | | | | | | |
| 12 | 5000 | SALARIES & WAGES | 47,612 | 69,323 | 66,426 | 80,521 | 54,610 | \$67,169 | Salaries calculated at % of total ACRL salaries per time study. | \$65,460 |
| 13 | 5005 | ATTRITION FACTOR | | | | | (15,911) | | | |
| 14 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 15 | 5010 | EMPLOYEE BENEFITS | 14,549 | 20,796 | 20,463 | 25,078 | 17,887 | \$22,747 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$20,947 |
| 16 | 5110 | PROFESSIONAL SERVICES | | | | | 3,313 | | | |
| 17 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 18 | 5122 | BANK S/C | 71 | | (1) | | | \$0 | Bank service fee. | \$0 |
| 19 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 20 | 5150 | 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 | | | | | | | | |
| 39 | Expenses | | 94,308 | 128,865 | 117,292 | 130,178 | 87,430 | \$144,470 | | \$140,215 |
| 40 | | | | | | | | | | |
| 41 | Net | | (91,808) | (125,315) | (117,292) | (130,351) | (87,446) | (\$144,470) | | (\$140,215) |

| | A | B | C | D | E | F | G | H | I | J |
|----|-----------------------|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--|-------------|
| 1 | ACRL C&RL FY2023 3300 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4140 | ADVERTISING/GROSS | | | | | | \$0 | Print ceased in FY14, so no print ad revenue in FY22 | \$0 |
| 4 | 4143 | ADVERTISING/ON-LINE | 13,365 | 0 | | | | \$0 | Advertising sales estimated from online sales per Choice estimate (advertising moved to 4429) | \$0 |
| 5 | 4610 | COMMISSION/LINE ADV | | (34) | (299) | (506) | (504) | (\$675) | Advertising representatives' commissions, 3% of online sales. FY23 budgeted online sales \$15,000 | (\$675) |
| 6 | 4611 | COMMISSION/SALES REP | (596) | (225) | 19 | | | \$0 | Advertising representatives' commissions, not applicable | \$0 |
| 7 | 4420 | INT/DIV | | | | | | \$0 | | \$0 |
| 8 | 4421 | ROYALTIES | 8,374 | 7,517 | 7,035 | 7,256 | 5,083 | \$5,000 | Royalties from aggregators, based on FY21 actual with continued small decline year to year | \$4,500 |
| 9 | 4429 | OVRRHD-EXMPT REVENUE/DIVISIONS | | 7,500 | 9,300 | 12,380 | 9,050 | \$15,000 | Ad revenue based on Choice estimate formally in line 4140 and 4143 now reported in overhead-exempt line as the ads are placed in a journal that is a perquisite of membership. | \$16,500 |
| 10 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 11 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 12 | Revenues | | 21,142 | 14,758 | 16,054 | 19,131 | 13,630 | \$19,325 | \$20,325 | |
| 13 | | | | | | | | | | |
| 14 | 5000 | SALARIES & WAGES | 14,922 | 19,141 | 16,684 | 20,332 | 17,787 | \$18,544 | Salaries calculated at % of total ACRL salaries listed in salary matrix. | \$21,423 |
| 15 | 5002 | OVERTIME WAGES | | | | | 14 | | | |
| 16 | 5005 | ATTRITION FACTOR | | | | | (5,148) | | | |
| 17 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 18 | 5010 | EMPLOYEE BENEFITS | 4,559 | 5,742 | 5,219 | 6,332 | 5,828 | \$6,280 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$6,855 |
| 19 | 5110 | PROFESSIONAL SERVICES | 10,200 | 9,554 | 9,288 | 9,550 | 9,250 | \$12,500 | Professional Services - current distribution Editor 3000 Social Media Editor 2000 Book Review Editor 2100 Editorial Assistant 1 1500 Editorial Assistant 2 1500 | \$12,500 |
| 20 | 5122 | BANK S/C | | 14 | 361 | 56 | 27 | \$50 | Bank service fee, based on FY21 actual | \$30 |

| | A | B | C | D | E | F | G | H | I | J |
|----|----------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL C&RL FY2023 3300 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 21 | 5150 | MESSENGER SERVICE | 116 | | | | | \$100 | Messenger service, no expenses for this line in FY20 or FY21 actual | \$0 |
| 22 | 5151 | DUPLICATION/OUTSIDE | | | | | | \$0 | | \$0 |
| 23 | 5210 | TRANSPORTATION | | | | | | \$0 | Travel Out-of-town, expenses for editor to attend relevant conferences (\$1,000 travel allowance transferred to professional services at request of editor) | \$0 |
| 24 | 5305 | SPEAKER/GUEST HONORARIUM | | | | | | \$0 | Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor) | \$0 |
| 25 | 5350 | PROGRAM ALLOCATION | | | | | | \$0 | | \$0 |
| 26 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | 4,750 | 5,350 | 5,250 | 5,400 | 6,850 | \$5,250 | Editorial/Proofread; 35 hr/issue x\$25/hr.x 7 issues | \$6,125 |
| 27 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | Typesetting | \$0 |
| 28 | 5402 | PRINTING-OUTSIDE | | | | | | \$0 | Outside printing. No printing after Nov. 2013. | \$0 |
| 29 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | NA | \$0 |
| 30 | 5404 | DESIGN SERVICE-OUTSIDE | | | | | | \$0 | | \$0 |
| 31 | 5406 | REVIEW SERVICE | | | | | | \$0 | | \$0 |
| 32 | 5410 | MAIL SERVICE-OUTSIDE | | | | | | \$0 | Mail service--outside. Includes handling. No mailing after Nov. 2013. | \$0 |
| 33 | 5430 | WEB OPERATING EXPENSES | 18,850 | 6,996 | 4,662 | 5,969 | 7,514 | \$5,965 | C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,800 annual altmetric fee, \$500 portico preservation fee) | \$6,710 |
| 34 | 5501 | EQUIPMENT & SOFTWARE/MINOR | 4,830 | | | | | \$0 | "Editorial Assistant" (peer-review software) - moved from previous system to OJS in June 2017, no additional cost for using OJS system | \$0 |
| 35 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 36 | 5530 | DEPRECIATION F/E | 65 | 64 | 114 | 139 | 101 | \$0 | | \$0 |
| 37 | 5543 | BAD DEBT EXPENSE | 0 | | | | | \$0 | Bad debt, @ 1% sales (4103+4109+4140) | \$0 |
| 38 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 39 | 5599 | MISC EXPENSE | 932 | 787 | 605 | 325 | 234 | \$1,062 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,424 |
| 40 | 5909 | IUT/DIST CTR | | 32 | | | | \$25 | IUT-Distribution | \$25 |
| 41 | 5910 | IUT/REPRO CTR | | | | | | \$0 | IUT-Reprographics | \$0 |
| 42 | 5942 | IUT/ADVERTISING | 6,373 | 5,672 | 6,081 | 6,480 | 4,256 | \$362 | IUT-Choice - C&RL share of the amount paid to Choice to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line. Based on projected ad sales and FY21 actual. | \$4,500 |
| 43 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 44 | 5911 | IUT/OVERHEAD | 0 | | | | | \$0 | IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110) | \$0 |
| 45 | 5998 | IUT/ALLOCATIONS | | | | | | \$300 | | \$300 |
| 46 | 5600 | TAXES/INCOME | 0 | 0 | 0 | | | \$240 | Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429). Removed taxes per ALA instructions in FY23. | \$0 |
| 47 | Expenses | | 65,598 | 53,352 | 48,263 | 54,583 | 46,712 | \$50,678 | \$59,892 | |
| 48 | | | | | | | | | | |
| 49 | Net | | (44,455) | (38,594) | (32,209) | (35,453) | (33,082) | (\$31,353) | (\$39,567) | |

| | A | B | C | D | E | F | G | H | I | J |
|----|---------------------------------------|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL C&RL News FY2023 3302 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4601 | RETURNS/CREDITS | | | | | | \$0 | Returns/Credits - based on historical | \$0 |
| 4 | 4109 | SALES/MISC | 54 | | | 522 | | \$25 | Sales of back issues (based on fy21 actual and historical) | \$25 |
| 5 | 4110 | SUBSCRIPTIONS | 16,216 | 16,094 | 13,992 | 13,904 | 9,721 | \$4,312 | Subscriptions (News became an online only publication in January 2022) | \$0 |
| 6 | 4140 | ADVERTISING/GROSS | 112,795 | 0 | | | | \$0 | As print ads in a journal given as a perquisite of membership and are overhead exempt we are moving them to the overhead exempt line 4429. | \$0 |
| 7 | 4143 | ADVERTISING/ON-LINE | 95,938 | 64,156 | 88,200 | 89,300 | 86,400 | \$90,000 | Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts | \$105,000 |
| 8 | 4610 | COMMISSION/LINE ADV | (3,234) | (1,371) | (3,823) | (4,802) | (5,211) | (\$4,725) | Advertising representatives' commissions based on choice estimate of net online advertising revenue (website ads, etoc and newsletter sponsorships, eblasts) | (\$4,725) |
| 9 | 4611 | COMMISSION/SALES REP | (8,326) | (4,310) | (4,912) | (3,216) | (1,951) | (\$675) | Advertising representatives' commissions based on choice estimate of print advertising revenue for 4 issues. THIS CHANGED 8/21 BUT CELL ALREADY RED AS NEG REVENUE | (\$675) |
| 10 | 4612 | COMMISSION/ADVERTISING AGENCY | | | | | | \$0 | Eliminated agency discounts as revenues are reflected inclusive of any discount | \$0 |
| 11 | 4142 | ADVERTISING/CLASSIFIED | 433,651 | 415,063 | 408,078 | 283,475 | 282,130 | \$340,000 | Classified ad revenue - share of JobLIST ad sales (based on FY21 actual and future projceted trends) | \$420,000 |
| 12 | 4420 | INT/DIV | | | | | | \$0 | | \$0 |
| 13 | 4421 | ROYALTIES | 1,459 | 1,572 | 1,493 | 1,971 | 1,568 | \$1,500 | Royalties – aggregators (based on average of FY19,20,21.) | \$1,600 |
| 14 | 4422 | ENDOWMENT GAIN/LOSS-REALIZED | | | | | | | | |
| 15 | 4423 | ENDWMNT GAIN/LOSS-UNREALIZED | | | | | | | | |
| 16 | 4429 | OVHRD-EXMPT REVENUE/DIVISIONS | | 78,760 | 110,930 | 83,576 | 50,800 | \$30,000 | Includes online advertising revenue based on revised Choice estimate; 1 etoc per issue. Since C&RL News is provided as a perquisite to members, ads directly related to this publication are exempt from overhead per the operating agreement. | \$16,500 |
| 17 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 18 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 19 | Revenues | | 648,554 | 569,964 | 613,958 | 464,730 | 423,458 | \$460,437 | | \$537,725 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---------------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL C&RL News FY2023 3302 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 20 | | | | | | | | | | |
| 21 | 5000 | SALARIES & WAGES | 134,600 | 180,643 | 162,848 | 172,768 | 176,048 | \$175,034 | Salaries calculated at % of total ACRL salaries listed in salary matrix | \$182,098 |
| 22 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 23 | 5002 | OVERTIME WAGES | | | | | 28 | | | |
| 24 | 5005 | ATTRITION FACTOR | | | | | (51,226) | \$0 | | \$0 |
| 25 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 26 | 5010 | EMPLOYEE BENEFITS | 41,130 | 54,189 | 52,682 | 53,810 | 57,665 | \$59,276 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$58,271 |
| 27 | 5011 | LIFE INSURANCE | | | | | | | | |
| | | | 27,000 | 18,000 | 18,000 | 18,000 | 18,000 | \$19,200 | Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with American Libraries; also includes \$4,000 to provide authors with a free ACRL webcast per agreement with Margot Conahan | \$22,000 |
| 28 | 5110 | PROFESSIONAL SERVICES | | | | | | | | |
| 29 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 30 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 31 | 5122 | BANK S/C | 2,873 | 3,694 | 1,271 | 957 | 162 | \$3,250 | Payment processing fees - approx 3.0% of product ad revenues | \$3,750 |
| 32 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 33 | 5140 | EQUIP/FURN REPAIRS | | | | | | \$0 | | \$0 |
| 34 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 35 | 5150 | MESSENGER SERVICE | 3,309 | 4,406 | 3,898 | 2,986 | 1,048 | \$1,417 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 36 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 37 | 5210 | TRANSPORTATION | | | | | | \$0 | | \$0 |
| 38 | 5350 | PROGRAM ALLOCATION | | | | | | \$0 | | \$0 |
| 39 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | | | | | \$0 | Proofreading as needed (based on historical trends) | \$0 |
| 40 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | No longer a charge item. | \$0 |
| 41 | 5402 | PRINTING-OUTSIDE | 77,431 | 97,896 | 101,919 | 100,831 | 81,267 | \$43,200 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 42 | 5403 | BINDING-OUTSIDE | 20 | | | | | \$25 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 43 | 5404 | DESIGN SERVICE-OUTSIDE | 1,800 | 1,500 | 1,800 | 1,350 | 1,800 | \$1,650 | Design work for cover (\$150/issue) | \$1,650 |
| 44 | 5406 | REVIEW SERVICE | | | | | | \$0 | | \$0 |
| 45 | 5410 | MAIL SERVICE-OUTSIDE | 11,861 | 12,184 | 12,318 | 12,874 | 10,406 | \$4,925 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 46 | 5411 | ADVERTISING/SPACE | | | | | | \$0 | | \$0 |
| 47 | 5412 | ADVERTISING/DIRECT | 709 | 2,888 | 314 | | | \$600 | Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$200, marketing online career center | \$700 |
| 48 | 5413 | MAIL LIST RENTAL | | | | | | \$0 | Mail List Rental - No longer used. | \$0 |
| 49 | 5414 | SUPPLIES/PRODUCTION | | | | | | \$0 | Supplies/Production | \$0 |
| 50 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | 2,557 | 2,640 | 3,541 | 2,888 | 1,422 | \$1,280 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 51 | 5416 | ADVERTISING PRODUCTION COST | | | | | | \$0 | | \$0 |
| 52 | 5420 | COPYRIGHT FEES | | | | | | \$0 | Copyright fee (based on historical) | \$0 |
| | | | 56,368 | 19,206 | 35,878 | 13,703 | 16,072 | \$14,100 | C&RL News costs for online journal hosting (estimated 20 articles per issue at \$42/ article=\$840/ issue) plus \$3,600 annual altmetric fee, \$650 portico preservation fee. No longer have charges for online subscription processing starting in FY23. | \$13,490 |
| 53 | 5430 | WEB OPERATING EXPENSES | | | | | | | | |
| 54 | 5431 | WEBINAR/WEBCASTS/WEB CE EXP | | | | | | \$0 | | \$0 |
| 55 | 5432 | PURCHASED INVENTORY | | | | | | \$0 | | \$0 |
| 56 | 5433 | ORDER PROCESSING/FULFILLMENT | 1,558 | 1,390 | 1,075 | 1,592 | 749 | \$1,500 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 57 | 5031 | STAFF DEVELOPMENT | | | | | | \$0 | | \$0 |
| 58 | 5500 | SUPPLIES/OPERATING | | | | | | \$0 | Supplies, based on FY19 actual and historical | \$0 |
| 59 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | | | \$0 | Haven't used since prior to FY15 | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---------------------------------------|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL C&RL News FY2023 3302 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 60 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | 50 | | | \$0 | Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out in FY21. | \$0 |
| 61 | 5510 | INSURANCE | | | | | | \$0 | | \$0 |
| 62 | 5520 | EQUIPMENT RENTAL/LEASE | | | | | | \$0 | | \$0 |
| 63 | 5521 | SPACE RENT | | | | | | \$0 | | \$0 |
| 64 | 5522 | TELEPHONE/FAX | 48 | 40 | 39 | 22 | 12 | \$40 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 65 | 5523 | POSTAGE/E-MAIL | 45,992 | 47,984 | 49,039 | 48,679 | 37,704 | \$19,284 | C&RL News became an online-only publication with the January 2022 issue | \$0 |
| 66 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 67 | 5530 | DEPRECIATION F/E | 582 | 605 | 1,110 | 1,174 | 1,000 | \$536 | Depreciation | \$536 |
| 68 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 69 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 70 | 5543 | BAD DEBT EXPENSE | 5,524 | 4,951 | 5,060 | | (15,535) | \$261 | Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads | \$261 |
| 71 | 5544 | INTEREST EXPENSE | | | | | | \$0 | | \$0 |
| 72 | 5545 | TAXES/PROPERTY | | | | | | \$0 | | \$0 |
| 73 | 5550 | PROMOTION | | | | | | \$0 | | \$0 |
| 74 | 5560 | ORG SUPPORT/CONTRIBUTION | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | \$14,000 | IUT - JobLIST-related support to HRDR for furniture in the placement center; starting in FY13 agreed at \$14,000 or 7.5% of gross JobLIST online ad revenues, whichever is less | \$14,000 |
| 75 | 5599 | MISC EXPENSE | 8,410 | 7,430 | 5,902 | 2,767 | 2,325 | \$10,023 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$12,100 |
| 76 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 77 | 5901 | IUT/CPU | | | | | | \$0 | | \$0 |
| 78 | 5902 | IUT/DATA PROC | | | | | | \$0 | This item moved to project 3200 in FY12 per MJP. | \$0 |
| 79 | 5903 | IUT/SUBS PROC | 2,660 | | | | | \$0 | No longer a charge item. | \$0 |
| 80 | 5904 | TRANSFER TO/FROM ENDOWMENT | | | | | | \$0 | | \$0 |
| 81 | 5905 | IUT/TELEPHONE | | | | | | \$0 | IUT-Telephone – Based on historical | \$0 |
| 82 | 5906 | IUT/ORDER BILLING | | | | | | \$0 | | \$0 |
| 83 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 84 | 5909 | IUT/DIST CTR | 14 | 6 | 18 | 7 | 76 | \$20 | IUT-Distribution – Based on FY21 actual | \$75 |
| 85 | 5910 | IUT/REPRO CTR | 18 | 18 | 71 | | | \$50 | IUT-Reprographics – Based on FY21 actual + historical | \$0 |
| 86 | 5912 | IUT-Copyediting/Proofreading | | | | | | \$0 | | \$0 |
| 87 | 5913 | IUT-Composition/Alteration | | | | | | \$0 | | \$0 |
| 88 | 5940 | IUT/REGISTRATION PROCESSING | | | | | | \$0 | | \$0 |
| 89 | 5941 | IUT/CHOICE | | | | | | \$0 | | \$0 |
| 90 | 5942 | IUT/ADVERTISING | 12,747 | 11,345 | 12,161 | 12,605 | 8,512 | \$724 | IUT-Advertising - C&RL News share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad sales projection and historical. Pam Marino salary included in salary line. | \$7,000 |
| 91 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 92 | 5911 | IUT/OVERHEAD | 2,148 | 2,124 | 67,611 | 51,325 | 50,118 | \$57,030 | IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate | \$69,059 |
| 93 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 94 | 5600 | TAXES/INCOME | (24,319) | 0 | 0 | | | \$11,244 | Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143. Remvoed taxes per ALA instructions in FY23. | \$0 |
| 95 | Expenses | | 429,039 | 487,139 | 550,606 | 512,337 | 411,652 | \$438,669 | | \$384,990 |
| 96 | | | | | | | | | | |
| 97 | Net | | 219,515 | 82,825 | 63,352 | (47,606) | 11,806 | \$21,768 | | \$152,735 |

| | A | B | C | D | E | F | G | H | I | J |
|----|-----------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL RBM FY2023 3303 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4601 | RETURNS/CREDITS | | | | | | (\$3) | Returns @ 5% of line 4109 | (\$3) |
| 4 | 4108 | SALES/ALA STORE | | | | | | \$0 | | \$0 |
| 5 | 4109 | SALES/MISC | 402 | 52 | | | 67 | \$50 | Sales of back issues (based on FY21 actual and historical) 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 | Revenues | | 34,661 | 22,871 | 29,870 | 27,365 | 27,460 | \$23,756 | | \$17,598 |
| 18 | | | | | | | | | | |
| 19 | 5000 | SALARIES & WAGES | 3,916 | 4,409 | 2,552 | 4,407 | 3,095 | \$4,270 | Salaries: % of ACRL total salaries listed in salary matrix | \$3,703 |
| 20 | 5002 | OVERTIME WAGES | | | | | 5 | | | |
| 21 | 5005 | ATTRITION FACTOR | | | | | (890) | | | |
| 22 | 5010 | EMPLOYEE BENEFITS | 1,197 | 1,323 | 892 | 1,373 | 1,014 | \$1,446 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$1,185 |
| 23 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 24 | 5110 | PROFESSIONAL SERVICES | 800 | 800 | 800 | 800 | | \$800 | Editor Stipend | \$800 |
| 25 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 26 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 27 | 5122 | BANK S/C | 370 | 219 | 363 | 251 | 133 | \$0 | | \$0 |
| 28 | 5150 | MESSENGER SERVICE | 37 | 48 | 52 | 28 | | \$50 | Based on FY21 actual and historical. | \$30 |
| 29 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 30 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | 750 | 750 | 675 | 625 | 825 | \$800 | Editorial/Proofreading (\$400 per issue) 10 hrs x \$40 | \$800 |
| 31 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | | \$0 |
| 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 | ACRL RBM FY2023 3303 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 38 | 5416 | ADVERTISING PRODUCTION COST | | | | | | \$0 | | \$0 |
| 39 | 5420 | COPYRIGHT FEES | | | | | | \$0 | Copyright | \$0 |
| | | | 8,475 | 2,201 | 2,182 | 2,922 | 2,778 | \$3,150 | RBM costs for online journal hosting (estimated 20 total articles over 2 issues @ \$42/ article), \$1,650 for web hosting of subscription processing, \$550 for altmetrics, and \$110 for portico digital preservation. | \$3,150 |
| 40 | 5430 | WEB OPERATING EXPENSES | | | | | | | | |
| 41 | 5431 | WEBINAR/WEBCASTS/WEB CE EXP | | | | | | \$0 | | \$0 |
| 42 | 5432 | PURCHASED INVENTORY | | | | | | \$0 | | \$0 |
| 43 | 5433 | ORDER PROCESSING/FULFILLMENT | 2,017 | 785 | 696 | 924 | 579 | \$1,000 | Subscription processing fees from outside supplier | \$1,000 |
| 44 | 5480 | COST OF SALES | | | | | | \$0 | | \$0 |
| 45 | 5500 | SUPPLIES/OPERATING | | | | | | \$0 | | \$0 |
| | | | | | | | | \$0 | "Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15 | \$0 |
| 46 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | | | | | |
| 47 | 5522 | TELEPHONE/FAX | 6 | 28 | 10 | 8 | | \$35 | Support for subscription processing | \$35 |
| | | | 1,510 | 1,369 | 1,270 | 1,045 | 1,911 | \$1,373 | Postage for mailing two issues (2 @ \$660). (First class) (Note: Second class rates not available for RBM because it is not mailed often enough to qualify.) (increase of 4% from FY21 budget) | \$1,373 |
| 48 | 5523 | POSTAGE/E-MAIL | | | | | | | | |
| 49 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 50 | 5530 | DEPRECIATION F/E | 17 | 15 | 17 | 30 | 17 | \$0 | | \$0 |
| 51 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 52 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 53 | 5543 | BAD DEBT EXPENSE | 102 | 102 | 103 | 0 | (307) | \$86 | Bad debt @ 1% of revenue on lines 4109 and 4140 | \$86 |
| | | | 245 | 181 | 93 | 70.62 | 40.41 | \$245 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$246 |
| 54 | 5599 | MISC EXPENSE | | | | | | | | |
| 55 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 56 | 5901 | IUT/CPU | | | | | | \$0 | | \$0 |
| 57 | 5902 | IUT/DATA PROC | | | | | | \$0 | | \$0 |
| | | | 2,014 | | | | | \$0 | Subscription services fees, moved to lines 5433, 5522,5430, and 5410 | \$0 |
| 58 | 5903 | IUT/SUBS PROC | | | | | | | | |
| 59 | 5909 | IUT/DIST CTR | | 8 | | | | \$25 | IUT-Distribution (includes some back issues) | \$25 |
| 60 | 5910 | IUT/REPRO CTR | | | | | | \$0 | IUT-Reprographics | \$0 |
| 61 | 5941 | IUT/CHOICE | | | | | | \$0 | | \$0 |
| | | | 2,124 | 1,891 | 2,027 | 2,160 | 1,419 | \$120 | IUT Advertising: RBM share of the amount paid to CHOICE to manage the sale of ad space based on FY23 ad projections and historical. Pam Marino salary included in salary line. | \$1,250 |
| 62 | 5942 | IUT/ADVERTISING | | | | | | \$0 | | \$0 |
| 63 | 5999 | IUT/MISC | | | | | | | | |
| 64 | 5911 | IUT/OVERHEAD | 4,575 | 3,019 | 3,958 | 3,626 | 3,639 | \$3,148 | IUT-Overhead: 50% of ALA OH rate x Total Revenues | \$2,332 |
| 65 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| | | | (215) | 0 | 0 | | | \$285 | Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143. Removed taxes per ALA instructions in FY23. | \$0 |
| 66 | 5600 | TAXES/INCOME | | | | | | | | |
| 67 | Expenses | | 32,744 | 21,400 | 19,622 | 22,066 | 18,017 | \$21,583 | | \$21,046 |
| 68 | | | | | | | | | | |
| 69 | Net | | 1,917 | 1,471 | 10,249 | 5,299 | 9,444 | \$2,173 | | (\$3,448) |

| | A | B | C | D | E | F | G | H | I | J |
|----|--------------------------------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Web CE FY2023 3340 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4103 | SALES - ONLINE | 81,545 | 102,650 | 22,255 | | 37,418 | \$24,375 | 15% of sponsored webinar revenue to cost-share with CHOICE. (Percentage was 40% in FY17, currently splitting 85/15 CHOICE/ACRL) | \$24,375 |
| 4 | 4104 | SALES/RENTL MAIL LISTS | | | | | | \$0 | | \$0 |
| 5 | 4105 | SALES/WEBINARS/WEBCASTS/WEB CE | 41,121 | 19,720 | 81,890 | 86,275 | 61,570 | \$72,345 | Online learning registration fees (multi-week online courses and one-shot webcasts). Online courses: 2 total online courses x 18 participants each @ \$135 = \$5,400 Webcasts: 22 live webcasts with 25 registrants each (550 total) with an average reg fee of \$65 (based on avg reg for webcasts following the implementation of the ALA standardized bulk discounts, no more group rate). Based on \$50 ACRL member fee, \$71 ALA member, \$79 Nonmember, with bulk discounts starting with two registrants | \$40,610 |
| 6 | 4109 | SALES/MISC | | | | | | | | |
| 7 | 4140 | ADVERTISING/GROSS | | | | | | \$0 | CHOICE sponsored revenue recognized in 4103 | \$0 |
| 8 | 4143 | ADVERTISING/ON-LINE | | | | | | \$0 | | \$0 |
| 9 | 4610 | COMMISSION/LINE ADV | | | | | | \$0 | | \$0 |
| 10 | 4611 | COMMISSION/SALES REP | (4,639) | (954) | (447) | (2,058) | (2,824) | (\$1,097) | Commissions on ACRL-CHOICE sponsored webcasts. 15% of \$9,000 due to cost-share with CHOICE. Updated based on historical actuals. | (\$1,097) |
| 11 | 4429 | OVRLD-EXMPT REVENUE/DIVISIONS | | | | | | \$0 | | \$0 |
| 12 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 13 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 14 | Revenues | | 118,027 | 121,416 | 103,698 | 84,217 | 96,164 | \$95,623 | \$63,888 | |
| 15 | | | | | | | | | | |
| 16 | 5000 | SALARIES & WAGES | 12,053 | 27,143 | 15,636 | 28,780 | 22,073 | \$26,298 | Salaries @ % of ACRL salaries listed in matrix | \$16,663 |
| 17 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 18 | 5002 | OVERTIME WAGES | | | | | | | | |
| 19 | 5005 | ATTRITION FACTOR | | | | | (6,431) | \$0 | | \$0 |
| 20 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 21 | 5010 | EMPLOYEE BENEFITS | 3,683 | 8,142 | 4,817 | 8,963 | 7,230 | \$8,906 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$5,332 |
| 22 | 5110 | PROFESSIONAL SERVICES | 3,185 | 4,430 | 5,894 | 495 | 11,914 | \$2,000 | Course development, 2 new Moodle courses x \$1,000 = \$2,000 | \$2,000 |
| 23 | 5120 | LEGAL FEES | | | | | | | | |
| 24 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 25 | 5122 | BANK S/C | 1,233 | 2,926 | 1,537 | 1,738 | 1,832 | \$2,062 | Bank Charges | \$1,157 |
| 26 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 27 | 5304 | SPEAKER/GUEST EXPENSE | | | | | | \$0 | | \$0 |
| 28 | 5305 | SPEAKER/GUEST HONORARIUM | 300 | 7,519 | 2,274 | 4,739 | 6,976 | \$4,800 | | |
| 29 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 30 | 5350 | PROGRAM ALLOCATION | | | 101 | | | \$0 | | \$0 |
| 31 | 5420 | COPYRIGHT FEES | | | | | | \$0 | Copyright fees | \$0 |
| 32 | 5430 | WEB OPERATING EXPENSES | 5,971 | 3,467 | 2,744 | 672 | | \$0 | Web Operating Expenses | \$0 |
| 33 | 5431 | WEBINAR/WEBCASTS/WEB CE EXP | 1,956 | | | | | \$4,461 | 85/15 expense split with CHOICE; 15% expenses recognized in budget. | \$4,461 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--------------------------------|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Web CE FY2023 3340 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 34 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 35 | 5530 | DEPRECIATION F/E | 52 | 91 | 107 | 196 | 126 | \$0 | | \$0 |
| 36 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 37 | 5532 | AMORT.- EQUIP N-S INTANGIBLE ASSETS | | | | | | \$0 | | \$0 |
| 38 | 5533 | DO NOT USE N/S Intangible Assets | | | | | | | | |
| 39 | 5540 | ROYALTY EXPENSE | 3,218 | 1,581 | 0 | 0 | 150 | \$7,235 | Presenter royalty payments: 10% x registration revenue for webcasts and online courses | \$4,061 |
| 40 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 41 | 5543 | BAD DEBT EXPENSE | 606 | 503 | 405 | 0 | (1,514) | \$381 | Bad debt (1% of gross revenues) | \$381 |
| 42 | 5544 | INTEREST EXPENSE | | | | | | \$0 | | \$0 |
| 43 | 5545 | TAXES/PROPERTY | | | | | | \$0 | | \$0 |
| 44 | 5550 | PROMOTION | | | | | | \$0 | | \$0 |
| 45 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 46 | 5599 | MISC EXPENSE | 753 | 1,116 | 567 | 460 | 292 | \$1,506 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,107 |
| 47 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0 |
| 48 | 5909 | IUT/DIST CTR | 7 | 10 | | | | \$0 | IUT-Distribution | \$0 |
| 49 | 5940 | IUT/REGISTRATION PROCESSING | 2,207 | 2,998 | 1,809 | 2,639 | 2,283 | \$4,835 | IUT-Registration Processing: \$7.25 per registrant for online courses and webcasts. Based on 550 online learning attendees. | \$3,988 |
| 50 | 5941 | IUT/CHOICE | | | | | | \$0 | | \$0 |
| 51 | 5942 | IUT/ADVERTISING | | | | | | \$0 | | \$0 |
| 52 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 53 | 5911 | IUT/OVERHEAD | 16,192 | 16,153 | 13,740 | 11,159 | 12,742 | \$9,586 | IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105) | \$5,381 |
| 54 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 55 | 5600 | TAXES/INCOME | 0 | 0 | 0 | | | | 3% of advertising revenues | |
| 56 | Expenses | | \$51,415 | \$76,078 | \$49,631 | \$59,841 | \$57,671 | \$72,070 | | \$44,531 |
| 57 | | | | | | | | | | |
| 58 | Net | | \$66,612 | \$45,339 | \$54,067 | \$24,376 | \$38,493 | \$23,553 | | \$19,357 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Licensed Workshops FY2023 3341 | | | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 3 | 4103 | SALES - ONLINE | | | | | 24,430 | | | \$0 |
| 4 | 4200 | REGISTRATION FEES | | 19,430 | 630 | | | \$9,205 | Offering a workshop at ALA Annual Conference. Registration fees for one 1-day workshop: 30 ACRL members @ \$255 = \$7,650, 3 ALA members @ \$295 = \$885, 2 Nonmembers @ \$335 = \$670 for each workshop. Total = \$9,205 Licensed regional in-person workshops and licensed online experiences (new in FY21). | \$9,205 |
| 5 | 4430 | MISCELLANEOUS FEES | 55,795 | 160,250 | 76,370 | | | \$57,000 | 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. 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 |
| 6 | 4490 | MISCELLANEOUS REVENUE | | | | 39,000 | 6,000 | \$0 | | \$0 |
| 7 | Revenues | | \$55,795 | \$179,680 | \$77,000 | \$39,000 | \$30,430 | \$66,205 | | \$66,205 |
| 8 | | | | | | | | | | |
| 9 | 5000 | SALARIES & WAGES | 29,636 | 35,313 | 26,633 | 36,536 | 24,559 | \$23,699 | Salaries @ % of ACRL salaries listed in the salary matrix | \$29,755 |
| 10 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 11 | 5002 | OVERTIME WAGES | | | | | | | | |
| 12 | 5005 | ATTRITION FACTOR | | | | | (7,156) | \$0 | | \$0 |
| 13 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 14 | 5010 | EMPLOYEE BENEFITS | 9,056 | 10,593 | 8,204 | 11,379 | 8,044 | \$8,026 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$9,521 |
| 15 | 5122 | BANK S/C | | 128 | 214 | | | \$1,821 | Bank service fees | \$1,821 |
| 16 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 17 | 5140 | EQUIP/FURN REPAIRS | | | | | | \$0 | | \$0 |
| 18 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 19 | 5150 | MESSANGER SERVICE | 38 | 416 | 54 | 70 | | \$0 | 0 | \$0 |
| 20 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 21 | 5210 | TRANSPORTATION | 1,437 | | | | | \$0 | | \$0 |
| 22 | 5300 | FACILITIES RENT | | | | | | \$0 | | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Licensed Workshops FY2023 3341 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 23 | 5301 | CONFERENCE EQUIPMENT RENTAL | | | | | | \$0 | | \$0 |
| 24 | 5302 | MEAL FUNCTIONS | | 2,793 | | | | \$1,540 | Workshop AM and PM breaks for ALA Annual Conference. 35 participants x 2 breaks @ \$22 per break = \$1,540. | \$1,540 |
| 25 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |
| 26 | 5304 | SPEAKER/GUEST EXPENSE | 5,511 | 6,310 | 1,331 | 958 | | \$0 | All travel for experienced presenters is reimbursed by hosts for workshops delivered. ACRL covers travel for new presenters to shadow. Assumes travel for three new presenters. Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days. \$75 ground transportation. | \$0 |
| 27 | 5305 | SPEAKER/GUEST HONORARIUM | 22,951 | 55,625 | 24,998 | 14,250 | 9,325 | \$18,000 | Presenter honorarium @ \$750 x 2 presenters x 6 workshops; \$750 Standards/AIA/other x 1 presenter x 6 workshops; plus six presenter coordinators \$750 each. | \$18,000 |
| 28 | 5306 | AWARDS | | | | | | \$0 | | \$0 |
| 29 | 5307 | SECURITY SERVICES | | | | | | \$0 | | \$0 |
| 30 | 5308 | SPECIAL TRANSPORTATION | | | | | | \$0 | | \$0 |
| 31 | 5309 | AUDIO/VISUAL EQUIPMENT RENTAL & LABOR | | 3,588 | 2,483 | 570 | | \$0 | | \$0 |
| 32 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 33 | 5350 | PROGRAM ALLOCATION | 0 | 750 | 1,500 | 1,195 | 2,749 | \$7,500 | Annual funds for new curriculum development and existing curriculum refresh; IUT to Standards budget for Standards and Framework booklets comped for those workshops | \$7,500 |
| 34 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | | | | | | \$0 | | \$0 |
| 35 | 5402 | PRINTING-OUTSIDE | | 734 | | | | \$0 | | \$0 |
| 36 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | | \$0 |
| 37 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 38 | 5530 | DEPRECIATION F/E | 128 | 118 | 181 | 249 | 140 | \$0 | | \$0 |
| 39 | 5599 | MISC EXPENSE | 1,992 | 1,592 | 1,040 | 659 | 325 | \$1,357 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,977 |
| 40 | 5909 | IUT/DIST CTR | | 9 | 31 | | | \$0 | IUT-Distribution | \$0 |
| 41 | 5910 | IUT/REPRO CTR | 309 | 74 | 366 | | | \$0 | IUT-Reprographics | \$0 |
| 42 | 5911 | IUT/OVERHEAD | 7,365 | 26,283 | 10,286 | 5,168 | 4,032 | \$8,772 | IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting. | \$8,772 |
| 43 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 44 | 5600 | TAXES/INCOME | | | | | | | | |
| 45 | Expenses | | \$78,422 | \$144,325 | \$77,320 | \$71,033 | \$42,018 | \$70,715 | \$0 | \$78,886 |
| 46 | | | | | | | | | | |
| 47 | Net | | (\$22,627) | \$35,355 | (\$320) | (\$32,033) | (\$11,588) | (\$4,510) | \$0 | (\$12,681) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---------------------------------|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Non-Periodical Pubs | | FY2023 3400 | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 3 | 4100 | SALES/BOOKS | 317,939 | 376,051 | 302,128 | 237,341 | 169,666 | \$211,000 | Backlist sales: \$62,500. 125 titles at \$500/title Sales of new books: \$136,000. 17 new titles at \$8000/title | \$198,500 |
| 4 | 4601 | RETURNS/CREDITS | (27,280) | (24,719) | (26,572) | (31,416) | (11,918) | (\$16,880) | Returns, @ 7.5% of sales. (Down from 8% based on 7.024% FY21 actual) | (\$14,888) |
| 5 | 4602 | SALES/BOOKS-DISCOUNT | (17,363) | (878) | (299) | | | \$0 | | \$0 |
| 6 | 4103 | SALES - ONLINE | | | | | | \$0 | | \$0 |
| 7 | 4421 | ROYALTIES | 14,831 | 38,020 | 63,640 | 69,905 | 94,088 | \$72,000 | Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, Gardners, etc | \$90,000 |
| 8 | Revenues | | \$288,126 | \$388,475 | \$338,897 | \$275,831 | \$251,835 | \$266,120 | | \$273,612 |
| 9 | | | | | | | | | | |
| 10 | 5000 | SALARIES & WAGES | 76,896 | 102,634 | 91,519 | 118,321 | 80,737 | \$89,855 | Salaries @ % of ACRL salaries listed in the salary matrix | \$94,620 |
| 11 | 5005 | ATTRITION FACTOR | | | | | (23,524) | | | |
| 12 | 5010 | EMPLOYEE BENEFITS | 23,498 | 30,787 | 28,193 | 36,851 | 26,444 | \$30,430 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$30,278 |
| 13 | 5122 | BANK S/C | 42 | 5 | | | | \$0 | Bank Credit card | \$0 |
| 14 | 5150 | MESSENGER SERVICE | 52 | 39 | | | | \$0 | Messenger | \$0 |
| 15 | 5400 | EDITORIAL/PROOFREADING/OUTSIDE | 10,959 | 20,688 | 16,475 | 10917.2 | 17818.39 | \$22,100 | Editorial/Proofreading (17 @ \$1300) | \$22,100 |
| 16 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | Typesetting | \$0 |
| 17 | 5402 | PRINTING-OUTSIDE | 26,255 | 33,411 | 32,056 | 26,536 | 19,177 | \$41,600 | Outside printing of 17 new titles @ \$2,300/title | \$39,100 |
| 18 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | | \$0 |
| 19 | 5404 | DESIGN SERVICE-OUTSIDE | 161 | 80 | 241 | 6,302 | 88 | \$3,000 | Potential design of 1 of the 17 new books | \$3,000 |
| 20 | 5406 | REVIEW SERVICE | | | | | | \$0 | | \$0 |
| 21 | 5410 | MAIL SERVICE-OUTSIDE | | | 67 | | | \$0 | | \$0 |
| 22 | 5411 | ADVERTISING/SPACE | | | | | | \$0 | Advertising space purchase | \$0 |
| 23 | 5412 | ADVERTISING/DIRECT | | | | | | \$5,000 | Printing/distribution of Publications catalogs and flyers | \$5,000 |
| 24 | 5413 | MAIL LIST RENTAL | | | | | | \$0 | Mailing list rental | \$0 |
| 25 | 5414 | SUPPLIES/PRODUCTION | | | | | | \$0 | Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits. | \$0 |
| 26 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | 100 | 77 | 12 | | 40 | \$25 | Pre-Press/Photographic | \$60 |
| 27 | 5416 | ADVERTISING PRODUCTION COST | | | | | | \$0 | | \$0 |
| 28 | 5420 | COPYRIGHT FEES | | 3,000 | | | | \$935 | Copyright fees 17 new books @ \$55 each | \$935 |
| 29 | 5433 | ORDER PROCESSING/FULFILLMENT | 24,220 | 31,331 | 22,775 | 27,331 | 26,875 | \$23,210 | Transaction Fee/Order Fulfillment, calculated at 11% of sales (line 4100) | \$21,835 |
| 30 | 5480 | COST OF SALES | 56,318 | 70,029 | 38,553 | 37,488 | 41,911 | \$37,980 | Cost of sales, calculated as 18% of sales (line 4100) | \$35,730 |
| 31 | 5490 | INVENTORY ADJUSTMENT | (35,943) | (55,342) | (79,262) | (50,507) | 40,792 | (\$67,660) | Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420. | (\$65,195) |
| 32 | 5499 | INVENTORY RESERVE ADJUSTMENT | 2,000 | 4,329 | 2,000 | 2,001 | 2,000 | \$2,000 | Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value) | \$1,000 |
| 33 | 5523 | POSTAGE/E-MAIL | 3,789 | 6,694 | 5,049 | 3,720 | 3,279 | \$6,000 | Mailing books to reviewers and authors | \$5,000 |
| 34 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 35 | 5530 | DEPRECIATION F/E | 333 | 344 | 624 | 806 | 459 | \$0 | | \$0 |
| 36 | 5540 | ROYALTY EXPENSE | 22,594 | 27,116 | 20,598 | 12,637 | 8,181 | \$10,550 | Royalty Expenses - Included are royalties ACRL pays its own authors. Royalties are reduced, as ACRL previously paid 10% royalties on sales to ALA Publishing. Royalties paid to ACRL Authors: (10% x 50% of Line 4100) | \$9,925 |
| 37 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 38 | 5543 | BAD DEBT EXPENSE | 3,446 | 3,667 | 4,000 | (0) | (11,113) | \$4,000 | Bad debt, 1% of gross revenues | \$4,000 |
| 39 | 5599 | MISC EXPENSE | 4,730 | 4,222 | 3,317 | | | \$5,145 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$6,287 |
| 40 | 5909 | IUT/DIST CTR | 1,117 | 939 | 1,259 | 557 | | \$1,300 | IUT-Distribution | \$0 |
| 41 | 5910 | IUT/REPRO CTR | 53 | 18 | 24 | | | \$100 | IUT-Reprographics | \$0 |
| 42 | 5941 | IUT/CHOICE | | | | | | \$4,309 | Support to CHOICE for management of publishing initiatives. | \$4,309 |
| 43 | 5911 | IUT/OVERHEAD | 36,075 | 46,260 | 36,472 | 27,285 | 20,902 | \$25,721 | IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601). | \$36,254 |
| 44 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 45 | Expenses | | \$256,695 | \$330,329 | \$223,970 | \$262,137 | \$255,133 | \$245,600 | | \$254,238 |
| 46 | | | | | | | | | | |
| 47 | Net | | \$31,431 | \$58,146 | \$114,927 | \$13,693 | (\$3,297) | \$20,520 | | \$19,374 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Equity, Diversity & Inclusion FY2023 3402 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4200 | REGISTRATION FEES | | | 2,930 | | | | | |
| 4 | 4430 | MISCELLANEOUS FEES | 17,450 | 0 | | | | \$0 | \$10,000 in partial revenue for subsidized RoadShow | \$10,000 |
| 5 | 4490 | MISCELLANEOUS REVENUE | | 25,500 | 27,000 | 14,000 | 28,500 | \$17,500 | Diversity Alliance fees: 35 institutions @ \$500. Number of institutions based on 75% of 2021 membership. | \$17,500 |
| 6 | | Revenues | \$17,450 | \$25,500 | \$29,930 | \$14,000 | \$28,500 | \$17,500 | | \$27,500 |
| 7 | | | | | | | | | | |
| 8 | 5000 | SALARIES & WAGES | 10,100 | 16,119 | 10,021 | 9,681 | 14,672 | \$27,459 | Salaries at % of ACRL total salaries listed in salary matrix | \$27,850 |
| 9 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 10 | 5002 | OVERTIME WAGES | | | | | | | | |
| 11 | 5005 | ATTRITION FACTOR | | | | | (4,275) | \$0 | | \$0 |
| 12 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 13 | 5010 | EMPLOYEE BENEFITS | 3,087 | 4,835 | 3,087 | 3,015 | 4,805 | \$9,299 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$8,912 |
| 14 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 15 | 5122 | BANK S/C | 89 | 428 | 384 | 89 | 299 | \$438 | Bank Charges on credit cards. 2.5% of revenues. | \$688 |
| 16 | 5210 | TRANSPORTATION | | | 933 | 2,146 | | \$0 | Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions. 5 subsidized RSs on a partial cost-recovery model. Delivery to 5 locations estimated direct cost of \$5,250 total for travel (2 presenters x 5 workshop locations) * (\$450 flight + \$75 ground transportation). | \$5,250 |
| 17 | 5212 | LODGING & MEALS | | | 1,314 | | | \$0 | Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$4,000 total lodging/meals = (2 presenters x 5 workshop locations) * (\$300 hotel for 2 days) + (\$50/day * 2 days per diem). | \$7,000 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Equity, Diversity & Inclusion FY2023 3402 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 18 | 5301 | CONFERENCE EQUIPMENT RENTAL | | | 3,696 | | | \$0 | | \$0 |
| 19 | 5302 | MEAL FUNCTIONS | | | 6,394 | | | | | |
| 20 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |
| 21 | 5304 | SPEAKER/GUEST EXPENSE | | | 2,535 | | | | | |
| 22 | 5305 | SPEAKER/GUEST HONORARIUM | | | 4,750 | | 200 | \$300 | Subsidized RoadShows for HBCU, tribal colleges, and other minority-serving institutions: \$7,500 honorarium total = (\$750 x 2 presenters x 5 locations). Spectrum Scholar Mentor Program webinar presenter stipend - \$300 | \$7,800 |
| 23 | 5306 | Awards | | | | | | | See project 3838 scholarships for ALA Spectrum Scholars; ACRL support for 3 scholars (Two scholars were approved in FY22, but only was funded. After FY23, ACRL will return to funding two scholars.): \$21,000 | \$0 |
| 24 | 5350 | PROGRAM ALLOCATION | | 7,304 | 8,105 | | 11,188 | \$1,500 | \$1,500 budgeted for TBD expenses for the ACRL Diversity Alliance. \$1,000 will be budgeted for potential EDI activities in consultation with the chair of the EDI committee. | \$2,500 |
| 25 | 5030 | STAFF RECRUITMENT/RELOCATION | | | | | | \$0 | | \$0 |
| 26 | 5031 | STAFF DEVELOPMENT | | | | | | \$0 | | \$0 |
| 27 | 5500 | SUPPLIES/OPERATING | | | 574 | | | \$200 | Supplies | \$200 |
| 28 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 29 | 5530 | DEPRECIATION F/E | 44 | 54 | 68 | 66 | 83 | \$0 | | \$0 |
| 30 | 5543 | BAD DEBT EXPENSE | | | 148 | | (148) | \$148 | | \$148 |
| 31 | 5599 | MISC EXPENSE | 631 | 663 | 363 | 155 | 194 | \$1,572 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,851 |
| 32 | 5909 | IUT/DIST CTR | | | | | | \$0 | IUT-Distribution | \$0 |
| 33 | 5910 | IUT/REPRO CTR | 175 | | 160 | | | \$200 | IUT-Reprographics | \$200 |
| 34 | 5911 | IUT/OVERHEAD | 2,303 | 3,366 | 388 | | | \$4,638 | IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490). License Workshop revenues (5305) overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting. | \$5,963 |
| 35 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 36 | 5600 | TAXES/INCOME | | | | | | | | |
| 37 | Expenses | | \$16,429 | \$32,770 | \$42,920 | \$15,152 | \$27,019 | \$45,754 | | \$68,362 |
| 38 | | | | | | | | | | |
| 39 | Net | | \$1,021 | (\$7,270) | (\$12,990) | (\$1,152) | \$1,481 | (\$28,254) | | (\$40,862) |

| | A | B | C | D | E | F | G | H | I | J |
|----|-----------------------------------|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL New Roles FY2023 3403 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4430 | MISCELLANEOUS FEES | | | | 0 | 0 | \$0 | | \$0 |
| 4 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | \$0 | Misc. Revenue | \$0 |
| 5 | Revenues | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | | \$0 |
| 6 | | | | | | | | | | |
| 7 | 5000 | SALARIES & WAGES | 2,832 | 2,898 | 4,245 | 8,736 | 10,057 | \$15,190 | Salaries at % of ACRL total salaries listed in salary matrix | \$12,187 |
| 8 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 9 | 5002 | OVERTIME WAGES | | | | | | | | |
| 10 | 5005 | ATTRITION FACTOR | | | | | (2,930) | \$0 | | \$0 |
| 11 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 12 | 5010 | EMPLOYEE BENEFITS | 866 | 869 | 1,308 | \$2,721 | 3,294 | \$5,144 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$3,900 |
| 13 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 14 | 5350 | PROGRAM ALLOCATION | | 10,000 | 1,500 | 4,875 | 5,000 | \$3,000 | \$1000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$3000 for updates to the Fostering Change Cohort curriculum and publication and potential reoffering | \$4,000 |
| 15 | 5530 | DEPRECIATION F/E | | | | 60 | 57 | | | |
| 16 | 5550 | PROMOTION | | | | | | \$0 | | \$0 |
| 17 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 18 | 5599 | MISC EXPENSE | 177 | 119 | 154 | 140 | 133 | \$870 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$810 |
| 19 | 5600 | TAXES/INCOME | | | | | | | | |
| 20 | Expenses | | \$3,875 | \$13,886 | \$7,207 | \$16,532 | \$15,611 | \$24,204 | | \$20,897 |
| 21 | | | | | | | | | | |
| 22 | Net | | (\$3,875) | (\$13,886) | (\$7,207) | (\$16,532) | (\$15,611) | (\$24,204) | | (\$20,897) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Council of Liaisons FY2023 3501 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4430 | MISCELLANEOUS FEES | | | | 0 | 0 | \$0 | | \$0 |
| 4 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | \$0 | Misc. Revenue | \$0 |
| 5 | Revenues | | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | | \$0 |
| 6 | | | | | | | | | | |
| 7 | 5000 | SALARIES & WAGES | 13,635 | 13,475 | 9,081 | 3,511 | 4,598 | \$11,685 | Salaries at % of ACRL total salaries listed in salary matrix | \$5,572 |
| 8 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 9 | 5002 | OVERTIME WAGES | | | | | | | | |
| 10 | 5005 | ATTRITION FACTOR | | | | | (1,340) | \$0 | | \$0 |
| 11 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 12 | 5010 | EMPLOYEE BENEFITS | 4,166 | 4,041 | 2,797 | \$1,094 | 1,506 | \$3,957 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$1,783 |
| 13 | 5015 | TUITION REIMBURSEMENT | | | | | | \$0 | | \$0 |
| 14 | 5016 | PROFESSIONAL MEMBERSHIPS | 9,983 | 8,850 | 6,779 | 12,696 | 10,156 | \$12,150 | Memberships: CNI (\$8,450), Freedom to Read, FTRF (\$100), CHEMA (\$400); American Council of Learned Societies, ACLS (\$1,200); National Humanities Alliance, NHA (\$2,000). | \$12,150 |
| 15 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 16 | 5210 | TRANSPORTATION | 109 | | 296 | 18 | | \$0 | | \$0 |
| 17 | 5212 | LODGING & MEALS | | | 165 | | | \$0 | | \$0 |
| 18 | 5214 | ENTERTAINMENT | | | | | | \$0 | | \$0 |
| 19 | 5216 | BUSINESS MEETINGS | 125 | | | | | \$0 | Business meetings, registration fees (charged to 5350) | \$0 |
| 20 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 21 | 5350 | PROGRAM ALLOCATION | 22,801 | 16,986 | 21,696 | 8,404 | 1,615 | \$5,000 | \$15,000 to support strategic liaison relationships as needed and awarded by the External Liaisons Committee. | \$15,000 |
| 22 | 5530 | DEPRECIATION F/E | 59 | 45 | 62 | 24 | 26 | \$0 | | \$0 |
| 23 | 5599 | MISC EXPENSE | 852 | 554 | 329 | 56 | 61 | \$669 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$370 |
| 24 | 5600 | TAXES/INCOME | | | | | | | | |
| 25 | Expenses | | 51,730 | 43,951 | 41,205 | 25,803 | 16,621 | \$33,461 | | \$34,875 |
| 26 | | | | | | | | | | |
| 27 | Net | | (51,730) | (43,951) | (41,205) | (25,803) | (16,621) | (\$33,461) | | (\$34,875) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Scholarly Communication FY2023 3702 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4421 | ROYALTIES | | | | | | \$0 | | \$0 |
| 6 | 4429 | OVHED-EXMPT REVENUE/DIVISIONS | | | | | | \$0 | | \$0 |
| 7 | 4430 | MISCELLANEOUS FEES | 10,000 | 10,000 | 9,856 | | | \$0 | | \$0 |
| 8 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 9 | Revenues | | \$10,000 | \$10,000 | \$9,856 | \$0 | \$0 | \$0 | | \$0 |
| 10 | | | | | | | | | | |
| 11 | 5000 | SALARIES & WAGES | 13,690 | 28,634 | 40,151 | 20,626 | 5,015 | \$39,728 | Salaries @ % of ACRL salaries listed in salary matrix | \$39,276 |
| 12 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 13 | 5002 | OVERTIME WAGES | | | | | | | | |
| 14 | 5005 | ATTRITION FACTOR | | | | | (1,461) | \$0 | | \$0 |
| 15 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 16 | 5010 | EMPLOYEE BENEFITS | 4,184 | 8,589 | 12,369 | 6,424 | 1,642 | \$13,454 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$12,568 |
| 17 | 5041 | BLUE CROSS REFUND | | | | | | | | |
| 18 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 19 | 5110 | PROFESSIONAL SERVICES | (970) | | | | | \$0 | | \$0 |
| 20 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 21 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 22 | 5122 | BANK S/C | 114 | 114 | 57 | | | \$0 | 0 | \$0 |
| 23 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 24 | 5150 | MESSENGER SERVICE | | | | 103 | | | | |
| 25 | 5210 | TRANSPORTATION | 7,144 | | 690 | 95 | | \$0 | | \$0 |
| 26 | 5212 | LODGING & MEALS | 0 | | (251) | 25 | | \$0 | | \$0 |
| 27 | 5304 | SPEAKER/GUEST EXPENSE | 4,346 | 10,825 | 9,132 | 446.76 | | \$0 | | \$0 |
| 28 | 5305 | SPEAKER/GUEST HONORARIUM | 8,796 | 7,500 | 8,250 | | | \$0 | | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Scholarly Communication FY2023 3702 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 29 | 5350 | PROGRAM ALLOCATION | 31,938 | 61,600 | 81,513 | 58,833 | 18,483 | \$29,760 | • \$1,000 scholarly communication activities TBD and travel, in consultation with the chair of the ReSEC; • \$6,750 for SPARC dues; • \$5,000 for Open Access Working Group; | \$12,750 |
| 30 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | | \$0 |
| 31 | 5404 | DESIGN SERVICE-OUTSIDE | 0 | | 12 | | | \$0 | | \$0 |
| 32 | 5523 | POSTAGE/E-MAIL | | | | | | \$0 | | \$0 |
| 33 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 34 | 5530 | DEPRECIATION F/E | 59 | 96 | 274 | 141 | 29 | \$0 | | \$0 |
| 35 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 36 | 5599 | MISC EXPENSE | 855 | 1,178 | 1,455 | 330 | 216 | \$2,275 | | \$2,610 |
| 37 | 5909 | IUT/DIST CTR | | | | | | \$0 | Distribution Center | \$0 |
| 38 | 5910 | IUT/REPRO CTR | | | 119 | | | \$0 | Repro | \$0 |
| 39 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 40 | 5911 | IUT/OVERHEAD | 1,320 | 1,320 | 1,306 | | | \$0 | IUT 50% of ALA General overhead rate on revenue from licensed workshop fees. | \$0 |
| 41 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 42 | 5600 | TAXES/INCOME | | | | | | | | |
| 43 | Expenses | | \$71,476 | \$119,856 | \$155,076 | \$87,024 | \$23,924 | \$85,217 | | \$67,204 |
| 44 | | | | | | | | | | |
| 45 | Net | | (\$61,476) | (\$109,856) | (\$145,220) | (\$87,024) | (\$23,924) | (\$85,217) | | (\$67,204) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Value of Academic Libraries FY2023 3703 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4429 | OVRHD-EXMPT REVENUE/DIVISIONS | | 0 | 37,250 | 0 | 0 | \$0 | | \$0 |
| 4 | 4430 | MISCELLANEOUS FEES | | | | 0 | 0 | \$0 | | \$0 |
| 5 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | \$0 | | \$0 |
| 6 | | Revenues | \$0 | \$0 | \$37,250 | \$0 | \$0 | \$0 | | \$0 |
| 7 | | | | | | | | | | |
| 8 | 5000 | SALARIES & WAGES | 22,121 | 61,410 | 17,423 | 23,667 | 2,931 | \$31,549 | Salaries @ % of ACRL salaries in salary matrix | \$19,638 |
| 9 | 5005 | ATTRITION FACTOR | | | | | (854) | | | |
| 10 | 5010 | EMPLOYEE BENEFITS | 6,759 | 18,421 | 5,367 | \$7,371 | 960 | \$10,684 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$6,284 |
| 11 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 12 | 5110 | PROFESSIONAL SERVICES | 1,064 | 198 | | | | \$0 | | \$0 |
| 13 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 14 | 5210 | TRANSPORTATION | 2,823 | | 495 | | | \$0 | | \$0 |
| 15 | 5212 | LODGING & MEALS | 2,301 | | 41 | | | \$0 | | \$0 |
| 16 | 5301 | CONFERENCE EQUIPMENT RENTAL | | | | | | \$0 | | \$0 |
| 17 | 5302 | MEAL FUNCTIONS | 4,890 | | | | | \$0 | | \$0 |
| 18 | 5350 | PROGRAM ALLOCATION | 68,341 | 34,598 | 33,775 | (332) | (1,210) | \$1,000 | \$1,000 for potential VAL activities in consultation with the chair of the VAL committee). | \$1,000 |
| 19 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 20 | 5530 | DEPRECIATION F/E | 96 | 206 | 119 | 161 | 17 | \$0 | | \$0 |
| 21 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 22 | 5599 | MISC EXPENSE | 1,382 | 2,526 | 631 | 379 | 39 | \$1,807 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,305 |
| 23 | 5909 | IUT/DIST CTR | | | | | | \$0 | | \$0 |
| 24 | 5910 | IUT/REPRO CTR | | 709 | | | | \$0 | | \$0 |
| 25 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 26 | 5600 | TAXES/INCOME | | | | | | | | |
| 27 | | Expenses | \$109,776 | \$118,069 | \$57,851 | \$31,246 | \$1,882 | \$45,040 | | \$28,227 |
| 28 | | | | | | | | | | |
| 29 | | Net | (\$109,776) | (\$118,069) | (\$20,601) | (\$31,246) | (\$1,882) | (\$45,040) | | (\$28,227) |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Government Relations FY2023 3704 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | \$0 | | \$0 |
| 4 | | Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | | \$0 |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | 13,690 | 19,899 | 12,546 | 12,722 | 1,931 | \$21,032 | Salaries @ % of ACRL salaries in salary matrix | \$14,282 |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 8 | 5002 | OVERTIME WAGES | | | | | | | | |
| 9 | 5005 | ATTRITION FACTOR | | | | | (563) | \$0 | | \$0 |
| 10 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 11 | 5010 | EMPLOYEE BENEFITS | 4,184 | 5,969 | 3,865 | 3,962 | 632 | \$7,123 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$4,570 |
| 12 | 5210 | TRANSPORTATION | | | | 10 | | | | |
| 13 | 5212 | LODGING & MEALS | | | | 22 | | | | |
| 14 | 5309 | AUDIO/VISUAL EQUIPMENT RENTAL & LABOR | | | | | | \$0 | | \$0 |
| 15 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | \$0 | | \$0 |
| 16 | 5350 | PROGRAM ALLOCATION | 17,671 | 29,915 | 25,678 | 18,488 | 15,000 | \$15,010 | \$2,000 for general travel to support legislative and policy advocacy | \$2,000 |
| 17 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 18 | 5530 | DEPRECIATION F/E | 59 | 67 | 85 | 87 | 11 | \$0 | | \$0 |
| 19 | 5599 | MISC EXPENSE | 855 | 818 | 455 | 204 | 26 | \$1,204 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$949 |
| 20 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 21 | 5600 | TAXES/INCOME | | | | | | | | |
| 22 | | Expenses | \$36,459 | \$56,668 | \$42,629 | \$35,495 | \$17,037 | \$44,369 | | \$21,801 |
| 23 | | | | | | | | | | |
| 24 | | Net | (\$36,459) | (\$56,668) | (\$42,629) | (\$35,495) | (\$17,037) | (\$44,369) | | (\$21,801) |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|--------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Student Learning Initiatives FY2023 3711 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | Revenues | | 0 | 0 | 0 | 0 | 0 | \$0 | | \$0 |
| 4 | | | | | | | | | | |
| 5 | 5000 | SALARIES & WAGES | 4,249 | 3,015 | 5,280 | 309 | 1,070 | \$27,155 | Salaries % of ACRL total salaries listed in the salary matrix | \$1,309 |
| 6 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 7 | 5002 | OVERTIME WAGES | | | | | | | | |
| 8 | 5005 | ATTRITION FACTOR | | | | | (312) | \$0 | | \$0 |
| 9 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 10 | 5010 | EMPLOYEE BENEFITS | 1,301 | 904 | 1,626 | 96 | 350 | \$9,196 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$419 |
| 11 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 12 | 5110 | PROFESSIONAL SERVICES | 1,366 | | | | | \$0 | | \$0 |
| 13 | 5150 | 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 | Expenses | | \$51,071 | \$37,333 | \$44,503 | \$10,493 | \$21,927 | \$46,856 | | \$13,665 |
| 41 | | | | | | | | | | |
| 42 | Net | | (\$51,071) | (\$37,333) | (\$44,503) | (\$10,493) | (\$21,927) | (\$46,856) | | (\$13,665) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Project Outcome FY2023 3712 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4429 | OVRLD-EXMPT REVENUE/DIVISIONS | | 0 | 37,250 | | | \$0 | 0 | \$0 |
| 4 | 4430 | MISCELLANEOUS FEES | | | | | | | | |
| 5 | 4490 | MISCELLANEOUS REVENUE | | | | 1,500 | 4,400 | \$6,750 | Revenue from 1 new group account (\$750), paid learning (\$1750), and 1 sponsored webinars (\$2,215 after expenses and revenue split with PLA), and PPO partnership (\$9,375) | \$13,910 |
| 6 | 4611 | COMMISSION/SALES REP | | | | | (113) | (\$225) | Pam Marino commission on webinar sponsorship | (\$225) |
| 7 | Revenues | | \$0 | \$0 | \$37,250 | \$1,500 | \$4,288 | \$6,525 | | \$13,685 |
| 8 | | | | | | | | | | |
| 9 | 5000 | SALARIES & WAGES | | 26,357 | 8,772 | 70,752 | 17,322 | \$25,539 | Salaries @ % of ACRL salaries in salary matrix | \$20,990 |
| 10 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 11 | 5002 | OVERTIME WAGES | | | | | | | | |
| 12 | 5005 | ATTRITION FACTOR | | | | | (5,047) | \$0 | | \$0 |
| 13 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 14 | 5010 | EMPLOYEE BENEFITS | | 7,907 | 2,702 | 22,036 | 5,674 | \$8,649 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$6,717 |
| 15 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | | | | | | \$0 | | \$0 |
| 16 | 5110 | PROFESSIONAL SERVICES | | | 184,793 | 11,960 | | \$0 | | \$0 |
| 17 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 18 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 19 | 5122 | BANK S/C | | | | | | \$0 | Bank fees | \$0 |
| 20 | 5210 | TRANSPORTATION | | | 346 | | | \$0 | | \$0 |
| 21 | 5212 | LODGING & MEALS | | | 274 | 1,014 | | \$0 | | \$0 |
| 22 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |
| 23 | 5304 | SPEAKER/GUEST EXPENSE | | | | | | \$0 | Presenter travel costs for half-day training workshops. Per person costs: \$450 flight, \$200 hotel x 1.5 nights, \$50 per diem x 2 days, \$75 ground transportation). Hosts are billed directly for costs, so costs zero out. | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Project Outcome FY2023 3712 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 24 | 5305 | SPEAKER/GUEST HONORARIUM | | | | | 600 | \$400 | Workshop presenter honorarium (\$400 each) | \$400 |
| 25 | 5306 | AWARDS | | | | (13,000) | | \$0 | | \$0 |
| 26 | 5350 | PROGRAM ALLOCATION | | 14,254 | 18,884 | 18,925 | 320 | \$0 | | \$0 |
| 27 | 5401 | TYPESETTING/COMPOSITION-OUTSD | | | | | | \$0 | | \$0 |
| 28 | 5402 | PRINTING-OUTSIDE | | | | | | \$300 | Printing flyers | \$300 |
| 29 | 5420 | COPYRIGHT FEES | | | | | | \$0 | | \$0 |
| 30 | 5430 | WEB OPERATING EXPENSES | | | 11,415 | 81,148 | 57,885 | \$60,300 | Monthly web maintenance costs for the ACRL Project Outcome toolkit. This includes \$250/month for Amazon Web Services (hosting), \$225/month for server management, and \$50/month for Civilized Discourse (peer discussion board). Community Attributes is paid monthly for maintenance and ad hoc troubleshooting (estimated at \$25,00/month). An additional \$24,00 is included for site improvements and new features. | \$60,300 |
| 31 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 32 | 5530 | DEPRECIATION F/E | | 88 | 60 | 482 | 99 | \$0 | | \$0 |
| 33 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 34 | 5599 | MISC EXPENSE | | 1,084 | 318 | 1,133 | 229 | \$1,462 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,395 |
| 35 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 36 | 5909 | IUT/DIST CTR | | | | 6 | | | | |
| 37 | 5942 | IUT/ADVERTISING | | | | | 91 | \$350 | Pam Marino time selling sponsored webinars (5 hours at \$35) | \$350 |
| 38 | 5999 | IUT/MISC | | | 20,000 | | | \$0 | | \$0 |
| 39 | 5911 | IUT/OVERHEAD | | | | | 583 | \$865 | IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues | \$1,813 |
| 40 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 41 | 5600 | TAXES/INCOME | | | | | | | | |
| 42 | Expenses | | \$0 | \$49,690 | \$247,565 | \$194,456 | \$77,755 | \$97,865 | | \$92,265 |
| 43 | | | | | | | | | | |
| 44 | Net | | \$0 | (\$49,690) | (\$210,315) | (\$192,956) | (\$73,468) | (\$91,340) | | (\$78,580) |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL RBMS Conference FY2023 3800 | | | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 3 | 4103 | SALES - ONLINE | 0 | 0 | 0 | | 129,951 | \$27,640 | VIRTUAL REG FEES: 125 members @ \$155; 65 non-members @ \$195; 5 Retired/Nonsalaried @ \$79; 33 Students @ \$59; Based on 228 Virtual Participants at 95% | 32,672 |
| 4 | 4200 | REGISTRATION FEES | 140,355 | 162,947 | 145,260 | 965 | | \$141,431 | IN-PERSON Registration Fees: Average of past 3 years in-person is 520 at 60% =312: 162 members @ \$295; 78 non-members @ \$340; 40 students @ \$140; 6 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 22 ea @ \$170; ALL budgeted @ 95%.Based on 312 F2F | 88,436 |
| 5 | 4301 | GRANTS AWARDS - TEMPORARILY RESTRICTED | | | | | | | | |
| 6 | 4400 | DONATIONS/HONORARIA | 79,600 | 91,650 | 74,900 | 6,150 | 63,510 | \$64,000 | 40 booths at \$700 in-person, plus 15 virtual booths at 500 (new revenue stream), plus 40,000 additional fundraising, (History for past 4 years is 65K, 73K, 79K, 68K respectively) | 75,500 |
| 7 | 4420 | INT/DIV | | | | | | \$0 | | 0 |
| 8 | 4429 | OVRLD-EXMPT REVENUE/DIVISIONS | 10,106 | 2,825 | 3,085 | 45 | 0 | \$7,000 | Income for Tours \$1500/New Mem Mixer tix \$2500/Dorms, plus \$3000K for charter bus to Chicago (offset by meal functions & transportation expense lines below) | 7,000 |
| 9 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 10 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 11 | Revenues | | \$230,061 | \$257,422 | \$223,245 | \$7,160 | \$193,461 | \$240,071 | | \$203,608 |
| 12 | | | | | | | | | | |
| 13 | 5000 | SALARIES & WAGES | 30,684 | 40,292 | 38,131 | 26,238 | 39,965 | \$39,041 | Salaries at % of ACRL total; based on previous year's activity | \$39,752 |
| 14 | 5005 | ATTRITION FACTOR | | | | | (11,644) | | | |
| 15 | 5010 | EMPLOYEE BENEFITS | 9,378 | 12,087 | 11,747 | 8,172 | 13,090 | \$13,221 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$12,721 |
| 16 | 5110 | PROFESSIONAL SERVICES | | 0 | | 250 | 33911.74 | \$28,000 | ADA Professional Captioning & CART Service \$3000, Pathable Platform \$25000 | \$28,000 |
| 17 | 5122 | BANK S/C | 3,088 | 5,459 | 5,031 | 2,489 | 1,508 | \$5,500 | Bank fees & Credit Card Fees from Registration Processing based on 19 actual | \$5,500 |
| 18 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 19 | 5150 | MESSENGER SERVICE | 420 | 618 | 510 | | | \$500 | Messenger Service / FedEx | \$500 |
| 20 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL RBMS Conference FY2023 3800 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 21 | 5210 | TRANSPORTATION | 2,667 | 2,081 | 3,404 | 2,097 | | \$3,400 | Site visit for Conf Chairs, Section Chair and Conf Mgr, plus 3 staff flights for conference at \$400 each + \$600 in bus/cab/local transportation | \$3,400 |
| 22 | 5212 | LODGING & MEALS | 1,346 | 1,017 | 2,265 | 80 | | \$2,500 | 2019 Site Visit 3 people x 2 nights lodging comp + 3 people x 3 days per diem @ \$50 ea. 2 Staff Person onsite @ 4 nights \$250 (\$200 hotel, \$50 per diem) + Exec Director Lodging + per diem @ 3 nights \$250 per (based on 19 actual) | \$2,500 |
| 23 | 5214 | ENTERTAINMENT | | 3,352 | 160 | 914 | | \$3,000 | Dorm expenses (offset by 4429) | \$2,500 |
| 24 | 5300 | FACILITIES RENT | 3,812 | 1,674 | | | | \$0 | Venue rental \$16,750 gratis Indiana University, Meeting Space Rental for Orientation/Mixer at Graduate Hotel \$500 | \$500 |
| 25 | 5301 | CONFERENCE EQUIPMENT RENTAL | 13,478 | 23,389 | 26,723 | | | \$20,000 | Standard in Room Equipment/and audiovisual staffing at 20000 | \$20,000 |
| 26 | 5302 | MEAL FUNCTIONS | 39,771 | 78,916 | 47,373 | | | 6000 to cover s | Opening Reception at 26K plus 3 days morning beverage service at 6K each, plus 2 afternoon breaks at 5K each, New Member Mixer 6K+Scholarship Bfast at 1500, IMU Reception gratis - all budgeted at 60% In-person | \$36,900 |
| 27 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |
| 28 | 5304 | SPEAKER/GUEST EXPENSE | 3,288 | 4,524 | 2,486 | | | \$4,800 | Four Plenary Speakers 4 x \$700 + Workshops (200/person x 10) | \$4,800 |
| 29 | 5305 | SPEAKER/GUEST HONORARIUM | 1,200 | 1,800 | 3,200 | 200 | 2,900 | \$3,200 | Speaker Honorarium Plenary 4 @ 500 ea. | \$2,000 |
| 30 | 5306 | AWARDS | | | | | | \$0 | | \$0 |
| 31 | 5307 | SECURITY SERVICES | | | | | | \$0 | | \$0 |
| 32 | 5308 | SPECIAL TRANSPORTATION | 6,634 | 3,066 | 2,872 | | | \$18,000 | Charter 1 Bus to Chicago for ALA Annual (offset by 4429) | \$3,000 |
| 33 | 5402 | PRINTING-OUTSIDE | 4,721 | 2,826 | 3,214 | | | \$800 | No postcard, no book, 800 workshops | \$800 |
| 34 | 5031 | STAFF DEVELOPMENT | | | | | | \$0 | | \$0 |
| 35 | 5500 | SUPPLIES/OPERATING | 6,407 | 5,390 | 1,133 | 1,228 | 614 | \$1,500 | 2 Scooters \$500+ Napkins \$700+\$100 Ribbons +\$100 Binders | \$1,500 |
| 36 | 5522 | TELEPHONE/FAX | | | | | | \$0 | | \$0 |
| 37 | 5523 | POSTAGE/E-MAIL | 686 | 716 | | | | \$0 | No mailing | \$0 |
| 38 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 39 | 5530 | DEPRECIATION F/E | 133 | 135 | 260 | 179 | 227 | \$0 | | \$0 |
| 40 | 5543 | BAD DEBT EXPENSE | 100 | 100 | 250 | | (450) | \$250 | Bad debt based on FY18 actuals | \$250 |
| 41 | 5560 | ORG SUPPORT/CONTRIBUTION | | | (5,655) | | (5,289) | (\$25,655) | 6000 cover schol reg fees | (\$6,000) |
| 42 | 5599 | MISC EXPENSE | 1,917 | 1,657 | 1,382 | 420 | 529 | \$2,236 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$2,641 |
| 43 | 5909 | IUT/DIST CTR | 49 | 68 | 23 | 8 | | \$50 | IUT Distribution | \$50 |
| 44 | 5910 | IUT/REPRO CTR | 246 | 55 | 240 | | | \$250 | IUT Reprographics | \$250 |
| 45 | 5940 | IUT/REGISTRATION PROCESSING | 3,465 | 1,586 | 3,932 | 1,484 | | \$4,200 | IUT Registration: included in Pathable expenses | \$0 |
| 46 | 5942 | IUT/ADVERTISING | | | | | | \$0 | IUT Advertising | \$0 |
| 47 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 48 | 5911 | IUT/OVERHEAD | 37,054 | 43,018 | 38,465 | | 17,219 | \$41,141 | IUT General overhead | \$27,764 |
| 49 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 50 | 5600 | TAXES/INCOME | | | | | | | | |
| 51 | Expenses | | \$170,544 | \$233,825 | \$187,146 | \$43,759 | \$92,579 | \$165,934 | | \$189,328 |
| 52 | | | | | | | | | | |
| 53 | Net | | \$59,517 | \$23,597 | \$36,099 | (\$36,599) | \$100,882 | \$74,137 | | \$14,280 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---------------------------------------|--|-------------|-------------|-------------|-------------|-------------|-------------|--|---------------|
| 1 | ACRL ACRL 2023 Pittsburgh FY2023 3801 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4103 | SALES - ONLINE | 0 | 0 | 0 | | | | VIRTUAL CONFERENCE registration (35% of total hybrid conference registration): EARLY BIRD: 540 ACRL members @ \$249 early-bird = \$134,460 72 ALA members @ \$299 early-bird= \$21,528 234 Nonmembers @ \$349 early-bird = \$82,666 9 Retired Members @ \$109 = \$981 72 Students @ \$79 = \$5,688 18 Nonsalaried Members @ \$109 = \$1,962 ADVANCE: 60 ACRL members @ \$289 = \$17,340 8 ALA members @ \$339 = \$2,712 26 Nonmembers @ \$389 = \$10,114 1 Retired Member @ \$139 = \$139 8 Students @ \$119 = \$952 2 Nonsalaried Members @ \$139 = \$278 Total based on 1,050 virtual registrants = \$278,820 minus \$3,458 group 10+ discounts (15% VC attendees groups 10+); minus \$50 speaker discount x 200 speakers (-\$10,000) = \$264,362 | \$264,362.00 |
| 4 | 4140 | ADVERTISING/GROSS | | | 66,825 | | | \$0 | List Sales \$25K (prior was 37) plus Feathr Ad Sales 35K (prior was 35K) | \$60,000.00 |
| 5 | 4611 | COMMISSION/SALES REP | | | 17,460 | | | \$0 | | \$0.00 |
| 6 | 4612 | COMMISSION/ADVERTISING AGENCY | | (23,000) | (63,805) | | | (\$24,000) | Exhibits Commission: Corcoran Exhibitons, Inc.: \$3,000 per month x 9 months (September - May) = \$27,000. Contract administration @ \$50 per company x 200 companies = \$10,000. Onsite cost for two employees @ \$1,000. Note: 0% commission on booths 1-300. Sponsorship commision @ \$20,000 | (\$58,000.00) |
| 7 | 4142 | ADVERTISING/CLASSIFIED | | | | | | \$0 | | \$0.00 |
| 8 | 4200 | REGISTRATION FEES | 0 | (390) | 1,295,297 | (22,040) | | \$0 | IN-PERSON registration (65% of total hybrid conference registration): EARLY BIRD: 1,018 ACRL members @ \$399 early-bird = \$406,182 140 ALA members @ \$469 early-bird= \$65,660 456 Nonmembers @ \$549 early-bird = \$250,344 18 Retired Members @ \$179 = \$3,222 88 Students @ \$99 = \$8,719 35 Nonsalaried Members @ \$179 = \$6,265 ADVANCE: 113 ACRL members @ \$469 = \$52,545 16 ALA members @ \$549 = \$8,784 51 Nonmembers @ \$639 = \$32,589 2 Retired Member @ \$209 = \$278 10 Students @ \$139 = \$1,390 4 Nonsalaried Members @ \$209 = \$839 Total based on 1,950 in-person registrants = \$832,839 minus \$6,246 group discounts 10+ (7.5% group 10+ discounts); minus \$50,000 scholarships shown as a contra-expense; minus \$50 speaker discount x 600 speakers (\$30,000). Total F2F registration = \$751,153 | \$751,153.00 |
| 9 | 4210 | EXHIBIT SPACE RENTALS | 0 | 0 | 846,498 | | | \$0 | Exhibits revenue, 229 booths @ \$2,700 = \$618,300. 30% reduction from CLE in-person 327 booths. 150 corners @ \$125 = \$18,750 | \$637,050.00 |
| 10 | 4301 | GRANTS AWARDS - TEMPORARILY RESTRICTED | | | | | | \$0 | | \$0.00 |

| | A | B | C | D | E | F | G | H | I | J |
|----|------|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--|----------------|
| 1 | ACRL | ACRL 2023 Pittsburgh | FY2023 | 3801 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 11 | 4400 | DONATIONS/HONORARIA | 0 | 0 | 382,919 | | | \$0 | Donations (library and vendor) @ \$305,000. Vendor sponsorship based on slight decrease from 2019 (\$210K) and 30% reduction for library colleagues (\$105K). Overall 18% decrease from ACRL 2019 | \$315,000.00 |
| 12 | 4429 | OVRHD-EXMPT REVENUE/DIVISIONS | | 60,025 | 4,470 | | | \$0 | Keynote and All-conference Reception Guest Tickets @ \$3,500; \$5 hotel rebate per room night actualized x 1,453 nights = \$7,265 | \$10,765.00 |
| 13 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0.00 |
| 14 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0.00 |
| 15 | | Revenues | \$0 | \$36,635 | \$2,549,663 | (\$22,040) | \$0 | (\$24,000) | | \$1,980,330.00 |
| 16 | | | | | | | | | | |
| 17 | 5000 | SALARIES & WAGES | 28,011 | 73,560 | 171,423 | 2,865 | 16,114 | \$91,028 | Salaries 23 | \$180,789.00 |
| 18 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | Registration temps | \$2,500.00 |
| 19 | 5002 | OVERTIME WAGES | | | | | | | | |
| 20 | 5005 | ATTRITION FACTOR | | | | | (4,695) | \$0 | | \$0.00 |
| 21 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0.00 |
| 22 | 5010 | EMPLOYEE BENEFITS | 8,559 | 22,066 | 52,807 | 892 | 5,278 | \$30,827 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$57,853.00 |
| 23 | 5110 | PROFESSIONAL SERVICES | | 29,845 | 82,430 | | | \$31,500 | Online Proposal Management (eShow) @ \$8,000. Exhibits Management shown in 4612. Registration Management (Maritz/Experient) 1,050 virtual registrants @ \$10 per = \$10,500. 1,950 in-person registrants covered by 7-10% hotel commission paid to Maritz. Pathable @ \$44,890 total split over two years = \$22,445; Accessibility/ASL: \$10,000; Feathr @ \$15,000 | \$65,945.00 |
| 24 | 5122 | BANK S/C | | 4,873 | 48,361 | | | \$6,500 | Bank Service Fees | \$39,607.00 |
| 25 | 5150 | MESSENGER SERVICE | | | 872 | | | \$0 | FedEx, etc. | \$1,000.00 |
| 26 | 5210 | TRANSPORTATION | 0 | 920 | 17,528 | | | \$1,725 | Site visit and conference travel for ACRL staff and vendors. Based on current flight prices and 2017 and 2019 actuals. | \$17,000.00 |
| 27 | 5212 | LODGING & MEALS | 0 | 96 | 4,614 | | | \$300 | Travel, housing: Lodging for site visit = comp per contract. Based on VIP list, 170 nights needed, 82 comp nights earned 1/50's = 88 nights remaining x \$220/night) = \$23760. 60 days per diem @ \$50 per day = \$3,000. Based on 75% comp nights earned, expecting less pick-up. | \$22,360.00 |
| 28 | 5214 | ENTERTAINMENT | | 1,530 | 6,432 | | | \$0 | All-conference reception band 3500 + trivia host night 500 | \$4,000.00 |
| 29 | 5300 | FACILITIES RENT | | 8,400 | 40,531 | | | \$37,000 | Facilities rental: Final Payment for Pittsburgh Convention Center @\$53,000 (from \$34,195 (250K) up to \$71,695 (0K) depending on F&B spend), All-Conference Reception (\$8,550), No Chairs Reception | \$61,550.00 |

| | A | B | C | D | E | F | G | H | I | J |
|----|------|--------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--|----------------|
| 1 | ACRL | ACRL 2023 Pittsburgh | FY2023 | 3801 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 30 | 5301 | CONFERENCE EQUIPMENT RENTAL | | | 400,879 | | | \$0 | BARTHA 220K + 30K Virtual Conf Video Production + Conv Center Stagehands and Loaders \$17500 Rigging \$17000 Labor \$6500; Datasis: Personal computers, printers, fax, photocopier, digital posters (no touchscreen) (no posters in 2023), stands \$30,000; Convention Center Internet connection/wifi - 125mbps \$60,000; Experience and Inclusion \$20,000 | \$401,000.00 |
| 31 | 5302 | MEAL FUNCTIONS | | | 373,844 | | | \$1,000 | Convention Center F&B Min 250K for discounted space (nothing at hotels), All Conf 95000 | \$345,000.00 |
| 32 | 5303 | EXHIBITS | | | 105,021 | | | \$0 | Exhibits: package price @ \$1.00 nsf x approx. 400,00 nsf = \$40,000, (anticipating 30% decrease in exhibitors); \$10,000 sign/furniture cushion. \$15,000 Furniture for Lounge, Exhibitor Lounge \$2K, \$10,000 misc. \$10,000 for Virtual Poster area Total (no Virtual Posters in 2023):. | \$77,000.00 |
| 33 | 5304 | SPEAKER/GUEST EXPENSE | | | 11,856 | | | \$0 | (keynote honorariums are inclusive of air travel typically) VIP Ground Transfers for Keynotes \$750; Lodging, travel, and per diem for three invited presenters @ \$700 x 3 = \$2,100; Nonlibrarian presenter reimbursement @ \$5,000 | \$8,850.00 |
| 34 | 5305 | SPEAKER/GUEST HONORARIUM | | 32,500 | 39,800 | | | \$30,000 | Speaker honorarium, final payments for keynote speakers, 2 at 15K each; Invited Presenters 3 @ \$1,500 each = \$4,500 | \$34,500.00 |
| 35 | 5306 | AWARDS | | | (58,860) | | | \$0 | Per budget assumptions , this money covers scholarship registration fees | (\$50,000.00) |
| 36 | 5307 | SECURITY SERVICES | | | 31,854 | | | \$0 | Increase in labor expenses | \$40,000.00 |
| 37 | 5308 | SPECIAL TRANSPORTATION | | | 21,941 | | | \$0 | All-conference busing if necessary 20K (TBD) | \$20,000.00 |
| 38 | 5402 | PRINTING-OUTSIDE | 0 | 376 | 33,617 | | | \$0 | No print mailers or TBD print based on budget performance | \$0.00 |
| 39 | 5403 | BINDING-OUTSIDE | | | | | | \$0 | | \$0.00 |
| 40 | 5404 | DESIGN SERVICE-OUTSIDE | 14,850 | 3,388 | 22,445 | | | \$10,000 | In house design | \$0.00 |
| 41 | 5406 | REVIEW SERVICE | | | | | | \$0 | | \$0.00 |
| 42 | 5410 | MAIL SERVICE-OUTSIDE | 0 | | 1,302 | | | \$800 | Mail service outside | \$200.00 |
| 43 | 5415 | PRE-PRESS/PHOTOGRAPHIC SERVICE | | 10,225 | 16,465 | | | \$10,000 | Headshot Studio 20 + Professional Photography 6000 | \$26,000.00 |
| 44 | 5416 | ADVERTISING PRODUCTION COST | | | | | | \$0 | | \$0.00 |
| 45 | 5420 | COPYRIGHT FEES | | 1,095 | 789 | | | \$0 | Copyright Fees | \$0.00 |
| 46 | 5500 | SUPPLIES/OPERATING | 1,487 | 3,936 | 28,457 | | | \$5,000 | Supplies, swag, volunteer buttons. Supplies 5K, Swag 6x2000 = 2100, Vol Buttons 1000 | \$18,000.00 |
| 47 | 5510 | INSURANCE | | 6,059 | | | | \$7,000 | Cancellation insurance | \$9,000.00 |
| 48 | 5522 | TELEPHONE/FAX | | | 35 | | | \$0 | | \$50.00 |
| 49 | 5523 | POSTAGE/E-MAIL | | | 22,440 | | | \$250 | No print mailings | \$0.00 |
| 50 | 5525 | UTILITIES | | | | | | \$0 | | \$0.00 |
| 51 | 5530 | DEPRECIATION F/E | 121 | 246 | 1,168 | 20 | 92 | \$0 | | \$0.00 |
| 52 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0.00 |
| 53 | 5560 | ORG SUPPORT/CONTRIBUTION | | | (10,000) | | | \$0 | | \$0.00 |
| 54 | 5599 | MISC EXPENSE | 1,750 | 3,026 | 6,213 | 46 | 213 | \$5,213 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$12,013.00 |
| 55 | 5908 | IUT/MAINTENANCE | | | | | | \$0 | | \$0.00 |
| 56 | 5909 | IUT/DIST CTR | | 10 | (5) | | | \$0 | | \$0.00 |
| 57 | 5910 | IUT/REPRO CTR | | 217 | 448 | | | \$0 | | \$0.00 |
| 58 | 5911 | IUT/OVERHEAD | 0 | (6,072) | 573,003 | | | \$0 | IUT General overhead | \$403,432.00 |
| 59 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0.00 |
| 60 | 5600 | TAXES/INCOME | (1,200) | | 0 | | | | Unrelated business taxes @ 2% of ad revenue | |
| 61 | | Expenses | 53,579 | 196,295 | 2,047,712 | 3,823 | 17,001 | \$268,143 | | \$1,797,649.00 |
| 62 | | | | | | | | | | |
| 63 | | Net | (53,579) | (159,660) | 501,952 | (25,862) | (17,001) | (\$292,143) | | \$182,681.00 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|--|-------------|-------------|-------------|-------------|-------------|-------------|---|-------------|
| 1 | ACRL ACRL 2025 Minneapolis FY2023 3808 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4103 | SALES - ONLINE | | | | 2,634 | 912,550 | | | |
| 4 | 4140 | ADVERTISING/GROSS | 80,320 | | 0 | | 30,550 | | | |
| 5 | 4143 | ADVERTISING/ON-LINE | | | | | | | | |
| 6 | 4610 | COMMISSION/LINE ADV | | | | | | | | |
| 7 | 4611 | COMMISSION/SALES REP | 98,365 | 0 | | (1,895) | | | | |
| 8 | 4612 | COMMISSION/ADVERTISING AGENCY | (91,135) | | | (18,251) | (48,500) | | | |
| 9 | 4142 | ADVERTISING/CLASSIFIED | | | | | | | | |
| 10 | 4200 | REGISTRATION FEES | 1,432,100 | 0 | | | | | | |
| 11 | 4210 | EXHIBIT SPACE RENTALS | 957,420 | 0 | 0 | | 223,977 | | | |
| 12 | 4220 | MEAL FUNCTIONS | | | | | | | | |
| 13 | 4300 | GRANTS/CONTRACTS/AWARDS | | | | | | | | |
| 14 | 4301 | GRANTS AWARDS - TEMPORARILY RESTRICTED | | | | | | | | |
| 15 | 4400 | DONATIONS/HONORARIA | 335,300 | | 0 | | 350,850 | | | |
| 16 | 4429 | OVRRD-EXMPT REVENUE/DIVISIONS | 2,925 | | | | 1,856 | | | |
| 17 | 4430 | MISCELLANEOUS FEES | | | | | | | | |
| 18 | 4490 | MISCELLANEOUS REVENUE | | | | | | | | |
| 19 | Revenues | | \$2,815,296 | \$0 | \$0 | (\$17,512) | \$1,471,283 | \$0 | | \$0 |
| 20 | | | | | | | | | | |
| 21 | 5000 | SALARIES & WAGES | 139,553 | 28,942 | 22,097 | 73,293 | 155,162 | \$20,290 | Salaries | \$19,526 |
| 22 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 23 | 5002 | OVERTIME WAGES | | | | | | | | |
| 24 | 5005 | ATTRITION FACTOR | | | | | (45,209) | | | |
| 25 | 5009 | ACCRUED VACATION WAGES | | | | | | | | |
| 26 | 5010 | EMPLOYEE BENEFITS | 42,644 | 8,682 | 6,807 | 22,827 | 50,821 | \$6,871 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$6,248 |
| 27 | 5100 | TEMPORARY EMPLOYEES/OUTSIDE | 1,719 | | | | | | | |
| 28 | 5110 | PROFESSIONAL SERVICES | 84,377 | 75 | 2,708 | 14,425 | 106,630 | | | |
| 29 | 5120 | LEGAL FEES | | | | | | | | |
| 30 | 5121 | AUDIT/TAX FEES | | | | | | | | |
| 31 | 5122 | BANK S/C | 53,285 | 1,893 | 3,902 | 2,269 | 30,480 | | | |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|---------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL ACRL 2025 Minneapolis FY2023 3808 | | | | | | | | | |
| 2 | <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 | ACRL ACRL 2025 Minneapolis FY2023 3808 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 69 | 5501 | EQUIPMENT & SOFTWARE/MINOR | | | | | | | | |
| 70 | 5502 | REFERENCE MATERIAL/PERIODICALS | | | | | | | | |
| 71 | 5510 | INSURANCE | | | | 8,436 | | | | |
| 72 | 5520 | EQUIPMENT RENTAL/LEASE | | | | | | | | |
| 73 | 5521 | SPACE RENT | | | | | | | | |
| 74 | 5522 | TELEPHONE/FAX | 305 | | | | | | | |
| 75 | 5523 | POSTAGE/E-MAIL | 30,841 | | | | | | | |
| 76 | 5525 | UTILITIES | 32,907 | | | | | | | |
| 77 | 5530 | DEPRECIATION F/E | 605 | 97 | 151 | 499 | 883 | | | |
| 78 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | -20396 | | | |
| 79 | 5599 | MISC EXPENSE | 8,840 | 1,190 | 801 | 1,172 | 2,052 | \$1,162 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,297 |
| 80 | 5909 | IUT/DIST CTR | 87 | | | 4 | | | | |
| 81 | 5910 | IUT/REPRO CTR | 595 | | | | | | | |
| 82 | 5999 | IUT/MISC | (10,000) | | | | | | | |
| 83 | 5911 | IUT/OVERHEAD | 653,947 | 0 | | | 148,211 | \$0 | IUT General overhead | \$0 |
| 84 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 85 | 5600 | TAXES/INCOME | 0 | | | | | | | |
| 86 | Expenses | | \$2,112,515 | \$41,801 | \$46,042 | \$152,022 | \$720,176 | \$28,323 | \$0 | \$27,071 |
| 87 | | | | | | | | | | |
| 88 | Net | | \$702,780 | (\$41,801) | (\$46,042) | (\$169,534) | \$751,107 | (\$28,323) | \$0 | (\$27,071) |

| | A | B | C | D | E | F | G | H | I |
|----|----------------------------------|---------------------------------------|--------------------|--------------------|--------------------|---------------------|---------------------|--|--------------------|
| 1 | ACRL Annual Conf. Precons | | FY2023 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actuals | 2021 Actuals | 2022 Notes | 2022 Budget |
| 3 | 4200 | REGISTRATION FEES | 8,540 | 7,875 | | | 0 | No preconference in 2021.Based on one full-day preconference | \$0 |
| 4 | Revenues | | \$8,540 | \$7,875 | \$0 | \$0 | \$0 | | \$0 |
| 5 | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | 1,876 | 2,686 | 11,955 | 7,199 | 2,056 | Salaries at % of ACRL total listed in salary matrix | \$2,491 |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | |
| 8 | 5002 | OVERTIME WAGES | | | | | | | |
| 9 | 5005 | ATTRITION FACTOR | | | | | (599) | | \$0 |
| 10 | 5009 | ACCRUED VACATION WAGES | | | | | | | \$0 |
| 11 | 5010 | EMPLOYEE BENEFITS | 573 | 806 | 3,683 | 2,242 | 673 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$797 |
| 12 | 5122 | BANK S/C | 244 | | | | | Bank Fees | \$0 |
| 13 | 5150 | MESSANGER SERVICE | | | | | | Messenger service | \$0 |
| 14 | 5151 | DUPLICATION/OUTSIDE | | | | | | | |
| 15 | 5210 | TRANSPORTATION | | | | | | No transportation as staff already traveling for Annual Conference | \$0 |
| 16 | 5212 | LODGING & MEALS | | | | | | No lodging and meals as staff already traveling for Annual Conference | \$0 |
| 17 | 5300 | FACILITIES RENT | | | | | | No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference | \$0 |
| 18 | 5301 | CONFERENCE EQUIPMENT RENTAL | 1,032 | | | | | | \$0 |
| 19 | 5302 | MEAL FUNCTIONS | 1,241 | 850 | | | | 42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260 | \$0 |
| 20 | 5303 | EXHIBITS | | | | | | | \$0 |
| 21 | 5304 | SPEAKER/GUEST EXPENSE | 1,443 | 581 | | | | 2 speakers @ one night's lodging @ \$200 and one day's per diem @ \$50. Total = \$500 | \$0 |
| 22 | 5309 | AUDIO/VISUAL EQUIPMENT RENTAL & LABOR | | 2,773 | | | | Audiovisual equipment, AV @ \$1500 | \$0 |
| 23 | 5310 | COMPUTER RENTAL/INTERNET CONNECTIONS | | | | | | Internet connection, comp at convention center | \$0 |
| 24 | 5402 | PRINTING-OUTSIDE | | | | | | Printing (photocopying of conference materials): presenters provide handouts for reimbursement | \$0 |
| 25 | 5500 | SUPPLIES/OPERATING | | 6 | | | | Supplies | \$0 |
| 26 | 5530 | DEPRECIATION F/E | 8 | 9 | 81 | 49 | 12 | | \$0 |
| 27 | 5543 | BAD DEBT EXPENSE | 175 | 175 | 175 | | (525) | Bad Debt 1% of revenue | \$0 |
| 28 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | | \$0 |
| 29 | 5599 | MISC EXPENSE | 117 | 110 | 433 | 115 | 27 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$166 |
| 30 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | |
| 31 | 5911 | IUT/OVERHEAD | 2,255 | 2,079 | | | | IUT General overhead as supplied by ALA Planning and Budgeting | \$0 |
| 32 | 5998 | IUT/ALLOCATIONS | | | | | | | \$0 |
| 33 | 5600 | TAXES/INCOME | | | | | | | |
| 34 | Expenses | | 8,964 | 10,075 | 16,327 | 9,605 | 1,644 | | \$3,454 |
| 35 | | | | | | | | | |
| 36 | Net | | (424) | (2,200) | (16,327) | (9,605) | (1,644) | | (\$3,454) |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL IIL Immersion National FY2023 3830 | | | | | | | | | |
| 2 | <u>Line</u> | <u>Line Description</u> | <u>2017 Actual</u> | <u>2018 Actual</u> | <u>2019 Actual</u> | <u>2020 Actual</u> | <u>2021 Actual</u> | <u>2022 Budget</u> | <u>2023 Notes</u> | <u>2023 Budget</u> |
| 3 | 4200 | REGISTRATION FEES | 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 |
| 4 | 4429 | OVRRD-EXMPT REVENUE/DIVISIONS | 22,598 | 35,413 | 49,910 | 305 | 0 | \$30,070 | Revenue for IMMERSION dorm lodging: 85 participants @ \$500 p | \$30,070 |
| 5 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 6 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 7 | | Revenues | \$165,303 | \$232,048 | \$222,065 | \$305 | \$0 | \$200,645 | | \$200,645 |
| 8 | | | | | | | | | | |
| 9 | 5000 | SALARIES & WAGES | 9,751 | 20,621 | 15,799 | 8,888 | 1,653 | \$18,734 | Salaries calculated at % listed in salary matrix. | \$17,853 |
| 10 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 11 | 5002 | OVERTIME WAGES | | | | | | \$0 | | \$0 |
| 12 | 5005 | ATTRITION FACTOR | | | | | (482) | \$0 | | \$0 |
| 13 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 14 | 5010 | EMPLOYEE BENEFITS | 2,980 | 6,186 | 4,867 | 2,768 | 541 | \$6,344 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$5,713 |
| 15 | 5110 | PROFESSIONAL SERVICES | 4,000 | | 3,057 | | | \$0 | Registration instead of competitive application process, eShow application system not needed | \$0 |
| 16 | 5120 | LEGAL FEES | | | | | | \$0 | | \$0 |
| 17 | 5121 | AUDIT/TAX FEES | | | | | | \$0 | | \$0 |
| 18 | 5122 | BANK S/C | 4,643 | 7,167 | 6,478 | 1,883 | | \$5,117 | Bank Charges on credit cards. | \$5,117 |
| 19 | 5130 | LOBBYING / CONSULTING | | | | | | | | |
| 20 | 5140 | EQUIP/FURN REPAIRS | | | | | | \$0 | | \$0 |
| 21 | 5141 | MAINTENANCE AGREEMENTS | | | | | | | | |
| 22 | 5150 | MESSENGER SERVICE | 185 | 238 | 55 | | | \$350 | Messenger service | \$350 |
| 23 | 5151 | DUPLICATION/OUTSIDE | | | | | | \$0 | | \$0 |
| 24 | 5210 | TRANSPORTATION | 13,020 | 895 | 1,411 | (545) | | \$525 | Travel-out-of-town: vicinity travel @ \$150 | \$525 |
| 25 | 5212 | LODGING & MEALS | 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 |
| 26 | 5214 | ENTERTAINMENT | | | 4,730 | | | \$5,500 | Entertainment: Thursday night happy hour | \$5,500 |
| 27 | 5300 | FACILITIES RENT | 14,939 | 8,115 | 17,700 | | | \$6,240 | Facilities rental at Loyola, plenary @ \$2,700 per day plus \$25 per classroom per day (8*\$110*5) | \$6,240 |
| 28 | 5301 | CONFERENCE EQUIPMENT RENTAL | 657 | | 4,175 | | | \$2,520 | Audiovisual equipment, Damen built-in AV @ \$150 per day. majority built in meeting rooms @ \$25 per room per day. Wifi per participant @ \$10 x 110 (two devices per participant) | \$2,520 |

| | A | B | C | D | E | F | G | H | I | J |
|----|--|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL IIL Immersion National FY2023 3830 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 29 | 5302 | MEAL FUNCTIONS | 16,985 | (294) | 15,043 | | | \$17,888 | Five Morning and four afternoon breaks: 91 people x 9 breaks @ \$15 = \$12,285 (includes \$750 cushion for additional coffee or bar drinks); Welcome dinner @ \$38 per person x 91 = \$3,458 | \$17,888 |
| 30 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |
| 31 | 5304 | SPEAKER/GUEST EXPENSE | 7,581 | 7,157 | 10,220 | (110) | | \$8,900 | Faculty expenses | \$7,500 |
| 32 | 5305 | SPEAKER/GUEST HONORARIUM | 21,000 | 34,250 | 21,250 | | | \$24,750 | Faculty honoraria: 6 faculty @ \$3,750 honorarium with \$750 for the additional stipend to the lead faculty, plus \$1500 for Immersion coordinator and \$500 for Immersion observer | \$24,750 |
| 33 | 5306 | AWARDS | (12,000) | 2,898 | (11,970) | | | (\$12,000) | Contra-expense for Immersion scholarship awards | (\$10,000) |
| 34 | 5402 | PRINTING-OUTSIDE | 257 | 4,426 | 2,738 | 40 | | \$5,000 | Printing, notebook production | \$5,000 |
| 35 | 5420 | COPYRIGHT FEES | | 1,687 | 499 | | | \$1,000 | Copyright fees | \$1,000 |
| 36 | 5031 | STAFF DEVELOPMENT | | 415 | | | | \$0 | | \$0 |
| 37 | 5500 | SUPPLIES/OPERATING | 981 | 5,630 | 436 | 1,192 | | \$2,700 | Closing plenary materials/other supplies @ \$1500 | \$1,500 |
| 38 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 39 | 5530 | DEPRECIATION F/E | 42 | 69 | 108 | 61 | 9 | \$0 | | \$0 |
| 40 | 5541 | COLLECTION EXPENSE | | | | | | | | |
| 41 | 5543 | BAD DEBT EXPENSE | 147 | 147 | 147 | | (441) | \$147 | Bad Debt | \$147 |
| 42 | 5599 | MISC EXPENSE | 609 | 848 | 573 | 142 | 22 | \$1,073 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,186 |
| 43 | 5909 | IUT/DIST CTR | | | | 3 | | \$0 | IUT-Distribution | \$0 |
| 44 | 5910 | IUT/REPRO CTR | | | | | | \$50 | IUT-Reprographics | \$50 |
| 45 | 5940 | IUT/REGISTRATION PROCESSING | 664 | (625) | | | | \$742 | Registration processing | \$742 |
| 46 | 5941 | IUT/CHOICE | | | | | | \$0 | | \$0 |
| 47 | 5942 | IUT/ADVERTISING | | | | | | \$0 | | \$0 |
| 48 | 5999 | IUT/MISC | | (8,475) | | | | \$0 | | \$0 |
| 49 | 5911 | IUT/OVERHEAD | 37,674 | 51,912 | 45,621 | | | \$53,171 | IUT General overhead at ALA rate | \$53,171 |
| 50 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 51 | 5600 | TAXES/INCOME | | | | | | | | |
| 52 | Expenses | | \$162,173 | \$222,813 | \$212,324 | \$14,322 | \$1,303 | \$194,826 | | \$192,827 |
| 53 | | | | | | | | | | |
| 54 | Net | | \$3,130 | \$9,235 | \$9,741 | (\$14,017) | (\$1,303) | \$5,819 | | \$7,818 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Friends of ACRL FY2023 3831 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4430 | MISCELLANEOUS FEES | | | | 0 | 0 | \$0 | All revenues show in restricted account, 48-403-xxxx-3831 | \$0 |
| 4 | | Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | | \$0 |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | 33,988 | 35,633 | 88,013 | 42,078 | 13,710 | \$32,717 | Salaries calculated at % listed in salary matrix | \$16,663 |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 8 | 5002 | OVERTIME WAGES | | | | | | | | |
| 9 | 5005 | ATTRITION FACTOR | | | | | (3,995) | \$0 | | \$0 |
| 10 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 11 | 5010 | EMPLOYEE BENEFITS | 10,384 | 10,689 | 27,113 | 13,105 | 4,491 | \$11,080 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$5,332 |
| 12 | 5014 | ANNUITY/EMPLOYER CONTRIBUTION | | | | | | | | |
| 13 | 5122 | BANK S/C | 582 | 637 | 752 | 1,074 | 495 | \$1,750 | Credit card fees calculated at 2.9% of credit card donations, credit card donations are 70% of total donations, which are budgeted at \$25,000 | \$1,750 |
| 14 | 5350 | PROGRAM ALLOCATION | 12,312 | 16,273 | 9,242 | | | \$300 | Program development: \$500 for pins, ribbons, other donor recognition; \$8500 for donor recognition reception at ACRL 2023 Conference | \$9,000 |
| 15 | 5412 | ADVERTISING/DIRECT | | | | | | \$0 | | \$0 |
| 16 | 5500 | SUPPLIES/OPERATING | 168 | | | | | \$0 | | \$0 |
| 17 | 5523 | POSTAGE/E-MAIL | | | 536 | 97 | | \$0 | | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Friends of ACRL FY2023 3831 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 18 | 5525 | UTILITIES | | | | | | \$0 | | \$0 |
| 19 | 5530 | DEPRECIATION F/E | 147 | 119 | 600 | 287 | 78 | \$0 | | \$0 |
| 20 | 5531 | DEPRECIATION BUILDING | | | | | | \$0 | | \$0 |
| 21 | 5532 | AMORT.- EQUIP N-S INTANGIBLE ASSETS | | | | | | \$0 | | \$0 |
| 22 | 5533 | DO NOT USE N/S Intangible Assets | | | | | | | | |
| 23 | 5560 | ORG SUPPORT/CONTRIBUTION | | | | | | \$0 | | \$0 |
| 24 | 5599 | MISC EXPENSE | 2,124 | 1,466 | 3,190 | 673 | 181 | \$1,874 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$1,107 |
| 25 | 5800 | IMPAIRMENT / GW INTANGIBLE ASSETS | | | | | | | | |
| 26 | 5909 | IUT/DIST CTR | 540 | 522 | 372 | 218 | | \$0 | IUT-Distribution | \$0 |
| 27 | 5910 | IUT/REPRO CTR | | 19 | 182 | | | \$0 | IUT-Reprographics | \$0 |
| 28 | 5999 | IUT/MISC | | | | | | \$0 | | \$0 |
| 29 | 5911 | IUT/OVERHEAD | | | | | | \$0 | | \$0 |
| 30 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 31 | 5600 | TAXES/INCOME | | | | | | | | |
| 32 | | Expenses | \$60,245 | \$65,357 | \$129,998 | \$57,532 | \$14,960 | \$47,721 | | \$33,852 |
| 33 | | | | | | | | | | |
| 34 | | Net | (\$60,245) | (\$65,357) | (\$129,998) | (\$57,532) | (\$14,960) | (\$47,721) | | (\$33,852) |

| | A | B | C | D | E | F | G | H | I | J |
|----|------------------------------------|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Section Special Events | | FY2023 | 3833 | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4301 | GRANTS AWARDS - TEMPORARILY RESTRICTED | | | | | | \$0 | | \$0 |
| 4 | 4400 | DONATIONS/HONORARIA | 16,400 | 26,900 | 31,675 | 12,300 | 3,500 | \$12,000 | Donations for special events budgeted at typical rates. | \$12,000 |
| 5 | 4429 | OVRRD-EXMPT REVENUE/DIVISIONS | 5,329 | 4,382 | 3,212 | | | \$3,125 | Participant Fees: \$25 @ 125 (based on average registrations collected for special events hosted by ESS, DOLS, STS, CLS and CJCLS). | \$3,125 |
| 6 | 4430 | MISCELLANEOUS FEES | | | | | | \$0 | | \$0 |
| 7 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 8 | Revenues | | \$21,729 | \$31,282 | \$34,887 | \$12,300 | \$3,500 | \$15,125 | | \$15,125 |
| 9 | | | | | | | | | | |
| 10 | 5000 | SALARIES & WAGES | 9,413 | 6,029 | 5,481 | 4,877 | | \$5,721 | Salaries calculated as percentage of total as listed in salary matrix | \$0 |
| 11 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 12 | 5002 | OVERTIME WAGES | | | | | | | | |
| 13 | 5005 | ATTRITION FACTOR | | | | | | \$0 | | \$0 |
| 14 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 15 | 5010 | EMPLOYEE BENEFITS | 2,877 | 1,809 | 1,688 | 1,519 | | \$1,937 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$0 |
| 16 | 5122 | BANK S/C | 90 | 265 | 288 | 114 | 100 | \$0 | | \$0 |
| 17 | 5150 | MESSENGER SERVICE | | | | | | \$200 | Messenger service | \$200 |
| 18 | 5350 | PROGRAM ALLOCATION | 19,282 | 28,141 | 33,157 | 5,486 | | \$14,000 | Payments for special events (ESS Cruise, CLS, DOLS, CJCLS and STS events at MW and AC) for which registration money has been collected. | \$14,000 |
| 19 | 5530 | DEPRECIATION F/E | 41 | 20 | 37 | 33 | | \$0 | | \$0 |
| 20 | 5599 | MISC EXPENSE | 588 | 248 | 199 | 78 | | \$328 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$0 |
| 21 | 5909 | IUT/DIST CTR | 15 | 1 | | | | \$0 | | \$0 |
| 22 | 5911 | IUT/OVERHEAD | | | | | | \$0 | | \$0 |
| 23 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 24 | 5600 | TAXES/INCOME | | | | | | | | |
| 25 | Expenses | | \$32,306 | \$36,513 | \$40,849 | \$12,107 | \$100 | \$22,186 | \$0 | \$14,200 |
| 26 | | | | | | | | | | |
| 27 | Net | | (\$10,576) | (\$5,231) | (\$5,962) | \$193 | \$3,400 | (\$7,061) | \$0 | \$925 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Immersion Licensing FY2023 3834 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4430 | MISCELLANEOUS FEES | | | | | | \$25,000 | Licensed Immersion Program TBD for FY23 | \$0 |
| 4 | 4490 | MISCELLANEOUS REVENUE | | | | | | \$0 | | \$0 |
| 5 | | Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$25,000 | | \$0 |
| 6 | | | | | | | | | | \$0 |
| 7 | 5000 | SALARIES & WAGES | | | | | | \$3,497 | Salaries calculated at % of total ACRL per time study | \$0 |
| 8 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 9 | 5002 | OVERTIME WAGES | | | | | | | | |
| 10 | 5005 | ATTRITION FACTOR | | | | | | \$0 | | \$0 |
| 11 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 12 | 5010 | EMPLOYEE BENEFITS | | | | | | \$1,184 | Benefits | \$0 |
| 13 | 5122 | BANK S/C | | | | | | \$0 | Bank Charges on credit cards. | \$0 |
| 14 | 5150 | MESSENGER SERVICE | | | | | | \$250 | Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site. | \$0 |
| 15 | 5151 | DUPLICATION/OUTSIDE | | | | | | | | |
| 16 | 5210 | TRANSPORTATION | 848 | | | | | \$0 | Travel out of town (not needed, regional host) | \$0 |
| 17 | 5212 | LODGING & MEALS | | | | | | \$0 | Lodging and meals -- assuming local attendees so lodging and meals (other than morning and afternoon refreshment breaks) would be on own | \$0 |
| 18 | 5300 | FACILITIES RENT | | | | | | \$0 | Facility rental: adequate meeting space for 50+ attendees (?) in eight rounds of 5 people each provided on a complimentary basis by host institution | \$0 |
| 19 | 5301 | CONFERENCE EQUIPMENT RENTAL | | | | | | \$0 | Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution | \$0 |
| 20 | 5302 | MEAL FUNCTIONS | | | | | | \$0 | Meal functions: morning and afternoon refreshment breaks provided by regional host. | \$0 |
| 21 | 5303 | EXHIBITS | | | | | | \$0 | | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Immersion Licensing FY2023 3834 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 22 | 5304 | SPEAKER/GUEST EXPENSE | 0 | | | 2,238 | | \$0 | Faculty expenses: Expenses for three faculty: Transportation for 3 faculty @ \$500; Lodging for 3 faculty @ \$200/night x 5 nights; 3 @ \$50 per diem x 5 each; ground transportation 2 @ \$75. Approx \$5,550 OVER AND ABOVE LICENSE FEE, which is paid by the institution licensing the institute. | \$0 |
| 23 | 5305 | SPEAKER/GUEST HONORARIUM | | | 3,750 | | | \$8,400 | Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty | \$0 |
| 24 | 5402 | PRINTING-OUTSIDE | | | | | | \$1,340 | Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion. | \$0 |
| 25 | 5420 | COPYRIGHT FEES | | | | | | \$175 | Copyright fees: Immersion notebook readings (Copyright Clearance Center) | \$0 |
| 26 | 5500 | SUPPLIES/OPERATING | | | | | | \$1,500 | 56 binders/dividers @ \$1,000; Misc supplies (swag) @ \$500. | \$0 |
| 27 | 5522 | TELEPHONE/FAX | | | | | | \$0 | Telephone (for dial in access at presentation) | \$0 |
| 28 | 5523 | POSTAGE/E-MAIL | | | | | | \$0 | Invitation to Apply, e-mail registration packet and brochure | \$0 |
| 29 | 5543 | BAD DEBT EXPENSE | | | | | | \$0 | Bad Debt | \$0 |
| 30 | 5599 | MISC EXPENSE | | | | | | \$200 | Misc. Expense; This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$0 |
| 31 | 5910 | IUT/REPRO CTR | | | | | | \$25 | IUT-Reprographics | \$0 |
| 32 | 5911 | IUT/OVERHEAD | | | | | | \$3,313 | License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting | \$0 |
| 33 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 34 | 5600 | TAXES/INCOME | | | | | | | | |
| 35 | Expenses | | 848 | 0 | 3,750 | 2,238 | 0 | \$19,884 | | \$0 |
| 36 | | | | | | | | | | |
| 37 | Net | | (848) | 0 | (3,750) | (2,238) | 0 | \$5,116 | | \$0 |

| | A | B | C | D | E | F | G | H | I | J |
|----|---|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|--------------------|
| 1 | ACRL Annual Conf. Programs FY2023 3835 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4400 | DONATIONS/HONORARIA | 16,300 | 15,800 | 14,000 | 500 | 600 | \$14,000 | Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate. | \$14,000 |
| 4 | | Revenues | \$16,300 | \$15,800 | \$14,000 | \$500 | \$600 | \$14,000 | | \$14,000 |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | 16,001 | 11,456 | 15,604 | 17,864 | 2,348 | \$9,842 | Salaries @ % listed in the salary matrix | \$2,856 |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 8 | 5002 | OVERTIME WAGES | | | | | | | | |
| 9 | 5005 | ATTRITION FACTOR | | | | | (684) | \$0 | | \$0 |
| 10 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 11 | 5010 | EMPLOYEE BENEFITS | 4,890 | 3,437 | 4,807 | 5,564 | 769 | \$3,333 | Benefit percentage of line 5000 as provided by ALA Planning & Budgeting | \$914 |
| 12 | 5122 | BANK S/C | 14 | 29 | | \$14 | 29 | \$0 | | \$0 |
| 13 | 5302 | MEAL FUNCTIONS | 4,984 | 11,516 | 9,734 | | | \$10,000 | Catering at programs and poster sessions/receptions (offset by donations) | \$10,000 |
| 14 | 5350 | PROGRAM ALLOCATION | 16,956 | 8,065 | 10,278 | 2,539 | 3,600 | \$13,850 | ACRL Board allocation of \$7,150 for program speakers, photocopying, posterboards, \$200 flyer for President's program with award winners on back side, \$6500 for ACRL President's Program. | \$13,850 |
| 15 | 5402 | PRINTING-OUTSIDE | | | | | | \$0 | Share of this project's printing costs for Annual Conference Programs and meetings C&RL News insert | \$0 |
| 16 | 5530 | DEPRECIATION F/E | 69 | 38 | 106 | 122 | 13 | \$0 | | \$0 |
| 17 | 5599 | MISC EXPENSE | 1,000 | 471 | 566 | 286 | 31 | \$564 | This is each project's share of ACRL general expenses such as supplies, travel, telephone, and equipment depreciation. Calculated at same % of total operating expenses as salaries above. | \$190 |
| 18 | 5909 | IUT/DIST CTR | 6 | | | | | \$0 | | \$0 |
| 19 | 5910 | IUT/REPRO CTR | | | 28 | | | \$0 | | \$0 |
| 20 | 5600 | TAXES/INCOME | | | | | | | | |
| 21 | | Expenses | \$43,920 | \$35,012 | \$41,123 | \$26,389 | \$6,105 | \$37,589 | | \$27,810 |
| 22 | | | | | | | | | | |
| 23 | | Net | (\$27,620) | (\$19,212) | (\$27,123) | (\$25,889) | (\$5,505) | (\$23,589) | | (\$13,810) |

| | A | B | C | D | E | F | G | H | I | J |
|----|--------------------------------------|-----------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---|--------------------|
| 1 | ACRL Scholarships FY2023 3838 | | | | | | | | | |
| 2 | Line | Line Description | 2017 Actual | 2018 Actual | 2019 Actual | 2020 Actual | 2021 Actual | 2022 Budget | 2023 Notes | 2023 Budget |
| 3 | 4490 | MISCELLANEOUS REVENUE | | | | 0 | 0 | \$0 | | \$0 |
| 4 | | Revenues | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | | \$0 |
| 5 | | | | | | | | | | |
| 6 | 5000 | SALARIES & WAGES | | | | | | \$0 | | \$0 |
| 7 | 5001 | WAGES/TEMPORARY EMPLOYEES | | | | | | | | |
| 8 | 5002 | OVERTIME WAGES | | | | | | | | |
| 9 | 5005 | ATTRITION FACTOR | | | | | | \$0 | | \$0 |
| 10 | 5009 | ACCRUED VACATION WAGES | | | | | | \$0 | | \$0 |
| 11 | 5010 | EMPLOYEE BENEFITS | | | | | | \$0 | | \$0 |
| 12 | 5306 | AWARDS | 81,270 | 28,295 | 82,580 | | | \$37,000 | ACRL Immersion Program; \$10,000. RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 in-person years is 13K); ACRL 2023 Conference Registration Scholarships @ \$50,000 (in addition to 65K in Friends Fund for stipends). ALA Spectrum Scholars ACRL support for 3 scholars (Two scholars were approved in FY22, but only was funded. After FY23, ACRL will return to funding two scholars.): 3 scholars x \$8,500 = \$25,500. Online learning scholarships @ \$1,000. Budgeted from ACRL's net asset balance | \$99,500 |
| 13 | 5940 | IUT/REGISTRATION PROCESSING | | 4,075 | | | | \$0 | | \$0 |
| 14 | 5999 | IUT/MISC | | 8,475 | | | | \$0 | | \$0 |
| 15 | 5911 | IUT/OVERHEAD | | | | | | \$0 | | \$0 |
| 16 | 5998 | IUT/ALLOCATIONS | | | | | | \$0 | | \$0 |
| 17 | 5600 | TAXES/INCOME | | | | | | | | |
| 18 | | Expenses | \$81,270 | \$40,845 | \$82,580 | \$2,500 | \$0 | \$37,000 | | \$99,500 |
| 19 | | | | | | | | | | |
| 20 | | Net | (81,270) | (40,845) | (82,580) | (2,500) | 0 | (\$37,000) | | (\$99,500) |

Choice FY23 Budget Reconciliation Memo

To: ACRL Budget and Finance Committee

From: Rachel Hendrick, Interim Choice Editor and Publisher

Date: 20 May 2022

The Choice FY23 budget anticipates a decline in subscription and print advertising revenue and an increase in revenue from webinars, newsletters, and sponsored content. This year we will launch a new content vertical around the subject of technology in libraries, a content area that will open Choice up to new audiences and new advertisers. Due to budget constraints we have elected to put most of our meager funds for this project (\$19,480) towards content creation rather than infrastructure. The expected advertising revenue is \$15,000. This content vertical will lean on our strengths—ad sales and digital publishing—while we continue to attempt to offset our weaknesses.

REVENUE

Choice continues to find success in our digital advertising and sponsored content programs and revenue for FY23 is budgeted \$103,259 more than FY22. In the coming year this program will be bolstered by a new content stream scheduled to launch in the fall. Subscriptions for all our products (*Choice* magazine, *Choice Reviews*, and *Choice Reviews on Cards*) continue to decline while our remainder book sales and other miscellaneous income also took a hit during the pandemic. Income from royalties remains relatively flat. Overall, we forecast revenue to be better than the FY22 budget with most of this growth coming from digital advertising, sponsored content, and webinars.

| Item | FY23B | FY22B | Var |
|-----------------------|------------------|------------------|--------------|
| Subscriptions Revenue | 900,041 | 1,010,750 | (110,709) |
| Advertising Revenue | 812,944 | 709,684 | 103,260 |
| Licensing Revenue | 476,210 | 466,510 | 9,700 |
| Misc Sales Revenue | 12,200 | 14,500 | (2,300) |
| Misc Revenue | 50,000 | 45,000 | 5,000 |
| TOTAL REVENUE | 2,251,395 | 2,246,444 | 4,951 |

EXPENSES

At Choice we continue to watch expenses and look for places to save money. Last year our part-time copy editor retired and we elected not to rehire that position, relying instead on freelance help. Choice cut a further \$9,532 in discretionary expenses (travel and professional services), which is reflected in this budget. We expect to transfer \$35,697 from our endowment in FY23 (reflected in indirect expenses).

| Item | FY23B | FY22B | Var |
|--------------------------------|------------------|------------------|-----------------|
| Payroll and Related Expenses | 1,598,082 | 1,632,529 | (34,447) |
| Outside Services | 102,939 | 74,281 | 28,658 |
| Travel and Related Expenses | 8,250 | 6,700 | 1,550 |
| Meetings and Conferences | 0 | 13,000 | (13,000) |
| Publication-related Expenses | 287,440 | 246,975 | 40,465 |
| Operating Expenses | 141,437 | 206,359 | (64,922) |
| TOTAL DIRECT EXPENSES | 2,138,148 | 2,179,844 | (41,696) |
| TOTAL INDIRECT EXPENSES | (29,108) | (37,348) | 8,240 |

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

| | | | |
|-----------------------|------------------|------------------|-----------------|
| TOTAL EXPENSES | 2,432,850 | 2,456,390 | (23,540) |
|-----------------------|------------------|------------------|-----------------|

SUMMING UP

Although Choice continues a program of austerity and cost cutting, subscription revenue from our review products continues to decline and is not entirely replaced by the advertising revenue increases in digital and sponsored content. We are hopeful the launch of our new content vertical will help us to make up that revenue deficit. Despite our financial worries, Choice is budgeted to contribute \$323,810 to the ALA general fund on top of the cost of maintaining a separate office space in Middletown, Connecticut.

| Item | FY23B | FY22B |
|-----------------------|------------------|------------------|
| TOTAL REVENUE | 2,251,395 | 2,246,444 |
| TOTAL EXPENSES | 2,432,850 | 2,456,390 |
| NET REVENUES | (181,455) | (209,945) |

404 FY23 CHOICE Budget at a Glance

5/20/2022

3d Close

| | FY23B | FY22B | FY21 | FY20 | FY19 | FY18 | FY17 |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| TOTAL REVENUES | 2,251,394 | 2,246,444 | 2,390,898 | 2,435,931 | 2,520,864 | 2,813,284 | 2,940,493 |
| TOTAL EXPENSES | 2,432,850 | 2,456,389 | 2,297,847 | 2,420,453 | 2,698,854 | 2,945,285 | 3,055,258 |
| NET REVENUES | (181,455) | (209,945) | 93,051 | 15,478 | (177,990) | (132,001) | (114,765) |

REVENUE

SUBSCRIPTIONS

| | | | | | | | | | |
|------|------|---------------------------------|---------|-----------|-----------|-----------|-----------|-----------|-----------|
| 3900 | 4110 | Choice magazine | 232,934 | 263,500 | 301,761 | 413,039 | 387,925 | 429,171 | 445,608 |
| 3901 | 4110 | Reviews on Cards | 46,963 | 55,250 | 63,807 | 74,101 | 92,677 | 100,070 | 116,186 |
| | | Subtotal: Choice Print | 279,897 | 318,750 | 365,568 | 487,140 | 480,602 | 529,241 | 561,794 |
| 3913 | 4110 | Choice Reviews | 495,144 | 529,000 | 590,636 | 572,901 | 651,630 | 678,076 | 684,248 |
| | | Subtotal: All Choice | 775,041 | 847,750 | 956,204 | 1,060,041 | 1,132,232 | 1,207,317 | 1,246,042 |
| 3905 | 4110 | Resources for College Libraries | 125,000 | 130,000 | 114,391 | 122,282 | 132,798 | 138,545 | 147,579 |
| 3918 | 4110 | ccAdvisor (Choice) | 0 | 33,000 | 14,719 | 26,577 | 41,100 | 32,130 | 0 |
| | 4110 | TOTAL SUBSCRIPTIONS | 900,041 | 1,010,750 | 1,085,314 | 1,208,900 | 1,306,130 | 1,377,992 | 1,393,621 |

ADVERTISING & SPONSORED CONTENT

| | | | | | | | | | |
|------|------|--|----------|----------|----------|----------|----------|----------|----------|
| 3904 | 4143 | Mobile app gross (Choice) | 0 | 0 | 0 | 0 | 0 | 8,564 | 17,692 |
| | 4610 | Commissions | 0 | 0 | 0 | 0 | 0 | (101) | (1,235) |
| | | Mobile app net | 0 | 0 | 0 | 0 | 0 | 8,463 | 16,457 |
| | | | | | | | | | |
| 3907 | 4140 | Choice magazine | 120,000 | 150,000 | 142,683 | 230,789 | 266,090 | 352,534 | 439,984 |
| | 4611 | Commissions and agency fees | (5,400) | (6,750) | (6,769) | (10,179) | (7,804) | (10,856) | (17,239) |
| | | Choice magazine net | 114,600 | 143,250 | 135,914 | 220,610 | 258,286 | 341,678 | 422,745 |
| | | | | | | | | | |
| 3913 | 4143 | Choice Reviews gross | 40,000 | 35,000 | 45,400 | 60,025 | 146,775 | 183,340 | 196,813 |
| | 4610 | Commissions | (1,800) | (1,575) | (2,257) | (1,556) | (5,407) | (5,601) | (7,743) |
| | | Choice Reviews net | 38,200 | 33,425 | 43,143 | 58,469 | 141,368 | 177,739 | 189,070 |
| | | | | | | | | | |
| | 4140 | Content marketing: WP/CS | 60,000 | 60,000 | 45,105 | 25,000 | 51,100 | 40,000 | 0 |
| | 4143 | Content marketing: Podcasts | 45,000 | 35,000 | | 17,495 | | 15,500 | 0 |
| | 4143 | Content marketing: eBlasts | 240,000 | 140,000 | 305,835 | 121,216 | see 3913 | see 3913 | see 3913 |
| 3914 | 4143 | Content marketing: Newsletters and Other | | 60,000 | | 51,950 | see 3913 | see 3913 | see 3913 |
| | 4610 | Digital commissions | (12,825) | (10,575) | (16,589) | 0 | 0 | 0 | 0 |
| | 4611 | Print commissions | (2,700) | (2,700) | (3,791) | (11,464) | (2,705) | (4,028) | 0 |
| | | Choice content marketing net | 329,475 | 281,725 | 330,560 | 204,196 | 48,395 | 51,472 | 0 |
| | | | | | | | | | |
| 3918 | 4143 | ccAdvisor gross (Choice) | 0 | 5,000 | 1,850 | 6,630 | 12,826 | 12,323 | 0 |
| | 4610 | Commissions | 0 | (225) | (196) | (212) | (647) | (506) | 0 |
| | | ccAdvisor net | 0 | 4,775 | 1,654 | 6,418 | 12,179 | 11,817 | 0 |
| | | | | | | | | | |
| 3919 | 4143 | Choice360 | 70,000 | 35,000 | 0 | 0 | 0 | 0 | 0 |
| | 4610 | Commissions | (3,150) | (1,575) | 0 | 0 | 0 | 0 | 0 |
| | | Choice360 Net | 66,850 | 33,425 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | |
| | 4140 | Print Advertising Gross | 180,000 | 210,000 | 187,788 | 273,284 | 317,190 | 392,534 | 439,984 |
| | 4143 | Digital Advertising Gross | 395,000 | 310,000 | 353,085 | 239,820 | 159,601 | 219,727 | 214,505 |
| | | Subtotal x webinars | 575,000 | 520,000 | 540,873 | 513,104 | 476,791 | 612,261 | 654,489 |
| | | | | | | | | | |
| | 4611 | Sales Commission: Print | (20,531) | (19,491) | (26,558) | (32,031) | (17,011) | (19,138) | (24,598) |
| | 4610 | Sales Commission: Digital | (17,775) | (13,950) | (19,042) | (1,768) | (6,054) | (6,208) | (8,978) |
| | | Subtotal Commissions | (38,306) | (33,441) | (45,600) | (33,799) | (23,065) | (25,346) | (34,613) |
| | | Total Advertising x Webinars | 536,694 | 486,559 | 495,273 | 479,305 | 453,785 | 586,915 | 619,876 |
| | | | | | | | | | |
| 3909 | 4105 | Webinars gross (Choice) | 276,250 | 223,125 | 282,532 | 191,195 | 145,325 | 106,675 | 105,600 |
| | 4611 | Webinar commissions | (12,431) | (10,041) | (15,998) | (10,388) | (6,443) | (4,254) | (7,359) |
| | | Webinars net | 263,819 | 213,084 | 266,534 | 180,807 | 138,882 | 102,421 | 98,241 |
| | | | | | | | | | |
| | | TOTAL ADVERTISING & SPONSORED CONTENT | 812,944 | 709,684 | 777,805 | 670,500 | 599,110 | 693,590 | 725,476 |

ROYALTIES

| | | | | | | | | | |
|------|------|---------------------------------|---------|---------|---------|---------|---------|---------|---------|
| 3900 | 4421 | Choice (CCC, reprints, etc.) | 500 | 1,300 | 403 | 680 | 1,370 | 931 | 6,189 |
| 3902 | 4421 | Choice reviews | 465,710 | 455,210 | 465,663 | 486,539 | 513,321 | 514,160 | 561,853 |
| 3905 | 4421 | Resources for College Libraries | 10,000 | 10,000 | 10,000 | 18,000 | 7,000 | 15,000 | 78,500 |
| | | TOTAL ROYALTIES | 476,210 | 466,510 | 476,066 | 505,219 | 521,691 | 530,091 | 646,542 |

MISCELLANEOUS SALES

| | | | | | | | | | |
|------|------|---------------------|--------|----------|----------|----------|----------|--------|--------|
| 3900 | 4109 | Misc. Sales | 200 | 2,500 | 41 | 2,589 | 158 | 1,847 | 5,638 |
| 3905 | 4109 | RCL Reimbursement | 0 | See 3905 | See 3905 | See 3905 | See 3905 | 79,713 | 82,090 |
| 3913 | 4109 | EBSCO affiliate fee | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 0 |
| | | TOTAL MISC SALES | 12,200 | 14,500 | 12,041 | 14,589 | 12,158 | 93,560 | 87,728 |

MISCELLANEOUS REVENUE

| | | | | | | | | | |
|------|------|--------------------|--------|--------|--------|--------|--------|---------|--------|
| 3900 | 4490 | Remaindered books | 50,000 | 45,000 | 39,672 | 36,723 | 81,775 | 118,051 | 87,126 |
| | | TOTAL MISC REVENUE | 50,000 | 45,000 | 39,672 | 36,723 | 81,775 | 118,051 | 87,126 |

| | | | | | | | |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| TOTAL REVENUES | 2,251,394 | 2,246,444 | 2,390,898 | 2,435,931 | 2,520,864 | 2,813,284 | 2,940,493 |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

EXPENSES

| | | | | | | | |
|----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Payroll and Related Expenses | 1,598,082 | 1,632,529 | 1,475,795 | 1,508,575 | 1,665,237 | 1,618,841 | 1,586,901 |
| Outside Services | 102,939 | 74,281 | 116,425 | 86,062 | 101,658 | 187,180 | 322,293 |
| Travel and Related Expenses | 8,250 | 6,700 | 219 | 10,271 | 41,543 | 38,949 | 48,575 |
| Meetings and Conferences | 0 | 13,000 | 0 | 1,250 | 11,771 | 13,658 | 12,495 |
| Publication-related Expenses | 287,440 | 246,975 | 259,216 | 274,467 | 260,373 | 303,821 | 308,158 |
| Operating Expenses | 141,437 | 206,359 | 178,321 | 245,416 | 308,930 | 421,091 | 394,287 |
| TOTAL DIRECT EXPENSES | 2,138,148 | 2,179,844 | 2,029,976 | 2,126,041 | 2,389,512 | 2,583,540 | 2,672,709 |
| | | | | | | | |
| TOTAL INDIRECT EXPENSES | (29,108) | (37,348) | (55,905) | (57,597) | (63,083) | (59,354) | (55,257) |
| | | | | | | | |
| IUT/Overhead | 298,310 | 297,654 | 298,491 | 322,761 | 334,014 | 371,353 | 388,206 |
| IUT/Allocations (Liberty Square) | 25,500 | 16,240 | 25,285 | 29,248 | 38,411 | 49,746 | 55,905 |
| UBIT | 0 | 0 | 0 | 0 | 0 | 0 | (6,305) |
| TOTAL OVERHEAD | 323,810 | 313,894 | 323,776 | 352,009 | 372,425 | 421,099 | 437,806 |

| | | | | | | | |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| TOTAL EXPENSES | 2,432,850 | 2,456,389 | 2,297,847 | 2,420,453 | 2,698,854 | 2,945,285 | 3,055,258 |
|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|

FY23B

| DESCRIPTION | # | ADMIN | CHOICE MAGAZINE | REVIEWS ON CARDS | REVIEW LICENSING | CHOICE MOBILE APP | RCL | ADV SALES CHOICE | ADV SALES ACRL | WEBINARS | MARKETING & PUBLICITY | CHOICE REVIEWS | CONTENT MARKETING | PLANT | CC ADVISOR | C360 | LTI | TOTAL |
|--------------------------------------|------|--------|--------------------|---------------------|---------------------|----------------------|---------|---------------------|-------------------|----------|--------------------------|-------------------|----------------------|--------|------------|---------|--------|-----------|
| Sales/Pamphlets | 4101 | | | | | | | | | | | | | | | | | 0 |
| Sales Audiovisual | 4102 | | | | | | | | | | | | | | | | | 0 |
| Sales/On-line | 4103 | | | | | | | | | | | | | | | | | 0 |
| Sales/Rental-Mail Lists | 4104 | | | | | | | | | | | | | | | | | 0 |
| Sales/Webinars, Webcasts, Web CE | 4105 | | | | | | | | | 276,250 | | | | | | | | 276,250 |
| Sales/ALA Store | 4108 | | | | | | | | | | | | | | | | | 0 |
| Sales/Miscellaneous | 4109 | | 200 | | | | | 0 | | | | 12,000 | | | | | | 12,200 |
| Subtotal-Other Sales | | 0 | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 276,250 | 0 | 12,000 | 0 | 0 | 0 | 0 | 0 | 288,450 |
| Subscriptions | 4110 | | 232,934 | 46,963 | | | | 125,000 | | | | 495,144 | | | | 0 | 0 | 900,041 |
| Subtotal-Subscriptions | | 0 | 232,934 | 46,963 | 0 | 0 | 0 | 125,000 | 0 | 0 | 0 | 495,144 | 0 | 0 | 0 | 0 | 0 | 900,041 |
| Advertising/Gross | 4140 | | | | | | | 120,000 | | | | | 60,000 | | | | | 180,000 |
| Advertising/Classified | 4142 | | | | | | | | | | | | | | | | | 0 |
| Advertising/Online | 4143 | | | | | | 0 | | | | | 40,000 | 280,000 | | 0 | 70,000 | | 390,000 |
| Comm/Online Advertising | 4610 | | | | | | 0 | | | | | (1,800) | (12,825) | | 0 | (8,150) | | (17,775) |
| Comm/Sales Rep | 4611 | | | | | | | (5,400) | | (12,431) | | | (2,700) | | | | | (20,531) |
| Comm/Adv. Agency | 4612 | | | | | | | | | | | | | | | | | 0 |
| Subtotal-Advertising | | 0 | 0 | 0 | 0 | 0 | 0 | 114,600 | 0 | (12,431) | 0 | 38,200 | 329,475 | 0 | 0 | 66,850 | 0 | 536,694 |
| Registration Fees | 4200 | | | | | | | | | | | | | | | | | 0 |
| Exhibit Space Rentals | 4210 | | | | | | | | | | | | | | | | | 0 |
| Meal Functions | 4220 | | | | | | | | | | | | | | | | | 0 |
| Subtotal-Meetings & Conf | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 | 0 | | | 0 |
| Grants & Awards-Exchange | 4300 | | | | | | | | | | | | | | | | | 0 |
| Grants & Awards-Temporary Restricted | 4301 | | | | | | | | | | | | | | | | | 0 |
| Subtotal-Grants & Awards | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | | 0 | 0 | | | 0 |
| Donations/Honoraria | 4400 | | | | | | | | | | | | | | | | | 0 |
| Interest/Dividends | 4420 | | | | | | | | | | | | | | | | | 0 |
| Royalties-Exempt | 4421 | | 500 | | 465,710 | | | 10,000 | | | | | | | | | | 476,210 |
| L.T. Invest. Gain/Loss-Realized | 4422 | | | | | | | | | | | | | | | | | 0 |
| L.T. Invest. Gain/Loss-Unrealized | 4423 | | | | | | | | | | | | | | | | | 0 |
| Overhd-exempt Rev./Division | 4429 | | | | | | | | | | | | | | | | | 0 |
| Royalties-Non-Exempt | 4430 | | | | | | | | | | | | | | | | | 0 |
| Misc. Fees/Revenues | 4490 | | 50,000 | | | | | | | | | | | | | | | 50,000 |
| Subtotal-Misc | | 0 | 50,000 | 0 | 465,710 | 0 | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 526,210 |
| TOTAL REVENUES | | 0 | 283,634 | 46,963 | 465,710 | 0 | 135,000 | 114,600 | 0 | 263,819 | 0 | 545,344 | 329,475 | 0 | 0 | 66,850 | 0 | 2,251,594 |
| Salaries & Wages | 5000 | | 91% | | | | | 73,952 | 40,052 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 1,226,626 |
| Temp Employees-In-House | 5001 | | 8,580 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 8,580 |
| Overtime/Wages | 5002 | | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 3,500 |
| Attrition Factor | 5005 | | | | | | | | | | | | | | | | | 0 |
| Accrued Vacation | 5009 | | | | | | | | | | | | | | | | | 0 |
| Employee Benefits | 5010 | | 324,725 | 0 | 0 | 0 | 0 | 23,189 | 11,462 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 359,376 |
| Tuition Reimbursement | 5015 | | | | | | | | | | | | | | | | | 0 |
| Prof Memberships | 5016 | | 0 | 0 | | | | | | | | | | | | | | 0 |
| Payroll & Related Exp. | | | 1,445,927 | 0 | 0 | 0 | 0 | 97,141 | 55,014 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,598,082 |
| Temp Employee/Outside | 5100 | | 0 | 0 | | | | | | | | 0 | | | | | | 0 |
| Professional Services | 5110 | | 37,800 | 3,000 | 0 | 0 | | (51,500) | 0 | | 0 | 0 | 17,500 | | | 0 | 43,480 | 50,280 |
| Legal Fees | 5120 | | | | | | | | | | | | | | | | | 0 |
| Audit/Tax Fees | 5121 | | | | | | | | | | | | | | | | | 0 |
| Bank Service Fees | 5122 | | 9,000 | | | | | | 0 | | | | | | | | | 9,000 |
| Repairs/Maintenance | 5140 | | 16,634 | 0 | | | | | 0 | | | | | 27,025 | | 0 | | 43,659 |
| Messenger Service | 5150 | | | | | | | | | | | | | | | | | 0 |
| Duplication/Outside | 5151 | | | | | | | | | | | | | | | | | 0 |
| Outside Services | | | 63,434 | 3,000 | 0 | 0 | 0 | (51,500) | 0 | 0 | 0 | 0 | 17,500 | 27,025 | 0 | 43,480 | 0 | 102,933 |
| Transportation | 5210 | | 1,350 | 0 | | | | 0 | 630 | 270 | | 0 | 0 | 0 | | 0 | 0 | 2,250 |
| Lodging & Meals | 5212 | | 3,300 | 0 | | | | 0 | 1,540 | 660 | | 0 | 0 | 0 | | 0 | 0 | 5,500 |
| Entertainment | 5214 | | 0 | | | | | | | | | | | | | | | 0 |
| Business Meetings | 5216 | | 0 | 0 | | | | 0 | 390 | 190 | | | 0 | | 0 | 0 | 0 | 500 |
| Travel and Related Expenses | | | 4,650 | 0 | 0 | 0 | 0 | 0 | 2,520 | 1,060 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8,250 |
| Facilities Rent | 5300 | | | | | | | | | | | 0 | | | | | | 0 |
| Conference Equipment Rental | 5301 | | | | | | | | | | | 0 | | | | 0 | | 0 |
| Meal Functions | 5302 | | | | | | | | | | | 0 | | | | 0 | | 0 |
| Exhibits | 5303 | | | | | | | | | | | 0 | | | | 0 | | 0 |
| Speaker/Guest Expenses | 5304 | | | | | | | | | | | | | | | | | 0 |
| Speaker/Guest Honorarium | 5305 | | | | | | | 0 | | | | | | | | | | 0 |
| Awards | 5306 | | | | | | | | | | | | | | | | | 0 |
| Security Services | 5307 | | | | | | | | | | | | | | | | | 0 |
| Special Transportation | 5308 | | | | | | | | | | | | | | | | | 0 |
| Audio/Visual Equip Rental & Labor | 5309 | | | | | | | | | | | | | | | | | 0 |
| Computer Rental/Internet Connection | 5310 | | | | | | | | | | | | | | | | | 0 |
| Program Allocation | 5350 | | | | | | | | | | | | | | | | | 0 |
| Meetings & Conferences | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Edit/Proofreading-O/S | 5400 | | 7,107 | 1,304 | 9,517 | | | | | | | 12,072 | | | 0 | | | 30,000 |
| Typesetting/Comptn-O/S | 5401 | | 300 | | | | | | | | | | | | | | | 300 |
| Printing-O/S | 5402 | | 84,500 | 27,000 | | | | 0 | 0 | | 1,200 | | 0 | | 0 | | | 112,700 |
| Binding-O/S | 5403 | | | | | | | | | | | | | | | | | 0 |
| Design Service-O/S | 5404 | | 0 | | | | | 0 | 0 | 0 | 5,000 | | 0 | | | 1,000 | | 6,000 |
| Review Service | 5406 | | | | | | | | | | | | | | | | | 0 |
| Mail Service-O/S | 5410 | | 16,400 | 6,200 | | | | | | | | | | | 0 | | | 22,600 |
| Advertising/Space | 5411 | | | | | | | | | | 1,200 | | | | 0 | 3,000 | | 4,200 |
| Advertising/Direct | 5412 | | | | | | | | | | 250 | | | | 0 | 0 | | 250 |
| Mail List Rental | 5413 | | | | | | | | | | 1,500 | | | | 0 | 0 | | 1,500 |
| Supplies/Production | 5414 | | 3,200 | 5,500 | | | | | | | | | | | | | | 8,700 |
| Pre-Press/Photo Services | 5415 | | 0 | | | | | | | | | | | | | | | 0 |
| Adv Production Cost | 5416 | | | | | | | | | | | | | | | | | 0 |
| Copyright Fees | 5420 | | 400 | | | | | | | | | | | | | | | 400 |
| Web Operating Expenses | 5430 | 0 | 4,800 | 0 | | 0 | 0 | | | | 0 | 54,000 | | | 0 | 3,990 | | 62,790 |
| Webinars/Webcasts/Web CE Exp | 5431 | | | | | | | | | 6,000 | | | | | | | | 6,000 |
| Purchased Inventory | 5432 | | | | | | | | | | | | | | | | | 0 |
| Order Processing/Fulfillment | 5433 | | 32,000 | | | | | | | | | | | | 0 | | | 32,000 |
| Cost of Sales | 5480 | | | | | | | | | | | | | | | | | 0 |
| Inventory Adjustment | 5490 | | | | | | | | | | | | | | | | | 0 |
| Inventory Reserve Adjustment | 5499 | | | | | | | | | | | | | | | | | 0 |
| Publication Related Expenses | | 0 | 148,707 | 40,004 | 9,517 | 0 | 0 | 0 | 0 | 6,000 | 9,150 | 66,072 | 0 | 0 | 0 | 7,990 | 0 | 287,440 |
| Staff Recruitment/Relocation | 5030 | 0 | 0 | | | | | 0 | | | | | | | | | | 0 |
| Staff Development | 5031 | 0 | 0 | | | | | 0 | 0 | 0 | | 0 | 0 | | | | | 0 |
| Supplies/Operating | 5000 | 7,000 | | | | | | | | 0 | | | | | | | | 7,000 |
| Equipment/Software-Minor | 5001 | 5,400 | | | | | | | | 0 | | | | | | | | 16,916 |
| Ref Mats/Periodicals | 5002 | | 17,100 | | | | | 0 | | | 10,900 | | 532 | | | 144 | | 17,100 |
| Insurance | 5010 | | | | | | | | | | | | | | | | | 0 |
| Equipment Rental/Lease | 5020 | 3,684 | | | | | | 0 | | | | | | | | | | 3,684 |
| Space Rent | 5021 | | | | | | | | | | | | | 13,500 | | | | 13,500 |
| Telephone & Fax/O/S | 5022 | 9,780 | 550 | | | | | 294 | 126 | | 0 | | | | 0 | 0 | | 10,750 |
| Postage & E-Mail/O/S | 5023 | 42,660 | 0 | | | | | 0 | 0 | 0 | 0 | | | | 0 | | | 42,660 |
| Utilities | 5025 | | | | | | | | | | | | | | | | | 16,550 |
| Dep/Furn & Equipment | 5030 | 0 | 12,467 | | | | | | | | | 0 | | 16,550 | | 0 | 0 | 12,467 |
| Depcr/Building | 5031 | | | | | | | | | | | | | | | | | 0 |
| Amortization/Equip Lease | 5032 | | | | | | | | | | | | | | | | | 0 |
| Royalty Expense | 5040 | | | | | | | | | 0 | | | | | | | | 0 |
| Bad Debt Expense | 5043 | | | | | | | 0 | | | | | | | | | | 0 |
| Interest Expense | 5044 | | | | | | | | | | | | | | | | | 0 |
| Taxes/Property | 5045 | 0 | 0 | | | | | | | | | | | | | | | 0 |
| Promotion | 5050 | | | | | | | | | | 500 | | | | | 250 | | 750 |
| Organization Support/Contrib | | | | | | | | | | | | | | | | | | |

| DESCRIPTION | # | 0000 | 3900 | 3901 | 3902 | 3904 | 3905 | 3907 | 3908 | 3909 | 3910 | 3913 | 3914 | 3917 | 3918 | 3919 | 3921 | TOTAL |
|--------------------------------|------|-------------|---------|--------|---------|------|--------|--------|---------|---------|----------|---------|---------|----------|------|--------|-----------|-----------|
| I/UT-Marketing | 5900 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Prod. Serv./Adm. Fee | 5901 | | | | | | | | | | | | | | | | | 0 |
| I/UT-ITTS | 5902 | | | | | | | | | | 0 | | | | | | | 0 |
| I/UT-Subscription Processing | 5903 | | 0 | | | | | | | | | | | | | | | 0 |
| Transfer to/from Endowment | 5904 | 0 | | | | | 0 | | | | | | | | | | (135,697) | (135,697) |
| I/UT-Telephone | 5905 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Order Billing | 5906 | | | | | | | 0 | 0 | | | | | | | 0 | | 0 |
| I/UT-Maint. | 5908 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Dist. Center | 5909 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Repro. | 5910 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Copy Editing/Proofreading | 5912 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Composition/Alteration | 5913 | | | | | | | | | | | | | | | | | 0 |
| I/UT-Registration Processing | 5940 | | | | | | | | | | | | | | | | | 0 |
| I/UT-CHOICE | 5941 | 10,766 | | | | | | | | | | | | | | | | 10,766 |
| I/UT-Advertising | 5942 | | | | | 0 | | | (1,206) | (2,571) | 0 | | | | | | | (4,177) |
| I/UT-Misc. | 5999 | 0 | | | | | | | | | | | | | | | | 0 |
| Total I/UTs | | 10,766 | 0 | 0 | 0 | 0 | 0 | 0 | (1,206) | (2,571) | 0 | 0 | 0 | 0 | 0 | 0 | (35,697) | (29,108) |
| Total Direct Expenses | | 1,593,301 | 181,824 | 40,004 | 9,517 | 0 | 45,641 | 57,828 | 0 | 3,029 | 20,550 | 66,072 | 18,032 | 57,075 | 0 | 51,864 | (35,697) | 2,109,040 |
| Contribution Margin | | (1,593,301) | 101,810 | 6,958 | 456,193 | 0 | 89,359 | 56,772 | 0 | 260,790 | (20,550) | 479,272 | 311,443 | (57,075) | 0 | 14,986 | 35,697 | 142,354 |
| I/UT-General Overhead | 5911 | | 37,582 | 6,223 | 61,707 | 0 | 17,888 | 15,185 | | 34,956 | | 72,258 | 43,655 | | 0 | 8,858 | | 298,310 |
| Total Expenses Excl. Alloc. | | 1,593,301 | 219,406 | 46,227 | 71,224 | 0 | 63,529 | 73,012 | 0 | 37,985 | 20,550 | 138,330 | 61,687 | 57,075 | 0 | 60,722 | (35,697) | 2,407,350 |
| I/UT-Allocations | 5998 | | | | | | | | | | | | | 25,500 | | | | 25,500 |
| Total Exp. Incl. OH & Alloc. | | 1,593,301 | 219,406 | 46,227 | 71,224 | 0 | 63,529 | 73,012 | 0 | 37,985 | 20,550 | 138,330 | 61,687 | 82,575 | 0 | 60,722 | (35,697) | 2,432,850 |
| Net Rev/(Exp) Before Taxes | | (1,593,301) | 64,228 | 736 | 394,486 | 0 | 71,472 | 41,588 | 0 | 225,834 | (20,550) | 407,014 | 267,788 | (82,575) | 0 | 6,128 | 35,697 | (181,455) |
| Taxes/Income | 5600 | 0 | 0 | | | 0 | 0 | 0 | | 0 | | 0 | | | 0 | 0 | | 0 |
| TOTAL EXPENSES INCLUDING TAXES | | 1,593,301 | 219,406 | 46,227 | 71,224 | 0 | 63,529 | 73,012 | 0 | 37,985 | 20,550 | 138,330 | 61,687 | 82,575 | 0 | 60,722 | (35,697) | 2,432,850 |
| Net Rev/(Exp) After Taxes | | (1,593,301) | 64,228 | 736 | 394,486 | 0 | 71,472 | 41,588 | 0 | 225,834 | (20,550) | 407,014 | 267,788 | (82,575) | 0 | 6,128 | 35,697 | (181,455) |

| | |
|---------------|----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 0000 |
| Project Name: | Administrative (G&A) |

| | |
|----------|-----------------------|
| LINE # | LINE ITEM DESCRIPTION |
| EXPENSES | |

| | | | | | |
|--------|-----------------------|--------------|----------------|--------------|-----------|
| LINE # | LINE ITEM DESCRIPTION | All Choice | % this Project | 0000 | FY23B |
| 5000 | Salaries & Wages | \$ 1,243,791 | 0.00% | \$ 1,112,622 | 1,112,622 |

| | | | | |
|------|-------------------------|---------|---------|-------|
| 5001 | Temp Employees In-House | Interns | FY23B | |
| | | | \$8,580 | |
| | | | \$8,580 | 8,580 |

| | | | | |
|------|----------------|--|-----|--|
| 5002 | Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | \$0 | |
|------|----------------|--|-----|--|

| | | | | |
|------|-------------------|--------------|-----------|---------|
| 5010 | Employee Benefits | Rate | Benefits | |
| | | Staff 31.50% | \$324,725 | |
| | | Temps 15.00% | \$0 | |
| | | | \$324,725 | 324,725 |

| | | | | |
|------|------------------|--------------------------------------|-----|---|
| 5016 | Prof Memberships | Professional association memberships | \$0 | 0 |
|------|------------------|--------------------------------------|-----|---|

Subtotal - Payroll & Related Expense \$1,445,927

| | | | | | |
|------|-----------------------|----------|-------|----------|-------|
| 5100 | Temp Employee/Outside | Position | Hours | Avg Rate | FY23B |
| | | | | | \$0 |
| | | Totals | | | \$0 |
| | | | | | 0 |

| | | | | |
|------|-----------------------|--|----------|--------|
| 5110 | Professional Services | Description | FY23B | |
| | | Network & disaster recovery support svcs/Synergy Network Synergy | \$37,800 | |
| | | | \$0 | |
| | | | \$37,800 | 37,800 |

| | | | | | |
|------|-------------------|--|-------|---------|-------|
| 5122 | Bank Service Fees | Bank service fees on CHOICE accounts--ALL PROJECTS go here | 2.85% | \$9,000 | 9,000 |
|------|-------------------|--|-------|---------|-------|

| | | | | |
|------|---------------------|--|-----------|--------|
| 5140 | Repairs/Maintenance | Description | FY23B | |
| | | Repairs/Maint - Server warranty/maint \$ | 4,000.00 | |
| | | Repairs/Maint - Router, firewall warranty.maint \$ | 2,000.00 | |
| | | Repairs/Maint - Web appliance \$ | 2,070.00 | |
| | | Repairs/Maint - SSL licensing \$ | 500.00 | |
| | | Repairs/Maint - Virtual management software, apps \$ | 1,150.00 | |
| | | Repairs/Maint - Copier, printers svc \$ | 3,900.00 | |
| | | Repairs/Maint - Software assurance \$ | 3,014.00 | |
| | | | \$0 | |
| | | | \$0 | |
| | | | \$ 16,634 | 16,634 |

| | |
|---------------|----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 0000 |
| Project Name: | Administrative (G&A) |

LINE # LINE ITEM DESCRIPTION

Subtotal - Outside Services 63,434

| | | | | | |
|------|----------------|-------|-------------------|---------|-------|
| | | | Conference | FY23B | |
| | | | SPOS | \$0 | |
| | | \$450 | Charleston | \$450 | |
| | | | ALA Annual | \$450 | |
| | | | ACRL Biannual Con | \$450 | |
| | | | Other | \$0 | |
| 5210 | Transportation | | | \$1,350 | 1,350 |

| | | | | | |
|------|-----------------|---------|-------------------|---------|-------|
| | | | Conference | FY23B | |
| | | | SPOS | \$0 | |
| | | \$1,100 | Charleston | \$1,100 | |
| | | | ALA Annual | \$1,100 | |
| | | | ACRL Biannual Con | \$1,100 | |
| | | | Other | \$0 | |
| 5212 | Lodging & Meals | | | \$3,300 | 3,300 |

| | | | | | |
|------|---------------|--|--|-------|---|
| | | | | FY23B | |
| | | | | \$0 | |
| 5214 | Entertainment | | | \$0 | 0 |

| | | | | | |
|------|-------------------|---|--|-------|---|
| | | | | FY23B | |
| | | | | \$0 | |
| 5216 | Business Meetings | Includes conference registrations (except 3918) | | \$0 | 0 |

Subtotal - Travel and Related Expenses \$ 4,650

| | | | | | |
|------|------------------------|--|--|-------|---|
| | | | | FY23B | |
| | | | | \$0 | |
| 5430 | Web Operating Expenses | | | \$ - | 0 |

Subtotal - Publication-Related Expenses \$ -

| | | | | | |
|------|--------------------------------------|-------|-----------|-------|---|
| | Item | # | Est. Cost | FY23B | |
| | Recruiting expense/local searches | 0 | \$1,000 | \$0 | |
| | Recruiting expense/national searches | 0 | \$7,500 | \$0 | |
| 5030 | Staff Recruitment/Relocation | Total | | \$0 | 0 |

| | | | | | |
|------|-------------------|--|--|-----|---|
| 5031 | Staff Development | | | \$0 | 0 |
|------|-------------------|--|--|-----|---|

| | |
|---------------|----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 0000 |
| Project Name: | Administrative (G&A) |

| LINE # | LINE ITEM DESCRIPTION | | | | | FY23B | |
|--------|-------------------------------|---|-------|-------------|---|----------|--------|
| 5500 | Supplies/Operating | General office supplies, e.g. paper, file folders | | | | \$7,000 | 7,000 |
| 5501 | Equipment/Software-Minor | Small office equipment & software | Seats | Months | Rate | FY23B | |
| | | X-Tags | | | \$ | 400 | |
| | | Freshdesk | | | \$ | 1,440 | |
| | | SendPro Pitney Bowes | | | \$ | 60 | |
| | | | | | \$ | 3,500 | |
| | | | | | \$ | 5,400 | 5,400 |
| 5520 | Equipment Rental/Lease | Item | # | Periods | Monthly cost | FY23B | |
| | | Adobe Creative Cloud | | | | \$1,300 | |
| | | GoToMyPC annual fee | | | | \$720 | |
| | | Microsoft desk access | | | | \$800 | |
| | | Water cooler rental | 1 | 12 | \$45 | \$540 | |
| | | Coffee machine rental | 1 | 12 | \$40 | \$324 | |
| | | | | | \$85 | \$3,684 | 3,684 |
| 5522 | Telephone & Fax/O/S | Item | | | | FY23B | |
| | | Frontier (analog line) | | | | \$3,780 | |
| | | Zoom | | | copier/security phone system (Zoom meeting rooms are recorded in 3909 at line 5431) | \$6,000 | |
| | | Total | | | | \$9,780 | 9,780 |
| 5523 | Postage & E-Mail/O/S | Item | | | | FY23B | |
| | | Comcast primary | | intranet | \$ | 19,200 | |
| | | Comcast secondary | | backup wifi | \$ | 2,460 | |
| | | FedEx | | | \$ | 1,000 | |
| | | Postage mailing books, etc. | | | \$ | 20,000 | |
| | | Total | | | | \$42,660 | 42,660 |
| 5530 | Depr/Furn & Equipment | Charge servers and laptops to line 5530 on project 3900 | Items | Total | Years | FY23B | |
| | | | | | | \$0 | 0 |
| 5545 | Taxes/Property | CHOICE property tax (postage meter/computer leases) | | | | FY23B | |
| | | | | | | \$0 | |
| | | | | | | \$0 | 0 |
| 5560 | Organization Support/Contrib. | ACRL National Conference sponsorship (odd # years) | | | | FY23B | |
| | | | | | | \$0 | 0 |
| | | | | | | FY23B | |

| | |
|---------------|----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 0000 |
| Project Name: | Administrative (G&A) |

| LINE # | LINE ITEM DESCRIPTION | | |
|--------|-----------------------|-------------------------------|-------|
| 5999 | Misc. Expense | Miscellaneous office expenses | \$0 0 |

Subtotal - Operating Expenses \$ 68,524

| | | | |
|------|----------------------------|--------------------------------------|-------|
| 5904 | Transfer to/from Endowment | Description LTI interest transfer | FY23B |
| | | RECORDED IN PROJECT 3921, NOT HERE | |

| | | | |
|------|------------|---|-----------------|
| | | ACRL charge for administrative services | FY23B |
| | | ACRL to Choice | \$10,766 |
| 5941 | IUT-CHOICE | | \$10,766 10,766 |

| | | | |
|------|-----------|--|-------|
| | | | FY23B |
| 5999 | IUT-Misc. | | \$0 0 |

Subtotal - Inter-Unit Transfers \$10,766

| | | | |
|------|--------------|---------------------|-----------|
| 5600 | Taxes/Income | FY15 UBIT set-aside | FY23B |
| | | | \$0 \$0 0 |

| | LINE # | LINE ITEM DESCRIPTION | FY2019 | FY2020 | FY2021 | FY2022 | FY2023B | FY2023C |
|--------------------------------------|-------------------------|---|--------------|---------------------------|-------------|--------------|-----------------------------|-----------|
| REVENUES | | | | | | | | |
| 4104 | Sales/Rental-Mail Lists | Income from rental of CHOICE mailing list | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| 4109 | Sales/Miscellaneous | Single-copy and Choice Select sales OAT seals: print and digital | | | | | \$200 | \$200 |
| 4110 | Subscriptions | | | | | | | |
| | | | FY19 | 106% FY20 | 73% FY21 | 87% FY22B | 1.04 85% FY23B | |
| | | | 387,925 | \$ 413,039 timing only | \$301,761 | \$263,500 | \$ 232,934 | 232,934 |
| 4421 | Royalties-Exempt | Description Copyright Clearance Ctr & reprint fees | | | | | \$500 | \$500 |
| 4490 | Misc. Fees/Revenues | Total | | | | | \$50,000 | \$50,000 |
| TOTAL PROJECT REVENUES | | | | | | | | \$283,634 |
| | | | | | | | | |
| EXPENSES | | | | | | | | |
| 5000 | Salaries & Wages | All Choice % this Project | \$ 1,243,791 | 0.00% | \$ - | \$3,900 | \$0 | \$0 |
| 5001 | Temp Employees-In-House | Interns | | | | | | |
| 5002 | Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | | | | | \$0 | \$0 |
| 5010 | Employee Benefits | Rate | | | | | \$0 | - |
| | | Staff Temps | | | | | \$0 | |
| 5016 | Prof Memberships | FY14 FY15B | \$ - | \$2,750 | \$0 | | | |
| Subtotal - Payroll & Related Expense | | | | | | | | \$0 |
| 5100 | Temp Employee/Outside | Other | | | | | \$0 | \$0 |

| | |
|---------------|-----------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3900 |
| Project Name: | Choice Magazine |

| LINE # | LINE ITEM DESCRIPTION | | | | FY23B | FY23B |
|--------|-----------------------|----------------------------------|----|-------|---------|-------|
| | | Long-form racial justice reviews | 12 | \$250 | \$3,000 | |
| 5110 | Professional Services | | | | \$3,000 | 3,000 |

| | Description | | | | FY23B | |
|------|---------------------------------------|-----------------------|--|--|-------|---|
| | Choice Connect annual support/hosting | AWS--recorded at 3913 | | | \$ - | |
| | | | | | \$ - | |
| 5140 | Repairs/Maintenance | | | | \$ - | 0 |

Subtotal - Outside Services 3,000

| Billing | Conference | Events | Staff | Cost | FY23B | |
|---------|----------------|--------|-------|------|-------|---|
| | Billed at 0000 | | | | \$0 | |
| | | | | | \$0 | |
| | | | | | \$0 | |
| | | | | | \$0 | |
| | | | | | \$0 | |
| 5210 | Transportation | | | \$0 | \$0 | 0 |

| Billing | Conference | Events | Staff | Cost | FY23B | |
|---------|-----------------|--------|-------|------|-------|---|
| | Billed at 0000 | | | | \$0 | |
| | | | | | \$0 | |
| | | | | | \$0 | |
| | | | | | \$0 | |
| | | | | | \$0 | |
| 5212 | Lodging & Meals | | | | \$0 | 0 |

| Event/Location | Events | Avg. Cost | FY23B | |
|---|-------------------|-----------|-------|---|
| Meetings with business partners & prospects | 0 | \$250 | \$0 | |
| 5216 | Business Meetings | | \$0 | 0 |

Subtotal - Travel and Related Expenses 0

| Description | FY23B | |
|--------------------------------|---------|-------|
| Copiediting Allocation | \$7,107 | |
| Total editorial & proofreading | \$7,107 | 7,107 |

| Description | FY23B | |
|-------------|-------|-----|
| Walsworth | \$300 | 300 |

| Description | FY23B | |
|-------------|----------|--------|
| Walsworth | \$84,500 | 84,500 |

| | | | | |
|------|--------------------|-----|-----|---|
| 5404 | Design Service-O/S | \$0 | \$0 | 0 |
|------|--------------------|-----|-----|---|

| Type of Service | FY23B | |
|---|-----------|--|
| Mailing and postage for magazine (12 issues):postal service and Walsworth | \$ 14,500 | |
| Fulfillment mailing services (ESP/USPS) | \$ 1,900 | |

| | |
|---------------|-----------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3900 |
| Project Name: | Choice Magazine |

| LINE # | LINE ITEM DESCRIPTION | | FY23B | FY23B |
|--------|--------------------------------|-------|-------|-------|
| | Item | | | |
| | Choice mailroom: moved to 0000 | | \$0 | |
| 5523 | Postage & E-Mail/O/S | Total | \$0 | 0 |

| | | | | |
|------|-----------------------|--|----------------|--------|
| | | Accrued prior year depreciation from Tech Depreciation tab | FY23B 8,301 | |
| | | FY23 servers and laptops from Capital Spending tab \$ | 4,167 | |
| 5530 | Depr/Furn & Equipment | Total | \$12,467 | 12,467 |

| | | | | |
|------|-----------------|---|-----|---|
| 5540 | Royalty Expense | Fee(s) for outside contributors to the magazine | \$0 | 0 |
|------|-----------------|---|-----|---|

| | | | | |
|------|----------------|---|--------------|---|
| | | CHOICE property tax (postage meter/computer leases) | FY23B \$0 | |
| 5545 | Taxes/Property | | \$0 | 0 |

| | | | | |
|------|---------------|-------------------------------|--------------|---|
| | | Miscellaneous office expenses | FY23B \$0 | |
| 5599 | Misc. Expense | | \$0 | 0 |

Subtotal - Operating Expenses 30,117

| | | | | |
|------|-----------------------------|------|-------|---|
| | | | FY23B | |
| 5903 | IUT-Subscription Processing | \$ - | | 0 |

Subtotal - Inter-Unit Transfers \$0

| | | | | | | |
|------|----------------------|-----------------------------|--------|--------------|----------|--------|
| | | FY2023 ALA overhead charges | Rate | FY23 Revenue | FY23B | |
| | | 4104 Rental Mail lists | 13.25% | \$0 | \$0 | |
| | | 4109 Sales/Misc | 13.25% | \$200 | \$27 | |
| | | 4110 Subscriptions | 13.25% | \$232,934 | \$30,864 | |
| | | 4421 Royalties | 13.25% | \$500 | \$66 | |
| | | 4490 Misc. Revenue | 13.25% | \$50,000 | \$6,625 | |
| 5911 | IUT-General Overhead | | | \$283,634 | \$37,582 | 37,582 |

| | | | | | | |
|------|--------------|---------------------|------|-------|-------|---|
| | | FY15 UBIT set-aside | FY14 | FY15B | FY23B | |
| 5600 | Taxes/Income | | \$0 | \$0 | \$0 | 0 |

| LINE # | LINE ITEM DESCRIPTION | FY23B | | | | |
|----------|-----------------------|----------|----------|----------|----------|-----------|
| REVENUES | | | | | | |
| | | | 80% | 86% | 87% | 85% |
| | | FY19 | FY20 | FY21 | FY22B | FY23B |
| | | \$92,677 | \$74,101 | \$63,807 | \$55,250 | \$ 46,963 |
| 4110 | Subscriptions | | | | | \$46,963 |

| | |
|-------------------------------|-----------------|
| TOTAL PROJECT REVENUES | \$46.963 |
|-------------------------------|-----------------|

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

| | | | | |
|------|-------------------|-------|-----|-----|
| | | FY23B | \$0 | \$0 |
| 5010 | Employee Benefits | | \$0 | \$0 |

| | |
|--------------------------------------|---|
| Subtotal - Payroll & Related Expense | 0 |
|--------------------------------------|---|

| | | |
|----------------------------|-------|--|
| | FY23B | |
| | \$0 | |
| 5110 Professional Services | \$0 | |

| | |
|-----------------------------|---|
| Subtotal - Outside Services | 0 |
|-----------------------------|---|

| | | | | |
|------|-----------------------|--------------------------------|---------|-------|
| | | Description | FY23B | |
| | | Copyediting Allocation | \$1,304 | |
| 5400 | Edit/Proofreading-O/S | Total editorial & proofreading | \$1,304 | 1,304 |

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

| | | | | | |
|------|------------------|---|-------|---------|---------|
| 5410 | Mail Service-O/S | Mailing and postage for ROC's (12 issues) | FY23B | \$6,200 | \$6,200 |
|------|------------------|---|-------|---------|---------|

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

FY23B

| | |
|---------------|-------------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3901 |
| Project Name: | Choice Reviews on Cards |

| LINE # | LINE ITEM DESCRIPTION | | | | FY23B |
|--------|------------------------|------------------|-------|-------|-------|
| | | Recorded at 3900 | | Total | |
| | | | | \$0 | |
| 5430 | Web Operating Expenses | | Total | \$0 | \$0 |

Subtotal - Publication Related Expenses \$40,004

| | Line Item | Revenue \$ | Rate | O/H Charge | |
|------|----------------------|------------|--------|------------|---------|
| 5911 | IUT-General Overhead | | | | |
| | Subscriptions | \$46,963 | 13.25% | \$6,223 | \$6,223 |

| | |
|---------------|--------------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3902 |
| Project Name: | Choice Reviews Licensing |

LINE # LINE ITEM DESCRIPTION

REVENUES

FY23B

| | | Revenues received from license agreements with publishing partners; details below | | |
|------|------------------|---|----|------------------|
| | | | | FY23B |
| | | B&T: Content Café and Title Source | \$ | 35,000 |
| | | | \$ | - |
| | | EBSCO: OAT | \$ | 7,500 |
| | | EBSCO: GOBI | \$ | 110,000 |
| | | Emery Pratt | \$ | 1,500 |
| | | Gale/Cengage | \$ | 27,500 |
| | | Ingram: iPage | \$ | 12,750 |
| | | Midwest | \$ | 2,500 |
| | | OCLC: OAT | \$ | 4,000 |
| | | OCLC: SCS | \$ | 25,000 |
| | | ProQuest: Oasis | \$ | 25,000 |
| | | ProQuest: Summon | \$ | 45,000 |
| | | ProQuest: Ebook Central | \$ | 10,000 |
| | | ProQuest: BIP, Syndetics | \$ | 159,960 |
| 4421 | Royalties-Exempt | Total | \$ | 465,710 |
| | | | | \$465,710 |

TOTAL PROJECT REVENUES \$465,710

\$116,428

EXPENSES

LINE # LINE ITEM DESCRIPTION

| | | All Choice | % this Project | \$3,902 | |
|------|------------------|--------------|----------------|---------|-----|
| 5000 | Salaries & Wages | \$ 1,243,791 | 0.000% | \$0 | \$0 |

| | | | | FY23B | |
|------|-------------------|--|--------|-------|-----|
| 5010 | Employee Benefits | 33% of staff salary #5000 and 15% of #5001 and #5002 | 31.50% | \$0 | \$0 |

Subtotal - Payroll & Related Expense \$0

| | | | | FY23B | |
|------|-----------------------|--|--|-------|-----|
| 5110 | Professional Services | | | \$0 | \$0 |

Subtotal - Outside Services \$0

| | | Description | | FY23B | |
|------|------------------------|--------------------------------|--|---------|-------|
| 5400 | Editl/Proofreading-O/S | Copyediting Allocation | | \$9,517 | |
| | | Total editorial & proofreading | | \$9,517 | 9,517 |

Subtotal - Publication Related Expenses 9,517

| | | Line Item | Revenue \$ | Rate | O/H Charge | |
|------|----------------------|-------------------|------------|--------|------------|----------|
| 5911 | IUT-General Overhead | \$4,421 Royalties | \$465,710 | 13.25% | \$61,707 | \$61,707 |

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| | |
|---------------|---------------------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3905 |
| Project Name: | Resources for College Libraries |

| LINE # | LINE ITEM DESCRIPTION | | | |
|--------|-----------------------|--|-----|---|
| 5212 | Lodging & Meals | | \$0 | 0 |

| | Event/Location | # Events | Avg. Cost | FY23B |
|------|---|----------|-----------|-------|
| 5216 | Business Meetings | 0 | \$125 | \$0 |
| | Meetings with vendors & business partners | | | \$0 |

Subtotal - Travel & Related Expenses \$ -

| | | | | |
|------|--------------------------|--|-----|-------|
| 5305 | Speaker/Guest Honorarium | | | FY23B |
| | | | \$0 | 0 |

Subtotal - Meetings & Conferences 0

| | Description | FY14 | FY15B | FY23B |
|------|--|------|---------|-------|
| 5430 | Web Operating Expenses | | | |
| | Iron Mountain/verification of updated RCL software deposit | \$0 | \$9,500 | \$0 |
| | | \$0 | \$9,500 | \$0 |

Subtotal - Publication Related Expenses \$ -

| | | | | |
|------|------------------------------|-----|-----|-------|
| 5030 | Staff Recruitment/Relocation | | | FY23B |
| | | \$0 | \$0 | \$0 |

| | | | | |
|------|-------------------|--|--|-----|
| 5031 | Staff Development | | | \$0 |
|------|-------------------|--|--|-----|

| | | | | |
|------|--|-----|-----|-------|
| 5502 | Ref Mats/Periodicals | | | FY23B |
| | Print and electronic reference materials | \$0 | \$0 | \$0 |

| | | | | |
|------|--------------------------------------|-----|-----|-------|
| 5520 | Equipment Rental/Lease | | | FY23B |
| | Leased equipment monthly rental fees | \$0 | \$0 | \$0 |

| | | | | |
|------|----------------------|-------|-------|-------|
| 5523 | Postage & E-Mail/O/S | | | FY23B |
| | | \$211 | \$125 | \$0 |

| | | | | |
|------|------------------------------|-----|------|-------|
| 5599 | Misc. Expense | | | FY23B |
| | Miscellaneous office expense | \$0 | \$50 | \$0 |

Subtotal - Operating Expenses \$ -

| | | | | |
|------|--------------------------------------|-----|-----|-------|
| 5904 | Transfer to/from Endowment | | | FY23B |
| | LTI interest transfer to RCL project | \$0 | \$0 | \$0 |

Subtotal - IUT's \$ -

| | FY23 ALA overhead charges | Line | Description | Rate | FY23 Revenue | FY23B |
|------|---------------------------|------|---------------------|--------|--------------|----------|
| 5911 | IUT-General Overhead | 4109 | Sales/Miscellaneous | 13.25% | \$0 | \$0 |
| | | 4110 | Subscriptions | 13.25% | \$125,000 | \$16,563 |
| | | 4421 | Royalties | 13.25% | \$10,000 | \$1,325 |
| | | | Totals | | \$135,000 | \$17,888 |

| | | | | | | |
|------|--------------|--|--|------|-------|-------|
| 5600 | Taxes/Income | | | FY13 | FY14B | FY23B |
| | | | | \$0 | \$0 | \$0 |

| | |
|---------------------------|---|
| 404 | |
| CHOICE | |
| 3907 | |
| Choice Advertising | <i>For webinars, see project 3909; for mobile app, see project 3904</i> |

| | | | | FY23B |
|------------------------------------|-----------|-----------------------------|-------------------|------------------|
| Revenue History | | | | |
| | FY21A | FY22B | FY23B | |
| Magazine Ad Sales Revenues (gross) | \$142,683 | \$150,000 | \$ 120,000 | |
| | | | | |
| | | Total Gross | \$ 120,000 | |
| | | Print Sales Commission Rate | 4.50% | |
| | | Print Sales Commissions | (5,400.00) | |
| | | Net Ad Revenues | 114,600.00 | |
| | | | | \$120,000 |

| | | | | |
|-------------------------------|---|--|------------------|---------|
| | | | FY23B | |
| 4.50% | Choice Magazine Ad Sales Revenues (gross) | | (5,400.00) | |
| | | | 0.00 | |
| | Total | | (5,400.00) | (5,400) |
| TOTAL PROJECT REVENUES | | | \$114,600 | |

| | All Choice | % this Project | FY23B | |
|--------------------|-------------|----------------|----------|-----------------|
| Project 3907 share | \$1,243,791 | 0.000% | \$40,052 | \$40,052 |

| Position | | | | FY23B | |
|--------------------------------------|----|---|----|-------|------------|
| Webinar/Ad Sales Support Coordinator | \$ | - | \$ | - | \$0 |

| | | FY23B | |
|--|--------------------|---------|----------------|
| Non-exempt staff time in excess of 35 hours/wk | Total Overtime | \$3,500 | \$3,500 |
| | Project 3907 share | \$ | - |

| Ad Sales Benefit Calculation | Amount | Benefit % | Benefit \$ | |
|-------------------------------|-----------------|-----------|-----------------|-----------------|
| 5000 Project Salaries & Wages | \$40,052 | 31.50% | \$12,616 | |
| 5001 Temp Employees In-House | \$0 | 15.00% | \$0 | |
| 5002 Overtime Wages | \$3,500 | 15.00% | \$525 | |
| | \$43,552 | | \$11,406 | \$11,462 |

Subtotal - Payroll & Related Expense **\$55,014**

| | FY23B | |
|--|-------|--|
| | | |

| | |
|---------------------------|---|
| 404 | |
| CHOICE | |
| 3907 | |
| Choice Advertising | <i>For webinars, see project 3909; for mobile app, see project 3904</i> |

| | | |
|-----------------------------|-----|-----|
| Outside and freelance labor | \$0 | \$0 |
|-----------------------------|-----|-----|

| | | | |
|--|--------------|-----|-----|
| Bank service fees on ad sales accounts: Moved to 0000 | FY23B | \$0 | \$0 |
|--|--------------|-----|-----|

| | | | | |
|--|-------------|--------------|-----|-----|
| Annual maintenance fee/ad sales system | Spacemaster | FY23B | \$0 | \$0 |
|--|-------------|--------------|-----|-----|

| | | | |
|------------------------------------|-------------------------|------------------|--------------|
| Subtotal - Outside Services | | \$0 | |
| Conference | # Ad Sales Staff | Avg. Cost | Total |
| Charleston | 1 | \$450 | \$450 |
| | | | \$0 |
| ALA Annual | 1 | \$450 | \$450 |
| ACRL Biannual Conference | 0 | \$450 | \$0 |
| Other | 0 | \$450 | \$0 |
| | | Total | \$900 |
| | Project 3907 share | 70% | \$630 |

| | | | |
|--------------------------|-------------------------|------------------|--------------|
| Conference | # Ad Sales Staff | Avg. Cost | Total |
| Charleston | 1 | \$1,100 | \$1,100 |
| | | | \$0 |
| ALA Annual | 1 | \$1,100 | \$1,100 |
| ACRL Biannual Conference | 0 | \$1,100 | \$0 |
| Other | 0 | \$1,100 | \$0 |
| | | Total | \$2,200 |
| | Project 3907 share | 70% | \$1,540 |

| | | | |
|---------------------------|--------------------|------------------|--------------|
| Event | # Events | Avg. Cost | Total |
| Meetings with advertisers | 5 | \$100 | \$500 |
| | Project 3907 share | 70% | \$350 |

| | |
|---|----------------|
| Subtotal - Travel & Related Expenses | \$2,520 |
|---|----------------|

| | | |
|--|--------------|-----|
| CHOICE Ad Sales Promo Printing Expense | FY23B | |
| OAT certificates | inventory | |
| OAT seals, etc. | inventory | |
| (Switched to electronic media kit in 2010) | \$0 | \$0 |

| | | | |
|---|--------------|-----|-----|
| Outside ad sales promo creative expenses: media kit | FY23B | \$0 | \$0 |
|---|--------------|-----|-----|

| | |
|--|------------|
| Subtotal - Publication Related Expenses | \$0 |
|--|------------|

| | |
|---------------------------|---|
| 404 | |
| CHOICE | |
| 3907 | |
| Choice Advertising | <i>For webinars, see project 3909; for mobile app, see project 3904</i> |

| | Ad Sales Salaries | Rate | Total | |
|--|--------------------------|-------------|--------------|------------|
| | \$40,052 | 0.00% | \$0 | \$0 |
| | | | \$0 | |

| | | | FY23B | |
|---|---------------------------|------------|--------------|------------|
| General office supplies, e.g. paper, file folders | | | \$0 | \$0 |
| | Project 3907 share | 70% | \$0 | |

| Item | | | FY23B | |
|--------------------------------------|---------------------------|------------|--------------|------------|
| Local & long-distance phone/ad sales | | | \$420 | 294 |
| | Project 3907 share | 70% | \$ | 294 |

| Item | | FY23B | |
|---|--|--------------|------------|
| Mailroom postage; overnight delivery services | | \$0 | \$0 |

| Item | FY16B Gross Ad \$ | Rate (per ALA) | |
|------------------------------------|--------------------------|-----------------------|------------|
| Reserve for uncollectable accounts | \$0 | 0.00% | \$0 |

Subtotal - Operating Expenses **\$294**

| | | FY23B | |
|---|-----|--------------|------------|
| ALA charges for Ad Sales Invoice Processing | 70% | \$0 | \$0 |

Subtotal - Inter-Unit Transfers **\$0**

| Line Item | Revenue \$ | Rate | O/H Charge | |
|------------------------|-------------------|-------------|-------------------|-----------------|
| 4140 Advertising/Gross | \$120,000 | 13.25% | \$15,900 | |
| 4611 Comm/Sales Rep | \$ (5,400) | 13.25% | (\$716) | |
| 4612 Comm/Adv Agency | \$0 | 13.25% | \$0 | |
| Totals | \$114,600 | | \$15,185 | \$15,185 |

| FY15 UBIT Reserve | Line Item | Revenue \$ | Rate | UBIT \$ | |
|-------------------|-------------------|-------------------|-------------|----------------|------------|
| | Advertising/Gross | \$0 | 0.00% | \$0 | \$0 |

| | |
|---|-------------------------|
| \$330 | 404 |
| Unit Name: | CHOICE |
| \$150 | 3908 |
| Project Name: | ACRL Advertising |
| Note: This project tracks expenses for CHOICE's handling of ACRL journal ad sales | |

LINE # LINE ITEM DESCRIPTION **These expenses charged out to ACRL, projects 3300, 3302, 3303**

| EXPENSES | | | | | | FY23B |
|---|---|--------------------|-----------------------|-------------|--|--------------|
| | | All Choice | % this Project | 3908 | | |
| 5000 | Salaries & Wages | \$1,243,791 | 0.000% | \$ - | | |
| 5001 | Temp Employees-In-House | | | | | |
| | Position | FY14 | FY15B | FY23B | | |
| | Webinar/Ad Sales Support Coordinator | \$ - | \$ - | \$ - | | \$0 |
| 5002 | Overtime/Wages | | | | | |
| | Non-exempt staff time in excess of 35 hours/wk | Total Overtime | | FY23B | | |
| | | Project 3908 share | | \$0.00 | | |
| 5010 | Employee Benefits | | | | | |
| | Ad Sales Benefit Calculation | Amount | Benefit % | Benefit \$ | | |
| | 5000 Project Salaries & Wages | \$ - | 31.50% | \$0 | | |
| | 5001 Temp Employees In-House | \$ - | 15.00% | \$0 | | |
| | 5002 Overtime Wages | \$ - | 15.00% | \$0 | | |
| | 5010 Benefits | \$ - | 15.00% | \$0 | | |
| | | \$ - | | \$0 | | \$0 |
| Subtotal: Payroll and Related Expenses | | | | \$0 | | |
| 5210 | Transportation | | | | | |
| | Billing | Conference | | FY23B | | |
| | | Project 3908 share | 30% | \$270 | | \$270 |
| 5212 | Lodging & Meals | | | | | |
| | Billing | Conference | | FY23B | | |
| | | Project 3908 share | 30% | \$660 | | \$660 |
| 5216 | Business Meetings | | | | | |
| | Event | # Events | Avg. Cost | Total | | |
| | Meetings with advertisers | 5 | \$100 | \$500 | | |
| | | Project 3908 share | 30% | \$150 | | \$150 |
| Subtotal - Travel & Related Expenses | | | | \$1,080 | | |
| 5402 | Printing-O/S | | | | | |
| | Ad Sales Promotion Printing Expenses | | | FY23B | | |
| | | | | \$0 | | \$0 |
| 5404 | Design Service-O/S | | | | | |
| | Ad Sales Promotion Design Expenses | | | FY23B | | |
| | | | | \$0 | | \$0 |
| Subtotal - Publication Related Expenses | | | | \$0 | | |
| 5031 | Staff Development | | | | | |
| | | | | Total | | |
| | | | | \$0 | | \$0 |
| 5500 | Supplies/Operating | | | | | |
| | General office supplies, e.g. paper, file folders | FY14 | FY15B | FY23B | | |
| | | \$200 | \$300 | \$0 | | |
| | | Project 3908 share | 30% | \$60 | | \$0 |
| 5522 | Telephone & Fax/O/S | | | | | |
| | Item | | | FY23B | | |
| | Local & long-distance phone/ad sales | | | \$420 | | \$126 |
| | | Project 3908 share | 30% | \$126 | | |

| | |
|----------------------|-------------------------|
| \$330 | 404 |
| Unit Name: | CHOICE |
| \$150 | 3908 |
| Project Name: | ACRL Advertising |

Note: This project tracks expenses for CHOICE's handling of ACRL journal ad sales

LINE # LINE ITEM DESCRIPTION **These expenses charged out to ACRL, projects 3300, 3302, 3303**

| | | | | |
|------|----------------------|---|--------------|-----|
| 5523 | Postage & E-Mail/O/S | Item Mailroom postage; overnight delivery services | FY23B \$0 | \$0 |
|------|----------------------|---|--------------|-----|

Subtotal - Operating Expenses \$126

| | | | | | |
|------|-------------------|---|-----|--------------|-----|
| 5906 | IUT-Order Billing | ALA charges for Ad Sales Invoice Processing | 30% | FY23B \$0 | \$0 |
|------|-------------------|---|-----|--------------|-----|

| | | | | |
|------|-----------------|-------------------------------------|--------------------|-----------|
| 5942 | IUT-Advertising | CHOICE charges to ACRL for ad sales | FY23B (\$1,206) | (\$1,206) |
|------|-----------------|-------------------------------------|--------------------|-----------|

| | |
|---------------|----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3909 |
| Project Name: | Choice/ACRL Webinars |

LINE # LINE ITEM DESCRIPTION

\$6,500

REVENUES

FY23B

| | Commission Rate | Number | Rate | Gross | Transfer Rate | Revenue | |
|---------------------------------------|-----------------|--------|----------|----------|---------------------|----------|-----------|
| Sales | | 40 | \$ 7,500 | 325,000 | 85% | 276,250 | |
| Commission | 4.50% | | | (14,625) | 85% | (12,431) | |
| Net Sales | | | | 310,375 | | 263,819 | |
| | | | | | Revenue to ACRL | 48,750 | |
| | | | | | Commissions to ACRL | (2,194) | |
| 4105 Sales/Webinars, Webcasts, Web CE | | | | | | | \$276,250 |

| | | Rate | Gross | Split | Share | |
|---------------------|--------|-------|-------------|-------|----------|----------|
| | Choice | 4.50% | (14,625.00) | 0.85 | (12,431) | |
| | ACRL | | | 0.15 | (2,194) | |
| 4611 Comm/Sales Rep | Total | | | | (14,625) | (12,431) |

TOTAL PROJECT REVENUES \$263,819

LINE # LINE ITEM DESCRIPTION

EXPENSES

| | All Choice | % this Project | \$3,909 | |
|-----------------------|-------------|----------------|---------|-----|
| 5000 Salaries & Wages | \$1,243,791 | 0.000% | \$0 | \$0 |

| | | FY23B | |
|------------------------------|-------|-------|-----|
| 5001 Temp Employees-In-House | TOTAL | \$ - | \$0 |

| | | | FY23B | |
|---------------------|--|----------------|-------|-----|
| 5002 Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | Total Overtime | | \$0 |
| | | TOTAL | \$ - | |

| | Benefit Calculation | Amount | Benefit % | Benefit \$ | |
|------------------------|-------------------------------|--------|-----------|------------|-----|
| | 5000 Project Salaries & Wages | \$0 | 31.50% | \$0 | |
| | 5001 Temp Employees In-House | \$0 | 15.00% | \$0 | |
| | 5002 Overtime Wages | \$0 | 15.00% | \$0 | |
| | 4611 Commissions/Sales Reps | | 0.00% | \$0 | |
| 5010 Employee Benefits | TOTAL | \$0 | | \$0 | \$0 |

Subtotal - Payroll & Related Expense \$0

| | | FY23B | |
|----------------------------|-----------------------------|-------|-----|
| 5110 Professional Services | Outside and freelance labor | \$0 | \$0 |

Subtotal - Outside Services \$0

| | | FY23B | |
|-------------------------|--|-------|-----|
| 5404 Design Service-O/S | | \$0 | \$0 |

| | | FY23B | |
|-----------------------------------|-------------------------------|---------|---------|
| 5431 Webinars/Webcasts/Web CE Exp | Hosting and production (Zoom) | \$6,000 | \$6,000 |

Subtotal - Publication Related Expenses \$6,000

| | | FY23B | |
|-------------------------|---|-------|-----|
| 5500 Supplies/Operating | General office supplies, e.g. paper, file folders | \$0 | \$0 |

| | |
|---------------|----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3909 |
| Project Name: | Choice/ACRL Webinars |

| | | | |
|--------|-----------------------|---------|-----|
| LINE # | LINE ITEM DESCRIPTION | \$6,500 | \$0 |
|--------|-----------------------|---------|-----|

| | | | |
|---------------------------|---|-----|-------|
| 5523 Postage & E-Mail/O/S | Item | | FY23B |
| | Mailroom postage; overnight delivery services | \$0 | \$0 |

| | | | | |
|----------------------|------|---------------|------|-------|
| 5540 Royalty Expense | Item | Gross Revenue | Rate | FY23B |
| | ACRL | \$276,250 | 0.0% | \$0 |
| | | | | \$0 |

Subtotal - Operating Expenses \$0

| | | | | |
|----------------------|---|----------|---------------|-----------|
| | Expense | Gross | Transfer Rate | FY23B |
| | S. Cofer | \$13,808 | 15% | \$2,071 |
| | Subtotal - Outside Services | \$0 | 15% | \$0 |
| | Subtotal - Publication Related Expenses | \$6,000 | 15% | \$900 |
| | Subtotal - Operating Expenses | \$0 | 15% | \$0 |
| 5942 IUT-Advertising | Charge back to ACRL | \$19,808 | Total | (\$2,971) |
| | | | | (\$2,971) |

Subtotal - Inter-Unit Transfers (\$2,971)

| | | | |
|---------------------------|-------------|----------|----------|
| | Revenue \$ | Rate | FY23B |
| | Sales | 276,250 | 0 |
| | Commissions | (12,431) | 0 |
| 5911 IUT-General Overhead | TOTAL | | 34,956 |
| | | | \$34,956 |

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

| | |
|---------------|-----------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3910 |
| Project Name: | Marketing |

LINE # LINE ITEM DESCRIPTION

| EXPENSES | | All Choice | % this Project | \$3,910 | FY23B |
|----------|------------------|-------------|----------------|---------|-------|
| 5000 | Salaries & Wages | \$1,243,791 | 0.000% | \$0 | \$0 |

| | | | | | |
|------|-------------------|--|-----|-----|-----|
| 5010 | Employee Benefits | | 32% | \$0 | \$0 |
|------|-------------------|--|-----|-----|-----|

Subtotal - Payroll & Related Expense \$0

| Type of Project | FY23B |
|--------------------------------------|-------|
| | \$0 |
| 5110 Professional Services | \$0 |
| Outside marketing/promotion expenses | \$0 |
| | \$0 |

Subtotal - Outside Services \$0

| Billable | Conference | Cost | FY23B |
|----------|---------------------------------|------|-------|
| \$450 | Charleston | \$0 | \$0 |
| | ALA Annual | \$0 | \$0 |
| | ACRL Biannual Conference | \$0 | \$0 |
| | Other Marketing business travel | \$0 | \$0 |
| 5210 | Transportation | | \$0 |

| Billable | Conference | # | Staff | Cost | FY23B |
|----------|---------------------------------|---|-------|------|-------|
| \$1,100 | Charleston | 0 | 0 | \$0 | \$0 |
| | ALA Annual | 1 | 0 | \$0 | \$0 |
| | ACRL Biannual Conference | 1 | 0 | \$0 | \$0 |
| | Other Marketing business travel | 0 | 0 | \$0 | \$0 |
| 5212 | Lodging & Meals | | | | \$0 |

Subtotal - Travel & Related Expenses \$0

| Billable | Conference/Location | Event | # | Avg. Cost | FY23B |
|----------|--------------------------|-------------------------|---|-----------|-------|
| Feb | ALA Midwinter | focus group room rental | 0 | \$500 | \$0 |
| Nov | Charleston | charge to 3918 | 0 | \$500 | \$0 |
| July | ALA Annual | focus group room rental | 0 | \$500 | \$0 |
| April | ACRL Biannual Conference | focus group room rental | 0 | \$500 | \$0 |
| 5300 | Facilities Rent | | | | \$0 |

| Billable | Conference/Location | Number | Avg. Cost | FY23B |
|----------|-----------------------------|--------|-----------|-------|
| Feb | ALA Midwinter | 0 | \$3,000 | \$0 |
| Nov | Charleston | 0 | \$3,000 | \$0 |
| July | ALA Annual | 1 | \$7,000 | \$0 |
| April | ACRL Biannual Conference | 0 | \$3,000 | \$0 |
| | | 0 | \$3,000 | \$0 |
| 5301 | Conference Equipment Rental | | Total | \$0 |

| Item | Number | Avg. Cost | FY23B |
|------|--------|-----------|-------|
|------|--------|-----------|-------|

| | |
|----------------------|------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3910 |
| Project Name: | Marketing |

| LINE # | LINE ITEM DESCRIPTION | | | | |
|--------|-----------------------|---|-------|-----|-----|
| | | - | \$350 | \$0 | |
| 5302 | Meal Functions | | | \$0 | \$0 |

| | Conference/Location | Number | Avg. Cost | FY23B | |
|-------|--------------------------|--------|-----------|-------|-----|
| Feb | ALA Midwinter | 0 | \$3,750 | \$0 | |
| Nov | Charleston | 0 | \$3,750 | \$0 | |
| July | ALA Annual | 1 | \$6,000 | \$0 | |
| April | ACRL Biannual Conference | 0 | \$3,750 | \$0 | |
| | | - | \$3,750 | \$0 | |
| 5303 | Exhibits | | Total | \$0 | \$0 |

Subtotal - Meeting & Conference Expenses \$0

| | | FY23B | |
|------|--------------|--|-----------------|
| 5402 | Printing-O/S | Printing expenses for promotional pieces | \$1,200 \$1,200 |

| | | FY23B | |
|------|--------------------|--|-----------------|
| 5404 | Design Service-O/S | Outside design services for promo pieces | \$5,000 \$5,000 |

| | Type of Service | FY23B | |
|------|-----------------------|-------|---|
| 5410 | Mail Service-O/S | | |
| | Total Mailing Expense | \$ - | 0 |

| | Unit Cost | Insertions | FY23B | |
|------|-------------------|-------------------|-------|---------|
| | | Twitter Boosts \$ | 1,200 | |
| | | \$ | - | |
| | | \$ | - | |
| | | \$ | - | |
| | | \$ | - | |
| | | \$ | - | |
| | | \$ | - | |
| | | \$ | - | |
| | | \$ | - | |
| 5411 | Advertising/Space | TOTAL \$ | 1,200 | \$1,200 |

| | | FY23B | |
|------|--------------------|--|-------------|
| 5412 | Advertising/Direct | Direct promo (print & email) postcards | \$250 \$250 |

| | | FY23B | |
|------|-----------------------|--------------------------|-----------------|
| | Database/email rental | | \$1,500 |
| 5413 | Mail List Rental | Outside list rental fees | \$1,500 \$1,500 |

| | | FY23B | |
|--|--|-------|--|
| | | | |

| | |
|----------------------|------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3910 |
| Project Name: | Marketing |

| LINE # | LINE ITEM DESCRIPTION | | | | |
|--------|------------------------|--------|----|---|-----|
| 5430 | Web Operating Expenses | Totals | \$ | - | \$0 |

Subtotal - Publication Related Expenses \$9,150

| | Vendor | Item/Service | | FY23B | |
|------|----------------------------|---------------|----|--------|--------|
| 5501 | Mailchimp/Constant Contact | email service | \$ | 8,400 | |
| | SEO: Moz/Toast | | \$ | 1,000 | |
| | Survey Monkey | | \$ | 1,500 | |
| | | | | | |
| | | | \$ | 10,900 | 10,900 |

| | Salaries | Rate | FY23B | |
|------|----------|------|-------|-----|
| 5031 | \$0 | 0.0% | \$0 | \$0 |

| | Item | FY14 | FY15B | FY23B | |
|------|---------------------|------|-------|-------|-----|
| 5522 | Telephone & Fax/O/S | \$0 | \$0 | \$0 | \$0 |

| | Item | FY23B | |
|------|----------------------|-------|-----|
| 5523 | Postage & E-Mail/O/S | \$0 | \$0 |

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

Subtotal - Operating Expenses \$11,400

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

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

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

LINE # LINE ITEM DESCRIPTION -

REVENUES

| | | | | | | FY23B |
|------|---------------------|---------------------------|--------|------------------|-------|----------|
| | | Rate | Placed | 11% Purchased | Price | Net |
| 4109 | Sales/Miscellaneous | | | | | |
| | | Amazon Affiliation | | | | |
| | | GOBI Referral Commissions | 45,000 | 5,000 | \$48 | \$12,000 |
| | | | | | | \$12,000 |
| | | | | | | 12,000 |

| | | | | | | FY23B |
|------|---------------|---------|-------------------------|--------------|--------------|---------------|
| | | FY19 | 88% FY20 | 103% FY21 | 90% FY22B | 1.04 FY23B |
| 4110 | Subscriptions | 651,630 | 572,901 | \$590,636 | \$529,000 | 495,144 |
| | | | timing only | timing only | | |
| | | | Revised post FY20 close | | | |
| | | | | | | \$495,144 |

| | | | | | | | |
|------|--------------------|--|--|--|--|-----------------------------------|------------|
| 4143 | Advertising/Online | | | | | | FY23B |
| | | | | | | Digital Ad Sales Revenues (Gross) | \$ 40,000 |
| | | | | | | Digital Sales Commission Rate | 4.50% |
| | | | | | | Digital Sales Commissions | (1,800.00) |
| | | | | | | Net Ad Revenues | 38,200.00 |
| | | | | | | | \$ 40,000 |

| | | | | | |
|------|-------------------------|--|-------|------------|---------|
| 4610 | Comm/Online Advertising | | Rate | Total | |
| | | | 4.50% | (1,800.00) | (1,800) |

TOTAL PROJECT REVENUES \$545,344

LINE # LINE ITEM DESCRIPTION

EXPENSES

| | | All Choice | % this Project | FY23B | |
|------|------------------|------------|----------------|-------|-----|
| 5000 | Salaries & Wages | 1243791 | 0.000% | \$0 | \$0 |

| | | | | | |
|------|----------------|--|--|-------|-----|
| 5002 | Overtime/Wages | | | FY23B | |
| | | | | \$0 | \$0 |

| | | | | | |
|------|-------------------------------|-----|-----|--------|-----|
| 5010 | Employee Benefits | | | Rate | |
| | 5000 Project Salaries & Wages | \$0 | 32% | \$0.00 | |
| | 4611 Commissions/Sales Reps | | | | |
| | | | | \$0 | \$0 |

Subtotal - Payroll & Related Expense \$0

| | | | | |
|------|-----------------------|------------------------|-------|-----|
| 5100 | Temp Employee/Outside | Customer Service Temps | FY23B | |
| | | | \$0 | \$0 |

| | | | | |
|--|--|--|-------|--|
| | | | FY23B | |
| | | | \$0 | |

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

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

Subtotal - Outside Services \$0

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

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

Subtotal - Travel and Related Expenses \$0

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

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

Subtotal - Publication Related Expenses \$66,072

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

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

Subtotal - Operating Expenses \$0

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

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

| LINE # | LINE ITEM DESCRIPTION | Line Item | Revenue \$ | Rate | Total | |
|--------|-----------------------|-------------------|------------|-------|-------|-----|
| 5600 | Taxes/Income | FY15 UBIT Reserve | \$38,200 | 0.00% | \$0 | \$0 |

| | |
|---------------|--|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3914 |
| Project Name: | Content Marketing <i>For webinars, see project 3909; For Choice360, see project 3919</i> |

LINE # LINE ITEM DESCRIPTION

REVENUES

newsletters and eblasts moved here from 3913

| | | | | | | |
|------------------------|-------------------------|---------|----------------------------------|----------|-----------|------------|
| | | | | | FY23B | |
| 4140 | Advertising/Gross | Print | | | | |
| | | | Revenue | Price | # | FY23B |
| | | | CHOICE CUSTOM PUBLISHING | | | |
| | | | Case Studies | | | 20,000 |
| | | | CHOICE RESEARCH | | | |
| | | | Surveys/Whitepapers | \$20,000 | 2 | 40,000 |
| | | | Total Gross | | | 60,000 |
| | | | Commission Rate | | | 4.50% |
| | | | Print Sales Commissions (4611) | | | (2,700) |
| | | | Net Ad Revenues | | | 57,300 |
| | | | | | | \$ 60,000 |
| 4143 | Advertising/Online | Digital | | | | |
| | | | Authority File | | | FY23B |
| | | | newsletters & eblasts | | | 45,000 |
| | | | | | \$ | 240,000 |
| | | | | | \$ | - |
| | | | Total gross sales | | \$ | 285,000 |
| | | | Commission rate | | | 4.50% |
| | | | Digital Sales Commissions (4610) | | | (12,825) |
| | | | Net Ad Revenues | | \$ | 272,175 |
| | | | | | | \$ 285,000 |
| 4610 | Comm/Online Advertising | | From 4143 | Rate | Total | |
| | | | | 4.50% | (12,825) | (12,825) |
| 4611 | Print Comm/Sales Rep | | From 4140 | Rate | FY23B | |
| | | | | 4.50% | (2,700) | |
| | | | | Total | (2,700) | (2,700) |
| TOTAL PROJECT REVENUES | | | | | \$329,475 | |

LINE # LINE ITEM DESCRIPTION

EXPENSES

| | | | | | | |
|------------------------------|-------------------------|--|-------------|----------------|------------|-----|
| 5000 | Salaries & Wages | Project 3907 share | All Choice | % this Project | FY23B | |
| | | | \$1,243,791 | 0.000% | | \$0 |
| 5001 | Temp Employees-In-House | Position | | | FY23B | |
| | | | \$ - | \$ - | \$ - | \$0 |
| 5002 | Overtime/Wages | Non-exempt staff time in excess of 35 hours/wk | | | FY23B | |
| | | | | | \$ - | \$0 |
| Ad Sales Benefit Calculation | | | Amount | Benefit % | Benefit \$ | |
| | | | \$0 | 31.50% | \$0 | |
| | | | \$0 | 15.00% | \$0 | |
| | | | \$0 | 15.00% | \$0 | |

| | |
|---------------|--|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3914 |
| Project Name: | Content Marketing <i>For webinars, see project 3909; For Choice360, see project 3919</i> |

| LINE # | LINE ITEM DESCRIPTION | |
|--------|-----------------------|-----|
| 5010 | Employee Benefits | \$0 |

Subtotal - Payroll & Related Expense \$0

| | | | | | | |
|------|-----------------------|---------------------------------------|---|---------|----------|----------|
| | | | | | FY23B | |
| | | Survey/Whitepapers, write and produce | 2 | \$5,000 | \$10,000 | |
| | | Case studies, write and produce | | | \$7,500 | |
| 5110 | Professional Services | Outside and freelance labor | | | \$17,500 | \$17,500 |

| | | | | | | |
|------|-------------------|--|--|--|-------|-----|
| | | | | | FY23B | |
| 5122 | Bank Service Fees | | | | \$0 | \$0 |

| | | | | | | |
|------|---------------------|--|--|--|-------|--|
| | | | | | FY23B | |
| 5140 | Repairs/Maintenance | | | | | |

Subtotal - Outside Services \$17,500

| | | | | | | |
|------|----------------|-------|------------|------|--|-----|
| | | | | | | |
| | | \$450 | Event | Cost | | |
| | | | Charleston | \$0 | | |
| | | | ACRL | \$0 | | |
| | | | Annual | \$0 | | |
| 5210 | Transportation | | Total | \$0 | | \$0 |

| | | | | | | |
|------|-----------------|---------|------------|------|--|-----|
| | | | | | | |
| | | \$1,100 | Event | Cost | | |
| | | | Charleston | \$0 | | |
| | | | ACRL | \$0 | | |
| | | | Annual | \$0 | | |
| 5212 | Lodging & Meals | | Total | \$0 | | \$0 |

| | | | | | | |
|------|-------------------|---------------------------|----------|-----------|-------|-----|
| | | | | | | |
| | | Event | # Events | Avg. Cost | Total | |
| | | Meetings with advertisers | | | \$0 | |
| 5216 | Business Meetings | | | | \$0 | \$0 |

Subtotal - Travel & Related Expenses \$0

| | | | | | | |
|------|--------------|--|--|--------------|-------|-----|
| | | | | | FY23B | |
| 5402 | Printing-O/S | | | White papers | \$0 | \$0 |

| | | | | | | |
|------|--------------------|--|-------------------|---|-------|-----|
| | | | | | FY23B | |
| 5404 | Design Service-O/S | | design and layout | 0 | \$0 | \$0 |

Subtotal - Publication Related Expenses \$0

| | | | | | | |
|------|-------------------|--|--|--|-------|-----|
| | | | | | FY23B | |
| 5031 | Staff Development | | | | \$0 | \$0 |
| | | | | | \$0 | |

| | | | | | | |
|------|--------------------------|--|--|---|-------|-------|
| | | | | | FY23B | |
| 5501 | Equipment/Software-Minor | | | Zencastr | \$220 | |
| | | | | Adobe Audition: audio editing | \$252 | |
| | | | | Blubrry podcast metrics tracking software | \$60 | |
| | | | | | \$532 | \$532 |

| | | | | | | |
|------|---------------------|--------------------------------------|--|--|-------|---|
| | | | | | FY23B | |
| 5522 | Telephone & Fax/O/S | Item | | | | 0 |
| | | Local & long-distance phone/ad sales | | | | |

| | |
|---------------|--|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3914 |
| Project Name: | Content Marketing <i>For webinars, see project 3909; For Choice360, see project 3919</i> |

| | | | | | |
|--------|-----------------------|--|--|----|---|
| LINE # | LINE ITEM DESCRIPTION | | | \$ | - |
|--------|-----------------------|--|--|----|---|

| | | | |
|---------------------------|---|-------|-----|
| | Item | FY23B | |
| 5523 Postage & E-Mail/O/S | Mailroom postage; overnight delivery services | \$0 | \$0 |

| | | | | |
|-----------------------|------------------------------------|-------------------|----------------|-----|
| | Item | FY16B Gross Ad \$ | Rate (per ALA) | |
| 5543 Bad Debt Expense | Reserve for uncollectable accounts | | 0.00% | \$0 |

Subtotal - Operating Expenses \$532

| | | | |
|------------------------|---|-------|-----|
| | Item | FY23B | |
| 5906 IUT-Order Billing | ALA charges for Ad Sales Invoice Processing | | \$0 |

Subtotal - Inter-Unit Transfers \$0

| Line Item | Revenue \$ | Rate | O/H Charge | |
|---------------------------|------------|---------|------------|----------|
| 4140 Advertising/Gross | 60,000 | 13.25% | 7,950 | |
| 4143 Advertising Online | 285,000 | 13.25% | 37,763 | |
| 4610 Digital commissions | (12,825) | 13.25% | (1,699) | |
| 4611 Print commissions | (2,700) | 13.25% | (358) | |
| 5911 IUT-General Overhead | Totals | 329,475 | 43,655 | \$43,655 |

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

| | |
|---------------|------------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3917 |
| Project Name: | Choice Office Building |

EXPENSES

| | All Choice | % this Project | FY23B | FY23B |
|-----------------------|------------|----------------|-------|-------|
| 5000 Salaries & Wages | \$ - | 0.00% | \$0 | \$0 |

| | Rate | FY23B | |
|------------------------|--------|-----------|-----|
| 5010 Employee Benefits | 31.50% | TOTAL \$0 | \$0 |

Subtotal - Payroll & Related Services \$0

| | Item | Vendor | FY23B | |
|--------------------------|-------------------------------------|-------------------------|----------|----------|
| | Generator maintenance svc. contract | Atlantic/Detroit Diesel | \$1,400 | |
| | Janitorial services | JanPro | \$6,500 | |
| | HVAC service contract | Encon | \$3,500 | |
| | Common area maintenance (CAM) | Liberty Square Assoc | \$10,800 | |
| | Miscellaneous | -- | \$700 | |
| | Security system | Protection One | \$3,050 | |
| | Carpet cleaning | RD Weis | \$1,075 | |
| 5140 Repairs/Maintenance | | Total | \$27,025 | \$27,025 |

Subtotal - Outside Services \$27,025

| | | Slots | Rate | Month | Quarter | Frequency | FY23B | | |
|------|------------|-----------------------------|------|-------|---------|-----------|-------|----------|----------|
| 5521 | Space Rent | Parking: City of Middletown | 15 | \$75 | \$1,125 | 3,375 | 4 | \$13,500 | \$13,500 |

| | | FY23B | |
|--------------------------|---|-------|-----|
| 5522 Telephone & Fax/O/S | Office phone service: See 0000 #5523 AT&T | \$0 | \$0 |

| | FY23B | |
|---------------------------|-------|-----|
| 5523 Postage & E-Mail/O/S | \$0 | \$0 |

| | | | Rate | Frequency | FY23B | |
|----------------|-------------------|--------------------|---------|-----------|----------|--|
| | Electric | Eversource | \$1,200 | 12 | \$14,400 | |
| | Gas | Eversource | \$50 | 12 | \$600 | |
| | Rubbish/Recycling | Dainty Rubbish | \$25 | 12 | \$300 | |
| | Water & sewer | City of Middletown | \$250 | 1 | \$250 | |
| | Other | | | | \$1,000 | |
| 5525 Utilities | | | | Total | \$16,550 | |

| | | |
|--------------------|--|-----|
| 5599 Misc. Expense | Adjustment between CHOICE & Plant Fund | \$0 |
|--------------------|--|-----|

Subtotal - Operating Expenses \$ 30,050

| | | FY23B | |
|----------------------|---|-----------|----------|
| | Building Improvements | \$ - | |
| | Interest | \$ - | |
| 5998 IUT-Allocations | 2014 Liberty Square expenses from ALA Plant Fund (730-0000) | \$ 25,500 | \$25,500 |

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

| | |
|-------------------------------|------------|
| TOTAL PROJECT REVENUES | \$0 |
|-------------------------------|------------|

| | | | |
|---------------------|-------|-----|-----|
| 5002 Overtime/Wages | FY23B | \$0 | \$0 |
|---------------------|-------|-----|-----|

| | | Rate | |
|-------------------------------|-----|--------|--------|
| 5000 Project Salaries & Wages | \$0 | 31.50% | \$0.00 |
| 5010 Employee Benefits | | 32% | \$0 |

| | |
|---|------------|
| Subtotal - Payroll & Related Expense | \$0 |
|---|------------|

| | | | |
|----------------------------|------------------------|-------|-----|
| | | FY23B | |
| 5100 Temp Employee/Outside | Customer Service Temps | \$0 | \$0 |

| | Reviewers | Rate | Annual \$ |
|----------------------------|-----------|------|-----------|
| | - | \$75 | \$0 |
| | | | \$0 |
| | | | \$0 |
| 5110 Professional Services | | | \$0 |
| | | | \$0 |

| | |
|------------------------------------|------------|
| Subtotal - Outside Services | \$0 |
|------------------------------------|------------|

| | Conference | Staff | Cost | FY23B |
|--|------------|-------|-------|-------|
| | Charleston | 0 | \$450 | \$0 |

| | |
|---------------|------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3918 |
| Project Name: | CC Advisor |

| LINE # | LINE ITEM DESCRIPTION | Depreciated August 2022 | ALA Annual | | | | | |
|--------|-----------------------|-------------------------|------------|---|---------|-----|----|---|
| | | | ACRL | 0 | \$450 | \$0 | | |
| 5210 | Transportation | | | 0 | \$450 | \$0 | | |
| | | | | | \$1,350 | \$0 | \$ | - |

| | | Conference | Events | Staff | Cost | FY23B | | |
|------|-----------------|---------------|----------|-------|---------|-------|----|---|
| | Feb | ALA Midwinter | | | | | | |
| | Nov | Charleston | Marketer | 1 | \$1,100 | \$0 | | |
| | July | ALA Annual | | 1 | \$1,100 | \$0 | | |
| | April | ACRL | | 1 | \$1,100 | \$0 | | |
| 5212 | Lodging & Meals | | | | | \$0 | \$ | - |

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

Subtotal - Travel and Related Expenses \$0

| | Item | FY23B | | |
|------|-----------------------------|-------|-----|-----|
| | | \$ | - | |
| 5301 | Conference Equipment Rental | | \$0 | \$0 |

| | Item | FY23B | | |
|------|----------------|-------|-----|-----|
| | | | | |
| 5302 | Meal Functions | | \$0 | \$0 |

| | Conference/Location | Number | Avg. Cost | FY23B | | |
|------|---------------------|--------|-----------|-------|---|-----|
| | Charleston | 0 | \$ 2,500 | \$ | - | |
| 5303 | Exhibits | | | | | |
| | Total | | | \$0 | | \$0 |

Subtotal - Meetings and Conferences \$ -

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

| | | FY23B | | |
|------|--|-------|-----|-----|
| 5402 | Printing-O/S | | \$0 | \$0 |
| | Printing expenses for promotional pieces | | | |

| | | FY23B | | |
|------|--|-------|--|-----|
| 5404 | Design Service-O/S | | | \$0 |
| | Outside design services for promo pieces | | | |

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

| | | Unit Cost | Insertions | FY23B | | |
|------|--------------------|-----------|------------|-------|---|-----|
| | ATG | 575 | - | \$ | - | |
| | ATG | 755 | - | \$ | - | |
| | Charleston Advisor | 800 | 1 | | | |
| 5411 | Advertising/Space | | TOTAL | \$ | - | \$0 |

| | |
|---------------|------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3918 |
| Project Name: | CC Advisor |

LINE # LINE ITEM DESCRIPTION **Deprecated August 2022**

| | | | | |
|-------------------------|------------------------------|-------|-----|-----|
| 5412 Advertising/Direct | Direct promo (print & email) | FY23B | \$0 | \$0 |
|-------------------------|------------------------------|-------|-----|-----|

| | | | | |
|-----------------------|--------------------------|-------|--|-----|
| 5413 Mail List Rental | Outside list rental fees | FY23B | | \$0 |
|-----------------------|--------------------------|-------|--|-----|

| | | | | |
|-----------------------------|------------|-------------------------|-----------|-----|
| 5430 Web Operating Expenses | Vendor | Item/Service | FY23B | |
| | CrossRef | DOI fees | | |
| | productOps | hosting and maintenance | | |
| | productOps | upgrades | | |
| | ESP | from spreadsheet | \$ 135.00 | 12 |
| | | Totals | \$0 | \$0 |

| | | | | |
|-----------------------------------|----------------------|-------|-----|-----|
| 5433 Order Processing/Fulfillment | ESP from spreadsheet | FY23B | \$0 | \$0 |
|-----------------------------------|----------------------|-------|-----|-----|

Subtotal - Publication Related Expenses \$0

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

| | | | | |
|--------------------------|-------------------|------------------|-----|---|
| 5522 Telephone & Fax/O/S | Item | FY23B | | |
| | ESP phone charges | from spreadsheet | \$0 | |
| | Total | | \$0 | 0 |

| | | | | |
|----------------------------|------------------------|-----|-----|---|
| 5530 Depr/Furn & Equipment | Subtotal | \$0 | \$0 | |
| | Total CCA depreciation | | \$0 | 0 |

| | | | | |
|-------------------------------|---|-------|-----|---|
| 5532 Amortization/Equip Lease | Accrued Prior Year depreciation (C2A Platform) before split with Charleston | FY23B | \$0 | |
| | Subtotal | \$0 | \$0 | |
| | Total CRO depreciation | | \$0 | 0 |

| | | | | |
|----------------|--------------------------------|------|-------|-----|
| 5550 Promotion | Item | FY14 | FY15B | \$0 |
| | conf. giveaways | | | |
| | Premiums & misc promo services | | | \$0 |

| | | | | |
|--------------------|---|-------|-----|---|
| 5599 Misc. Expense | Charge 50% of depreciation (line 5532) back to Charleston Company | FY23B | 0 | |
| | Subtotal | \$0 | \$0 | |
| | Total CRO depreciation | | 0 | 0 |

Subtotal - Operating Expenses \$0

| | |
|---------------|------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3918 |
| Project Name: | CC Advisor |

LINE # LINE ITEM DESCRIPTION **Deprecated August 2022**

| | | Revenue \$ | Rate | Total | |
|------|--------------------------|------------|--------|-------|-----|
| | | \$0 | 13.25% | \$0 | |
| | <i>included in sales</i> | \$0 | 13.25% | \$0 | |
| | | | | \$0 | |
| 5911 | IUT-General Overhead | | | | \$0 |

| | FY15 UBIT Reserve | Line Item | Revenue \$ | Rate | Total | |
|------|-------------------|-------------------|------------|-------|-------|-----|
| 5600 | Taxes/Income | Advertising/Gross | \$0 | 0.00% | \$0 | \$0 |

| LINE # | LINE ITEM DESCRIPTION | | | | |
|--------|-----------------------|------------------------------|---|--|----------|
| | | | TIE Contributors | \$12,000 | |
| | | | Content Vertical #2 Board | \$8,240 | |
| | | | Content Vertical #2 Contributors | \$8,240 | |
| 5110 | Professional Services | | | \$43,480 | \$43,480 |
| 5122 | Bank Service Fees | | | FY23B \$0 | \$0 |
| 5140 | Repairs/Maintenance | | | FY23B \$0 | \$0 |
| | | | Subtotal - Outside Services | \$43,480 | |
| 5210 | Transportation | \$450 | Charleston ACRL Annual | Cost \$0 \$0 \$0 | \$0 |
| 5212 | Lodging & Meals | \$1,100 | Charleston ACRL Annual | Cost \$0 \$0 \$0 | \$0 |
| | | | Subtotal - Travel & Related Expenses | \$0 | |
| 5404 | Design Service-O/S | design and layout | 0 | FY23B \$1,000 | \$1,000 |
| 5411 | Advertising/Space | | Twitter boosts Other | FY23B \$ 3,000 \$ - | \$3,000 |
| 5412 | Advertising/Direct | Direct promo (print & email) | | FY23B \$0 | \$0 |
| 5413 | Mail List Rental | | | \$0 | \$0 |
| | | | Hosting & Search (Web Solutions) C360 modifications to support Content Verticle #2 SSL certificate Domain registration | FY23B \$ 360 \$ 3,000 \$ 60 \$ 30 | |

| LINE # | LINE ITEM DESCRIPTION | | | | |
|--------|--|-------------------|------------|-------------|---------|
| | Maintenance | \$45 | \$ | 540 | |
| 5430 | Web Operating Expenses | | | \$3,990 | \$3,990 |
| | Subtotal - Publication Related Expenses | | | \$7,990 | |
| | Soundcloud Pro: TIE podcast storage/RSS feed | | | FY23B \$144 | |
| 5501 | Equipment/Software-Minor | | | \$144 | \$144 |
| | | | | FY23B | |
| 5530 | Depr/Furn & Equipment | | | \$0 | \$0 |
| | Item | | | \$0 | |
| 5550 | Promotion | | \$ | 250 | |
| | Premiums & misc promo services | | | \$250 | \$250 |
| | Subtotal - Operating Expenses | | | \$144 | |
| | | | | FY23B | |
| 5906 | IUT-Order Billing | | | | \$0 |
| | ALA charges for Ad Sales Invoice Processing | | | | |
| | Subtotal - Inter-Unit Transfers | | | \$0 | |
| | Line Item | Revenue \$ | Rate | O/H Charge | |
| | 4143 Advertising Online | 70,000 | 13.25% | 9,275 | |
| | 4610 Digital commissions | (3,150) | 13.25% | (417) | |
| 5911 | IUT-General Overhead | Totals | | | \$8,858 |
| | | 66,850 | | 8,858 | |
| | FY15 UBIT Reserve | Line Item | Revenue \$ | Rate | UBIT \$ |
| 5600 | Taxes/Income | Advertising/Gross | \$70,000 | 0.00% | \$0 |
| | | | | | \$0 |

| | |
|---------------|-----------------------|
| Unit No.: | 404 |
| Unit Name: | CHOICE |
| Project No.: | 3921 |
| Project Name: | Choice LTI Restricted |

| LINE # | LINE ITEM DESCRIPTION |
|-----------------|-----------------------|
| REVENUES | |

FY23B

| | | FY23B | |
|------|----------------------------|----------------|----------|
| 5904 | Transfer to/from Endowment | \$ (35,697.00) | (35,697) |

Choice Income Statement, FY15-FY27P

For complete data, see second tab, Backup Worksheet

Projected performance for FY23 and beyond is before any and all RIFs

ALA Fiscal Year: 1 September to 31 August

| | HISTORICAL PERFORMANCE | | | | PROJECTED PERFORMANCE | | | | | |
|---------------------------------|------------------------|-----------|-----------|-----------|-----------------------|-----------|-----------|-----------|-----------|-----------|
| | FY18 | FY19 | FY20 | FY21 | FY22B | FY23B | FY24P | FY25P | FY26P | FY27P |
| Beginning Net Assets | 2,533,295 | 2,926,294 | 2,571,980 | 2,631,992 | 3,047,434 | 2,837,489 | 2,709,725 | 2,578,825 | 2,457,411 | 2,350,740 |
| TOTAL REVENUES | 2,813,284 | 2,520,864 | 2,485,765 | 2,390,901 | 2,246,444 | 2,251,395 | 2,289,829 | 2,343,551 | 2,404,078 | 2,524,237 |
| Total Expenses before OH/Taxes | 2,524,186 | 2,326,429 | 2,067,141 | 1,651,683 | 2,142,496 | 2,055,349 | 2,091,827 | 2,128,943 | 2,166,709 | 2,205,136 |
| Contribution Margin | 289,098 | 194,435 | 418,624 | 739,218 | 103,948 | 196,046 | 198,002 | 214,607 | 237,369 | 319,101 |
| Contribution % | 10% | 8% | 17% | 31% | 5% | 9% | 9% | 9% | 10% | 13% |
| Overhead (to ALA General Fund) | 371,353 | 334,014 | 329,364 | 298,491 | 297,654 | 298,310 | 303,402 | 310,520 | 318,540 | 334,461 |
| Allocations (Loan: 575 Main St) | 49,746 | 38,411 | 29,248 | 25,285 | 16,240 | 25,500 | 25,500 | 25,500 | 25,500 | 25,500 |
| Tax | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENSES | 2,945,285 | 2,698,854 | 2,425,753 | 1,975,459 | 2,456,390 | 2,379,159 | 2,420,729 | 2,464,964 | 2,510,750 | 2,565,097 |
| Net Revenue/(Expense) from Ops | (132,001) | (177,990) | 60,012 | 415,442 | (209,946) | (127,764) | (130,900) | (121,413) | (106,671) | (40,861) |
| NAB Transfer | (525,000) | | | | | | | | | |
| Open Choice writedown | | 176,324 | | | | | | | | |
| Net Revenue/(Expense) | 392,999 | (354,314) | 60,012 | 415,442 | (209,946) | (127,764) | (130,900) | (121,413) | (106,671) | (40,861) |
| Ending Net Assets | 2,926,294 | 2,571,980 | 2,631,992 | 3,047,434 | 2,837,489 | 2,709,725 | 2,578,825 | 2,457,411 | 2,350,740 | 2,309,880 |

Backup Worksheet: Five-Year Projections

| Historical Performance | | | | | | | | Projected Performance | | | | | | | Y/Y Change |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------|---------|---------|---------|-----------|-----------|-------------|------------|
| | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22B | FY23B | FY24P | FY25P | FY26P | FY27P | Projections | |
| Choice Reviews | 679,982 | 652,009 | 684,248 | 678,076 | 651,630 | 622,735 | 590,636 | 529,000 | 495,144 | 485,241 | 475,536 | 466,026 | 456,705 | | |
| Y/Y | | 0.96 | 1.05 | 0.99 | 0.96 | 0.96 | 0.95 | | | | | | | 0.98 | |
| Choice magazine | 546,882 | 519,261 | 445,608 | 429,171 | 387,925 | 413,039 | 301,761 | 263,500 | 232,934 | 209,641 | 188,677 | 169,809 | 152,828 | | |
| Y/Y | | 0.95 | 0.86 | 0.96 | 0.90 | 1.06 | 0.73 | 0.87 | 0.88 | 0.90 | 0.90 | 0.90 | 0.90 | 0.90 | |
| Reviews on Cards | 148,602 | 141,372 | 116,186 | 100,070 | 92,677 | 74,101 | 63,807 | 55,250 | 46,963 | 42,267 | 38,040 | 34,236 | 30,812 | | |
| Y/Y | | 95% | 82% | 86% | 93% | 80% | 86% | 87% | 85% | 90% | 90% | 90% | 90% | 90% | 0.90 |
| Resources for College Libraries | 195,935 | 145,365 | 147,579 | 138,545 | 132,798 | 122,282 | 114,391 | 130,000 | 125,000 | 122,500 | 120,050 | 117,649 | 115,296 | | |
| Y/Y | | 0.74 | 1.02 | 0.94 | 0.96 | 0.92 | 0.94 | | | | | | | 0.98 | |
| ccAdvisor (Choice share) | 0 | 0 | 0 | 32,130 | 41,100 | 26,577 | 14,719 | 33,000 | 0 | 0 | 0 | 0 | 0 | | |
| Total Subscriptions | 1,571,401 | 1,458,007 | 1,393,621 | 1,377,992 | 1,306,130 | 1,258,734 | 1,085,314 | 1,010,750 | 900,041 | 859,648 | 822,303 | 787,719 | 755,642 | | |
| Y/Y | | 0.93 | 0.96 | 0.99 | 0.95 | 0.96 | 0.86 | 0.93 | 0.89 | 0.96 | 0.96 | 0.96 | 0.96 | | |
| Choice magazine (space ads) | 410,562 | 413,904 | 422,745 | 341,678 | 258,286 | 220,610 | 135,915 | 143,250 | 114,600 | 97,410 | 82,799 | 70,379 | 59,822 | | |
| Y/Y | | 1.01 | 1.02 | 0.81 | 0.76 | 0.85 | 0.62 | 1.05 | 0.80 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 | 0.85 |
| Choice Reviews (banner advertising) | 174,162 | 155,198 | 189,070 | 177,739 | 141,368 | 58,469 | 43,143 | 33,425 | 38,200 | 36,290 | 34,476 | 32,752 | 31,114 | | |
| Y/Y | | 0.89 | 1.22 | 0.94 | 0.80 | 0.41 | 0.74 | 0.77 | 1.14 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 | 0.95 |
| ccAdvisor (banner ads, paid placement) | | | | 11,817 | 12,179 | 6,418 | 1,655 | 4,775 | 0 | 0 | 0 | 0 | 0 | | 1.00 |
| Choice360.org | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 33,425 | 66,850 | 86,905 | 112,977 | 146,869 | 190,930 | | 1.30 |
| Webinars (net to Choice) | 77,750 | 85,327 | 98,241 | 102,421 | 138,882 | 180,807 | 266,534 | 213,084 | 263,819 | 277,010 | 290,860 | 305,403 | 320,674 | | 1.05 |
| White Papers | | | | 37,100 | 48,395 | | | | | | | | | | |
| Podcasts | | | | 14,372 | | 204,196 | 330,561 | 281,725 | 329,475 | 395,370 | 474,444 | 569,333 | 683,199 | | 1.20 |
| Newsletters & eBlasts | In CR | In CR | In CR | In CR | In CR | | | | | | | | | | |
| Total Advertising and Sponsorships (Net) | 662,474 | 654,429 | 725,476 | 693,590 | 599,110 | 670,500 | 777,808 | 709,684 | 812,944 | 892,985 | 995,555 | 1,124,736 | 1,285,739 | | |

Backup Worksheet: Five-Year Projections

| Historical Performance | | | | | | | | Projected Performance | | | | | | | Y/Y Change |
|------------------------|-----------------|-----------|-----------|------------|-----------|-----------|-----------|-----------------------|-----------|-----------|-----------|-----------|-----------|---------|-------------|
| | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22B | FY23B | FY24P | FY25P | FY26P | FY27P | | Projections |
| Y/Y | | 0.99 | 1.11 | 0.96 | 0.86 | 1.12 | 1.16 | 0.91 | 1.15 | 1.10 | 1.11 | 1.13 | 1.14 | | |
| Choice | | | | | | | | | 329,475 | | | | | | |
| | 271 | 1,318 | 6,189 | 931 | 1,370 | 680 | 403 | 1,300 | 500 | 11,300 | 11,300 | 11,300 | 11,300 | | 1.00 |
| | 492,013 | 500,089 | 561,853 | 514,160.00 | 513,321 | 486,539 | 465,663 | 455,210 | 465,710 | 456,396 | 447,268 | 438,323 | 429,556 | | 0.98 |
| | 130,483 | 119,964 | 78,500 | 15,000 | 7,000 | 18,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | | 1.00 |
| | Total Royalties | 622,767 | 621,371 | 646,542 | 530,091 | 521,691 | 505,219 | 476,066 | 466,510 | 476,210 | 477,696 | 468,568 | 459,623 | 450,856 | |
| | | 1.00 | 1.04 | 0.82 | 0.98 | 0.97 | 0.94 | 0.98 | 1.02 | 1.00 | 0.98 | 0.98 | 0.98 | | |
| | 86,659 | 78,064 | 87,728 | 93,560 | 12,158 | 14,589 | 12,041 | 14,500 | 12,200 | 12,000 | 12,000 | 12,000 | 12,000 | | 1.00 |
| | 74,089 | 81,104 | 87,126 | 118,051 | 81,775 | 36,723 | 39,672 | 45,000 | 50,000 | 47,500 | 45,125 | 20,000 | 20,000 | | 0.95 |
| TOTAL REVENUE | 3,017,390 | 2,892,975 | 2,940,493 | 2,813,284 | 2,520,864 | 2,485,765 | 2,390,901 | 2,246,444 | 2,251,395 | 2,289,829 | 2,343,551 | 2,404,078 | 2,524,237 | | |
| Y/Y | | 0.96 | 1.02 | 0.96 | 0.90 | 0.99 | 0.96 | 0.94 | 1.00 | 1.02 | 1.02 | 1.03 | 1.05 | | |

Backup Worksheet: Five-Year Projections

| Historical Performance | | | | | | | | Projected Performance | | | | | | Y/Y Change |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------------------|-----------|-----------|-----------|-----------|-----------|-------------|
| | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | FY22B | FY23B | FY24P | FY25P | FY26P | FY27P | Projections |
| Payroll and Related Expenses | 1,388,005 | 1,380,512 | 1,586,901 | 1,618,841 | 1,665,237 | 1,508,575 | 1,153,407 | 1,632,529 | 1,544,391 | 1,571,418 | 1,598,918 | 1,626,899 | 1,655,369 | |
| Outside Services | 411,743 | 438,545 | 322,293 | 187,180 | 101,658 | 86,062 | 116,425 | 74,281 | 102,939 | 104,740 | 106,573 | 108,438 | 110,336 | |
| Travel and Related Expenses | 48,851 | 52,412 | 48,575 | 38,949 | 41,543 | 10,271 | 219 | 6,700 | 8,250 | 8,394 | 8,541 | 8,691 | 8,843 | |
| Meetings and Conferences | 11,463 | 11,752 | 12,495 | 13,658 | 11,771 | 1,250 | 0 | 13,000 | 0 | 0 | 0 | 0 | 0 | |
| Publication-related Expenses | 503,325 | 487,107 | 308,158 | 303,821 | 260,373 | 274,467 | 259,216 | 246,975 | 287,440 | 292,470 | 297,588 | 302,796 | 308,095 | |
| Operating Expenses | 388,720 | 410,142 | 394,287 | 421,091 | 308,930 | 244,113 | 178,321 | 206,359 | 141,437 | 143,912 | 146,431 | 148,993 | 151,601 | |
| Total Direct Expenses | 2,752,107 | 2,780,470 | 2,672,709 | 2,583,540 | 2,389,512 | 2,124,738 | 1,707,588 | 2,179,844 | 2,084,457 | 2,120,935 | 2,158,051 | 2,195,817 | 2,234,244 | 1.0175 |
| Total Indirect Expenses | (73,153) | (89,222) | (55,257) | (59,354) | (63,083) | (57,597) | (55,905) | (37,348) | (29,108) | (29,108) | (29,108) | (29,108) | (29,108) | 1.00 |
| Total Expenses before ALA OH & Building Loan | 2,678,954 | 2,691,248 | 2,617,452 | 2,524,186 | 2,326,429 | 2,067,141 | 1,651,683 | 2,142,496 | 2,055,349 | 2,091,827 | 2,128,943 | 2,166,709 | 2,205,136 | |
| Contribution Margin | 338,436 | 201,727 | 323,041 | 289,098 | 194,435 | 418,624 | 739,218 | 103,948 | 196,046 | 198,002 | 214,607 | 237,369 | 319,101 | |
| ALA Overhead | 383,209 | 374,640 | 388,206 | 371,353 | 334,014 | 329,364 | 298,491 | 297,654 | 298,310 | 303,402 | 310,520 | 318,540 | 334,461 | |
| Liberty Square | 81,980 | 63,477 | 55,905 | 49,746 | 38,411 | 29,248 | 25,285 | 16,240 | 25,500 | 25,500 | 25,500 | 25,500 | 25,500 | |
| UBIT | 6,305 | 0 | (6,305) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total Overhead | 471,494 | 438,117 | 437,806 | 421,099 | 372,425 | 358,612 | 323,776 | 313,894 | 323,810 | 328,902 | 336,020 | 344,040 | 359,961 | |
| TOTAL EXPENSES | 3,150,448 | 3,129,365 | 3,055,258 | 2,945,285 | 2,698,854 | 2,425,753 | 1,975,459 | 2,456,390 | 2,379,159 | 2,420,729 | 2,464,964 | 2,510,750 | 2,565,097 | |
| Y/Y | | 0.99 | 0.98 | 0.96 | 0.92 | 0.90 | 0.81 | 1.24 | 0.97 | 1.02 | 1.02 | 1.02 | 1.02 | |
| NET OPERATING INCOME | (133,058) | (236,390) | (114,765) | (132,001) | (177,990) | 60,012 | 415,442 | (209,946) | (127,764) | (130,900) | (121,413) | (106,671) | (40,861) | |



FY2023 Budget Assumptions

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

The ACRL Budget & Finance Committee will discuss the draft assumptions on November 2, 2021, and any recommendations will be incorporated before they are sent to the ACRL Board. The full Board will have an opportunity to give asynchronous input and the Executive Committee will review, suggest revisions as needed and approve the assumptions below at its 2021 Fall Executive Committee Meeting on November 9, 2021. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY23 budget for review by the Budget and Finance Committee at their winter meeting (anticipated near or during the 2022 ALA's LibLearnX, January 21-24).

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

As ACRL begins to prepare its FY23 budget, the economic outlook is still largely influenced by the effects of the ongoing COVID-19 pandemic. During April to June 2020, the US economy took one of its worst downturns at a rate of -32.9%¹. For the year over year comparison in 2020, the US and world GDP's decreased by 3.5%^{2, 3}. The economy began to rebound from this initial shock in late 2020 and continues to rebound in 2021. Global GDP growth is projected by the International Monetary Fund at 5.9%⁴, World

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

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

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

⁴ International Monetary Fund, "Global recovery continues, but the momentum has weakened and uncertainty has increased," October 2021, <https://www.imf.org/en/Publications/WEO/Issues/2021/10/12/world-economic-outlook-october-2021>.

Bank at 5.6%⁵, and Organization for Economic Co-operation and Development at 5.7%⁶. This projected turnaround is partly due to a global response by the World Health Organization, as well as legislation, such as the US's CARES Act and Canada's COVID-19 Economic Response Plan. Despite global inequities for vaccine access, with a 3.07% vaccination rate in low-income countries versus a 60.18% in high-income countries, more than 5.5 billion doses have been administered worldwide.⁷ As the global pandemic continues into its second year, it is expected that its effects will be longstanding and a full recovery may take years, and will depend on a number of factors, such as the potential proliferation of new variants and the global response to supply chain disruptions.

Like the world economy, higher education is rebounding but not without uncertainty. To fully understand higher ed's economic rebound, one must look at the pre-pandemic numbers. Before the pandemic, state spending on public colleges and universities was already well below historical levels prior to the Great Recession of 2008-09.⁸ *Insider Higher Ed* reported that, "State funding nationwide is nearly 9 percent below pre-Great Recession levels and 18 percent below where it was before the 2001 tech bust."⁹ Although "most Americans believe state spending for public universities and colleges has increased or at least held steady over the last 10 years," in fact, "states have collectively scaled back their annual higher education funding by \$9 billion during that time, when adjusted for inflation."¹⁰ Despite public perception, it is estimated that, "the financial impact of the pandemic on students and institutions would total at least \$120 billion."¹¹ Higher ed is considering and has implemented a number of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

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

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

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

⁸ Michael Mitchell et al., "Unkept Promises: State Cuts to Higher Education Threaten Access and Equity Reduced Quality," *Center on budget and Policy Priorities*, October 4, 2018, <https://www.cbpp.org/research/state-budget-and-tax/unkept-promises-state-cuts-to-higher-education-threaten-access-and>. Accessed November 5, 2019.

⁹ Emma Whitford, "Public Higher Ed Funding Still Has Not Recovered From 2008 Recession," *Inside Higher Ed*, May 5, 2020, <https://www.insidehighered.com/news/2020/05/05/public-higher-education-worse-spot-ever-heading-recession>. Accessed September 11, 2020.

¹⁰ Jon Marcus, "Most Americans don't realize state funding for higher ed fell by billions," *The Hechinger Report*, February 26, 2019. <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>. Accessed November 5, 2019.

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

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It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.”¹² In the last ten years, state funding has decreased by \$9 billion when adjusted for inflation, and “state appropriations per full-time student have fallen from an inflation-adjusted \$8,489 in 2007 to \$7,642 in 2017.”¹³ Decreased state funding is a trend, as funding for public two- and four-year colleges remains well below pre-recession levels in almost every state and in the school year ending in 2018, funding was more than \$7 billion below its 2008 level, after adjusting for inflation. Without considering inflation, state fiscal support for higher education grew by just 1.6 percent in 2018, according to the most recent Grapevine survey which noted that the level of support is “down sharply from a 4.2 percent increase last year and represents the lowest annual growth in the last five years.”¹⁴ “In only six states have higher education budgets returned to or surpassed their pre-recession levels; in 19 states, expenditures per student are at least 20 percent lower than before the recession.”¹⁵ To cope with these cuts, institutions have raised tuition and made deep cuts to programs and services, reducing access to college education for some and calling into question the quality of the program remaining.¹⁶ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise¹⁷. Further complicating state funding decreases is the America’s College Promise Act of 2021, which proposes free community college for more than nine million students. If this legislation is passed, many states will need to increase institutional funding in order to participate in the program.¹⁸ In the coming year, there will be a greater need for coordinated advocacy from ALA, ACRL and other higher education associations for funding at the state level for public institutions.

Enrollment data during the pandemic is pending, but total enrollment in degree-granting postsecondary institutions decreased by 5 percent from 2009 to 2019, from 17.5 million to 16.6 million students.¹⁹ Between 2019 to 2029, the National Center for Education Statistics (NCES) projects that enrollments will

¹² Luba Ostashevsky, “As economy rebounds, state funding for higher education isn’t bouncing back,” *PBS News Hour*, September 14, 2016, <http://www.pbs.org/newshour/updates/economy-rebounds-state-funding-higher-education-isnt-bouncing-back/>.

¹³ Jon Marcus, “Most Americans don’t realize state funding for higher ed fell by billions,” *PBS News Hour*, February 26, 2019, <https://www.pbs.org/newshour/education/most-americans-dont-realize-state-funding-for-higher-ed-fell-by-billions>.

¹⁴ Rick Seltzer, “‘Anemic’ State Funding Growth,” *Chronicle of Higher Education*, October 23, 2018. <https://www.insidehighered.com/news/2018/01/22/state-support-higher-ed-grows-16-percent-2018>.

¹⁵ Jeffrey Selinger, “States’ decision to reduce support for higher education comes at a cost,” *Washington Post*, September 8, 2018, accessed October 24, 2018. https://www.washingtonpost.com/education/2018/09/08/states-decision-reduce-support-higher-education-comes-cost/?noredirect=on&utm_term=.4f55fd302b14

¹⁶ *Ibid.*

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

¹⁸ Emma Whitford, “States Will Need to Pony Up for Biden’s Free College Plan,” *Inside Higher Ed*, September 28, 2021. <https://www.insidehighered.com/news/2021/09/28/free-community-college-plan-requires-states-funding>

¹⁹ U. S. Department of Education: National Center for Education Statistics, “Undergraduate Enrollment,” (May 2021. Accessed October 14, 2021. <https://nces.ed.gov/programs/coe/indicator/cha>

increase 2.64%, from 16.6 million to 17.0 million.²⁰ These numbers are somewhat disjointed with high school graduation rate projections, which show the number of high school graduates peaking at 3.9 million in 2025, then declining to 3.5 million in 2037.²¹ Further analysis on higher education trends is needed to understand NCES's projected increase against decreasing high school enrollment data.

Economic climate and academic libraries

Before and during the pandemic, ACRL membership numbers have been on a slow but steady decline, which is in part due to the closing of institutions that have an impact on both ACRL's organizational and personal members. According to NCES data, 53 postsecondary institutions closed in 2020, 236 in 2019, 86 in 2018, 112 in 2017.²² The pool of potential academic librarians as evidenced by MLIS degrees awarded drastically declined 37%, from 7,729 in 2011 to 4,843 in 2017, but has since increased slightly at 6.63%, from 4,843 in 2017 to 5,164 in 2019.²³ Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.^{24, 25} The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 9% increase job outlook, which is in line with the job outlook for all occupations.²⁶ Another factor that could influence the size of ACRL's membership is whether academic libraries are requiring those they hire to hold MLIS degrees. Anecdotally, we are hearing that, especially at large research libraries, subject specialists, and other professional staff (IT, HR, development, marketing, etc.) are being hired to do work that once required an MLIS. A recent study of ARL directors found that while 1/3 of ARL directors did not perceive the MLIS as necessary, 42% did and it is these directors who will hire the next generation of those working in academic and research libraries.²⁷

²⁰ U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_303.70.asp

²¹ Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates through 3037," Accessed October 14, 2021. <https://knocking.wiche.edu/executive-summary/>

²² U. S. Department of Education: National Center for Education Statistics, "Total undergraduate fall enrollment," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_317.50.asp?current=yes

²³ U. S. Department of Education: National Center for Education Statistics, "Master's degrees conferred by postsecondary institutions, by field of study," Accessed October 14, 2021. https://nces.ed.gov/programs/digest/d20/tables/dt20_323.10.asp?current=yes

²⁴ Stephanie L. Maatta, "Placements & Salaries 2013: Explore All the Data." *Library Journal*, October 17, 2013, accessed September 24, 2020. <https://www.libraryjournal.com/?detailStory=explore-all-the-data-2013>

²⁵ Suzie Allard, "Jobs by Region: Placements & Salaries 2019." *Library Journal*, October 10, 2019, accessed September 24, 2020, <https://www.libraryjournal.com/?detailStory=Jobs-By-Region-Placements-Salaries-2019>

²⁶ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed October 14, 2021, last modified date September 8, 2021, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm>

²⁷ Russell Michalak, Monica D.T. Rysavy, and Trevor A. Dawes*, "What Degree Is Necessary to Lead? ARL Directors' Perceptions," *College & Research Libraries*, Vol. 80, N. 6, (2019). Accessed November 7, 2019. <https://crl.acrl.org/index.php/crl/article/view/23526/30835>

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Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.^{28, 29} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, and support library and association programs. Because "the current model of large publishers dominating scholarly publishing and inflation grinding down library budgets continues,"³⁰ tighter library budgets could mean less funding for staff development (e.g., association membership, continuing education) or sponsorship of library association programs.

The impact of the pandemic, along with the pre-pandemic trend of the continued state of lower funding and a consolidation in the marketplace, will affect ACRL's FY23 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. Gross revenues for consulting were below budget due to fewer than expected clients in the 4th quarter of FY19, but the 1st quarter of FY20 was off to a busy start. In FY19, webinar revenues exceeded budget in part due to a successful multi-part series. Revenues from licensed workshops were below budget. In September 2020, the ACRL 2021 Conference planned for April 2021 was canceled as an in-person event and was held as a virtual conference around the same dates. Based on FY21 reports, the virtual ACRL 2021 Conference was a programmatic and financial success, with the project net performing better than budget. This performance is due to online conferences paying half the overhead rate per the ALA Operating Agreement (50% rather than 100%), as well as cost savings for meal functions, transportation, equipment rental, and other expenses associated with an onsite event.

The FY23 budget will include traditional revenue streams (e.g., non-serial publications, ad sales, webinars). ACRL staff will continue to adapt to a post-pandemic environment by further exploring virtual offerings, when needed, for in-person events (e.g., ACRL Conference, RBMS Conference, RoadShows). ACRL staff will continue to look for new entrepreneurial ideas and revenue streams and consider cost savings throughout the year. As part of ALA's five-year pivot strategy³¹, FY23 is planned to be the second net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY23 include a new revenue stream (date services), the rollout of the LibLearnX event, and testing public markets for Annual Conference.

²⁸ James M. Day, "Consolidation of the Library Vendors," *Library Technology Launchpad*, October 12, 2016, <http://libtechlaunchpad.com/2015/10/12/consolidation-of-the-library-vendors/>

²⁹ David Parker, "ATG Special Report — Industry Consolidation in the Information Services and Library Environment: Perspectives from Thought Leaders," *Against the Grain*, July 6, 2016, <http://www.against-the-grain.com/2016/07/industry-consolidation-report/>

³⁰ Stephen Bosch, Barbara Albee, & Sion Romaine. "Costs Outstrip Library Budgets | Periodicals Price Survey 2020" *Library Journal* April 14, 2020 <https://www.libraryjournal.com/?detailStory=Costs-Outstrip-Library-Budgets-Periodicals-Price-Survey-2020> Accessed October 31, 2020

³¹ ALA Executive Board Doc FALL EBD 12.1.1 Five-Year Pivot Plan. <http://www.ala.org/aboutala/sites/ala.org/aboutala/files/content/governance/ExecutiveBoard/20202021Docs/ebd%2012.1.1%20ALA%20Pivot%20Strategy.pptx>

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In recent years, ACRL has been tasked by its Board and Budget & Finance Committee to spend down its net asset balance, and to look for appropriate opportunities to spend a portion of this net asset balance in strategic programs and services that benefit membership. Recent examples of such investments include the promotion of Project Outcome, research grants to practitioner-scholar academic librarians to carry out research identified in the 2019 research agenda, and digitization of past issues of *C&RL News*. Through careful stewardship, the net asset balance, which had grown to \$5,002,115 at the beginning of FY16, has been reduced to \$3,247,098 (FY21 August preliminary close) through investments in strategic initiatives.

Even though the preliminary FY21 results are showing strong performance, it still should be expected that, going forward, the ACRL Board and Budget & Finance Committee will need to take a much harder look at any proposed new expenditures, as ACRL would need increased revenue streams (e.g., more members joining, increasing book sales, or projected growth for conference and professional development registrations) to support potential requests for increased or new expenditures. Our goal is to moderate many operational expenditures to be more in-line with current revenue expectations while aligning the budget to support the Plan for Excellence and the Core Commitment to Equity, Diversity, and Inclusion through strategic investments from ACRL's net asset balance and the annual endowment transfer. It is important to note that the net asset balance (beginning reserve level for FY23 is expected to be \$1,520,188 per the FY22 budget) is moving closer to the mandated operating reserve amount of \$952,599. Ensuring that the net asset balance stays within the mandated operating reserve is another motivating factor for the Board and Budget Committee to carefully monitor expenses in FY23.

Because ACRL works to stay above the mandated operating reserve while still investing strategically in member programs and services, it will cease transfers to its long-term investment fund. If the Board and Budget Committee would like to resume these transfers in future years, there is a two-year notification requirement by ALA if ACRL wants to transfer more than \$50,000 to its LTI; transfers below \$49,999 do not require the two-year advance notification. Per the 2005 ACRL Board recommendation, the ACRL budget includes an LTI interest transfer (Project 3200) up to the maximum allowable amount. In FY19, ACRL transferred \$125,000 for FY19 and \$135,000 in FY20 in appreciation from its LTI to its operating budget to support strategic initiatives. Due to the outstanding performance of the virtual ACRL 2021 Conference, ACRL did not take the budgeted LTI interest transfer in FY21. The FY23 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

Choice FY23 Budget Assumptions

Business Environment

The changing character of Choice is something that has been liberally remarked upon in previous budget assumption documents, but the topic bears briefly revisiting here as so much of our budgeting is based on our evolution as a publishing unit.

Over the past decade the historical core of Choice's publishing program—reviews of new academic monographs—has gradually eroded as the use of reviews in the collection-development process succumbed to the twin forces of technological innovation and the tightening of materials budgets. Indeed, the collection-development function itself no longer occupies the central position it once commanded in many academic libraries. As a result, since 2009, combined circulation of *Choice* magazine and *Choice Reviews* has declined by almost 60%, from 3,500 the year of the Great Recession to 1,525 today, an average (CAGR) of about 7% a year. Latterly, the COVID-19 pandemic has exerted accelerating downward pressure on circulation and revenue. By the end of FY21, *Choice* magazine earned income was off 27% from a year ago; cards, 14%; and *Choice Reviews*, 5%. Compare these, then, to the more typical year-over-year declines of 10%, 7%, and 4% from FY18 to FY19.

The decline in the use of reviews has affected other parts of our business as well. Choice reviews generate two other streams of revenue: in-publication advertising and royalties from the licensing of reviews to publishers, aggregators, and purchasing platforms. These too are under stress. Since fiscal 2013, in-publication revenues—space ads in the magazine and banner ads in the database—have shrunk by 70%, while royalties have declined by a statelier 22%, from \$640K in FY13 to about \$500K in this year's budget.

Recognizing these trends, in recent years we have been vigorously working to create alternate sources of revenue, based not on reviews but on sponsorships of newsletters, podcasts, and webinars and the underwriting of white papers. During the same period that traditional advertising was shrinking by almost three-quarters, these sponsored-content initiatives grew steadily, from a scant \$70K in FY13 to a budgeted \$560K this year. Webinar sponsorships alone have generated gross revenue of over \$1.3MM since the inception of the program in FY13.

The rise in sponsorship revenue is an important indicator of a larger trend at Choice: the development of an audience outside of the collection-development space, an audience eager to consume Choice content in formats and on platforms far removed from reviews. While review-based readership has fallen, we have been amassing a readership of far greater size and diversity around our media-intensive sponsored programs. Consider these engagement figures from the year just finished:

- Choice360 page views: 352,768
- Choice newsletter subscriptions: 19,435

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- Unique newsletter subscribers: 7,903
- Webinar registrants: 48,145 (43 webinars)
- Webinar attendees: 24,063
- Webinar screenings on the Choice Media Channel (YouTube): 173,905
- The Authority File podcasts: 15,633 downloads
- White paper downloads: 6,296 (cumulative, 8 reports)

So, as fiscal 2022 gets underway, Choice presents two faces to the outside world: the one, as a publisher of workflow tools supporting the traditional collection-development process; the other, as a producer of a media portfolio engaging an audience of approximately 60,000, roughly five times as large as that for its traditional products. Herein lies our dilemma. Despite the phenomenal success of our media program (a success admittedly contingent upon the business plans of our advertisers and sponsors), the former remains the mainstay of our business, bringing in \$1.7MM, or 76% of budgeted FY22 unit revenues. The sponsored-content/media portion of the business will generate only 24% of that, some \$525K.

PROQUEST: Leaving aside these broader market trends, perhaps no single factor has the potential to influence budget planning for FY23 and beyond as much as the impending \$5.5B (!) acquisition of ProQuest by Clarivate. ProQuest is a major contributor to all three revenue streams at Choice: subscriptions, through their co-publication of *Resources for College Libraries*; royalties, through four separate agreements for the licensing of our content on ProQuest platforms; and advertising, for their robust participation in our webinar program. (In FY21, ProQuest sponsored thirteen webcasts, 30% of our total program.) Over the past three years, revenue from these sources has averaged almost \$600K a year, about 24% of our total annual revenue.

With so much of our business in thrall to a third party, any changes in the ownership of that party have the potential to have a serious impact on revenues. It is far too early to know in what direction the acquisition will take ProQuest. Clarivate is heavily invested in the sciences, with research and scientific publishers as major players in its ecosystem. ProQuest's business is squarely directed toward academic libraries. Will the "merger" strengthen both vectors or deflect one in favor of the other? Will a singular strategic focus and the anticipated \$100MM in cost synergies drive the removal of properties deemed "non-core"? What impact will the acquisition have on ProQuest's major competitor, EBSCO, with whom we enjoy a lesser but still important business relationship? Facing the enormous concentration of discovery and workflow tools represented by the deal, and its implications for further consolidation of the content and enterprise software industries, EBSCO might well be looking for a strategic buyer itself. Way too soon to tell, although each of these issues has the potential to disrupt Choice. (A useful first take on the acquisition can be found in Roger Schonfeld's comments in *The Scholarly Kitchen* (<https://scholarlykitchen.sspnet.org/2021/05/18/clarivate-to-acquire-proquest/>)).

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The timing of the acquisition is also an issue. As of this writing, the deal is still under *pro forma* review at the FTC, which will probably delay the close until at least the end of the calendar year (<https://www.publishersweekly.com/pw/by-topic/industry-news/industry-deals/article/87120-clarivate-purchase-of-proquest-extended.html>). Even then, a wholesale pivot in business strategy or significant changes to organizational structures at the unit level are unlikely to be implemented during the remainder of our fiscal year, and obviously, in the midst of a \$5.5B acquisition, the vicissitudes of a \$600K relationship with a small library publisher will not be on anyone's radar, at least at first. But given our level of dependence upon ProQuest, we will be watching carefully throughout the next twelve months for clues as to changes in their plans.

* * *

Given these environmental factors, below please find a discussion of major revenue and expense assumptions for FY23.

Strategic Realignment

In response to the problems in our traditional business, Choice is now pursuing a strategic realignment of its publishing program, the goal of which is to reduce our dependence upon reviews and to allocate greater resources to the creation of new, more timely and important content. This new content will consist of a congeries of articles, blogposts, topical newsletters, webinars, and podcasts organized around *topics*, or, as we like to say, distributed among “content verticals.” The content will be made available on Choice360, will be largely supported by corporate underwriting, and will be directed toward a broad readership consisting of library professionals, scholars, instructors, and researchers—in short, the entire academic library community.

The undertaking is more than simply a plan. March of 2021 saw the launch of the first of these content verticals, Toward Inclusive Excellence™ (TIE, <https://www.choice360.org/toward-inclusive-excellence/>). Under the general editorship of Alexia Hudson-Ward, Associate Director for Research and Learning at the MIT libraries, the program explores issues of equity, diversity, and inclusion, particularly, though not exclusively, as they affect the academic library community. As of mid-October, we have published thirty blog posts on such disparate topics as trans-inclusion in DEIA, medical experimentation on people of color, and critical race theory. In addition to this, we have hosted interviews with Martha Jones on the history of banned books in the United States and with Steven S. Jones on his *A Letter to My White Friends and Colleagues*. Earlier in the summer, Hudson-Ward joined a panel of her colleagues in the first TIE webinar, a discussion of equitable staffing models in the post-pandemic landscape.

Budgeting for this and future programs currently under discussion is now grouped under a new budget project, 3919, with underwriting revenues charged to Advertising (line 4143) and expenses (editor and contributor honoraria) to Professional Services (line 5110). See below s.v., Choice360 for more information.

Subscription Products

NATIVE CHOICE PRODUCTS: Yet despite tectonic shifts in our business environment, our native subscription products, reviews of new academic monographs, continue to form the core of our publishing program, providing over a million dollars annually in subscription revenue. During FY21 year-over-year cash receipts fell 29%, 33%, and 10% for the magazine, cards, and database, respectively, provoked in part by cuts to library budgets in the wake of the COVID-19 pandemic. Of course, these declines are not fully reflected in the performance reports, as the finances of any subscription business are governed by the rules of accrual accounting, in which revenues are recognized (“earned”) when a good or service is delivered rather than when cash is received from the subscriber. For accounting purposes, our subscription revenues are recognized in one-month increments over the term of a twelve-month subscription. The result is to effectively “buffer” even a sudden downturn in renewals, as revenue continues to be recognized at a constant rate (1/12th) for subscriptions acquired prior to the downturn. But of course, a sharp year-over-year fall in cash such as we saw in fiscal 2021 will inevitably be reflected in revenue performance further down the road, as the earned income figures in the Business Environment section above attest, and thus is a critical factor in our assumptions around the FY23 budget.

Far and away the majority of our subscriptions come from one subscription agent, EBSCO, which brings us a large number of batched subscriptions in November and December of each year and hence a large infusion of cash. Typically, these account for between 30% and 33% of total annual cash received for *Choice Reviews* and some 55% to 60% of *Choice* magazine subscriptions. So it is the November and December cash receipts that will provide us with our first real look at subscription revenues over the next year or so. From these we will be able to make a more informed judgment about calendar 2022, as renewal rates are a reliable indicator of future revenue.

For its part, our *Reviews on Cards* continues to generate high-margin income despite its admittedly anachronistic format. That said, *Card* subscriptions have not been immune to the historical trend. Circulation was down 22% in FY21, and we expect continued declines of this magnitude in FY23.

RESOURCES FOR COLLEGE LIBRARIES: Subscription revenue from *Resources for College Libraries* arrives quarterly as a percentage (30%) of sales made by our partners at ProQuest, and since we are effectively the “author,” not the publisher, of the work, *that* revenue is considered earned when we receive it. But as the putative “author,” we have little visibility, and even less influence, over RCL sales, which are handled by a dedicated sales force at ProQuest. For FY21, the *Choice* portion of subscription revenues fell to an estimated \$110K, attesting to the fact that declines in subscription revenue are not unique to *Choice*.

Writing in October of 2021, we await the possibility that RCL sales will rebound this year with the relaunch of ProQuest’s Bowker Book Analysis System (BBAS), in which RCL data plays a major role and

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for which we receive the standard revenue share of 30%. If it does, that growth will be reflected in the FY23 budget.

CCADVISOR: Launched in September of 2017, *ccAdvisor* was our attempt to enlarge our readership base by publishing high-quality, peer-reviewed reviews of digital resources, and to do so on a scale and with a depth of coverage not possible in the format of *Choice*. For this we partnered with The Charleston Company, the highly respected publisher of *The Charleston Advisor* in print, in the shared conviction that the creation of a companion digital product, built on the infrastructure of *Choice Reviews* and offering all the benefits of a continuously updated database, would lead to a migration of print subscribers and overall growth in both circulation and revenue. Under our agreement, *Choice* and The Charleston Company share both revenue and expenses equally.

Now, after four years of publication, it has become clear that the anticipated growth in circulation has not—and will not—take place, nor have advertising revenues performed at projected levels. Even the outsourcing of the sales effort to the large and highly professional sales team at EBSCO three years ago failed to yield significant new business. Overall, 85% of CCA revenues derive from a single consortial subscription with the Center for Research Libraries. As a result, and following discussions with The Charleston Company, as of October of this year we are no longer accepting new or renewal subscriptions for *ccAdvisor*. The existing subscriptions, all but one of which expire by the conclusion of FY22, will continue to be supported through the end of the fiscal, after which the site will be depreciated. The fiscal 2023 budget, therefore, will contain no revenue or expenses for this product line, and any remaining undepreciated capital expenses will be written down.

Third-party Licenses

Our licenses with the major platform providers and aggregators provide us with a fairly reliable stream of income. In recent years ProQuest, the largest of our licensees, has been regularly reducing the amount it is willing to pay for using *Choice* reviews in *Books in Print* and *Syndetics*, and those losses, along with the loss (\$108K) of the ProQuest Intota license when that product failed in the marketplace, account for the lion's share of the decline in royalty revenue since 2013. We see no losses on that scale from other sources in the near term.

Nonetheless, it is worth pointing out that these assumptions do not include drastic, unanticipated losses in royalty income that might yet result from the COVID-19 pandemic. While COVID has certainly subjected subscription revenues to additional stresses, it would take cancellations on the part of hundreds of libraries to equal the loss of even one major licensee. The probability of this type of sudden, wholesale loss is small and has not been factored in our assumptions for FY23, but it cannot be ruled out entirely.

Advertising and Sponsorships

TRADITIONAL ADVERTISING. We have already noted the precipitous decline we are seeing in traditional advertising, with several publishers openly stating to us that they will no longer produce print advertisements. Advertising in *Choice* magazine, which in FY13 brought in over \$430K (net), fell to an estimated \$128K last year (FY21) and is running at 69% of last year's performance thus far in FY22, well below budget. This trend, and its much smaller analogue in banner advertising in *Choice Reviews*, appears irreversible.

WEBINARS. Now in its ninth year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences, with lifetime-to-date registrations approaching 175,000. Early concerns about the limited life-cycle of our program seem premature at best, in part because the professionalism of our productions and the guidance we provide at every step of the process have made our webinars a trusted source of information for librarians and an attractive platform for sponsors, who increasingly look to us for support in approaching the academic library market. No better example of this is ProQuest's (ProQuest again!) decision to have *Choice* produce a special live event, "When You Picture a Scientist, What Do You See?" a panel discussion on advancing diversity and inclusion in STEM, featuring Dr. Jennifer Doudna, biochemist and Nobel Prize-winning co-inventor of CRISPR technology. The event drew 9,079 registrations and 4,674 attendees, brought us \$20,500 in gross revenue, and was deemed so successful that ProQuest has scheduled other such premium events on our platform.

During FY21 gross webinar revenue came to \$299,450 (15% of which was paid to ACRL), and scarcely over a month-and-a-half into FY22 we have booked \$204,500 in contracts through the end of the fiscal year. So, we are forecasting revenues equal to or better than those of FY21 in both FY22 and FY23.

PODCASTS. During this past year Choice media staff hosted and produced 64 episodes of The Authority File, grossing \$36,550 in sponsorships. Thus far in FY22 full-year podcast bookings are already at 85% of budget, so we are confident that we will meet or exceed budget. Since in producing 64 episodes in 52 weeks we are already running at 125% of our once-a-week production schedule, there is little room for further growth with current staffing. For FY23, then, we will again budget \$35,000 as our "baseline" figure.

CHOICE RESEARCH. Our white paper program, more labor- and time-intensive than either webinars or podcasts on a unit basis, is growing more slowly, restrained both by resource issues at Choice and by sponsor participation. The longer sales cycle this project entails, and the scant staff resources available to produce the studies, are serving to limit the number of publications we publish to two a year. For FY23 we will assume two white papers, with gross revenue of \$40,000.

CHOICE CUSTOM PUBLISHING: New this fiscal year is the Choice custom publishing program, a series of sponsored case studies highlighting library solutions to operational problems. The first such study, in

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which representatives of five academic libraries describe how they implemented service and policy adjustments in response the COVID-19 pandemic, launched in August, and for FY22 we have budgeted for two more studies at \$10,000 each. Our working assumption is that the program will be a success, and failing evidence to the contrary we shall budget similarly for FY23.

CHOICE360: Central to our planning for the redesigned Choice360.org was the decision to use the site as the platform for publication of our content verticals, effectively making C360 a revenue-generating “product.” Revenue and expenses for the product are captured in project 3919, new to the *Choice* budget in FY22. As discussed above, the content verticals are supported by corporate underwriting, and income from them will thus be recorded here as advertising revenue. Choice360 is budgeted to break even in FY22, with net revenue of \$33,425 (\$23,875 of it from TIE) and \$32,564 in expenses (comprising contributor honoraria, web operations costs, and ALA overhead). As of mid-October we have already booked \$25,300 in advertising revenue in this project, and our operating assumption at this point is that we will budget along equal or better lines for FY23.

Expenses

For payroll, we have assumed no layoffs, no reductions in force, and a continued 2% salary adjustment annually, and we have used pre-furlough salaries as the base. These are best-case assumptions that may not survive the budget-making process. Because of our success in reducing expenses—\$362K in direct spending reductions between FY15 and FY19—payroll now accounts for roughly 65% to 70% of our direct spending. Aside from staffing, then, there are few remaining areas to cut without cutting revenue as well.

For all other direct expenses, we have taken FY22B as the base and subjected it to an annual increase of 3% (meaning a 1% drop in inflation-adjusted wages . . .). This assumption is subject to restatement as we receive further data regarding the anticipated stabilization of inflation rates. ALA overhead has been calculated using the current rate of 13.25% (per the operating agreement, the division rate on publishing revenue is 50% of full rate applied to education and other non-dues revenue). Obviously, an increase in that rate as the result of ongoing discussions at ALA about revising the operating agreement will further burden Choice.

With these points in mind, Choice *pro forma* assumptions regarding the FY23 budget can be found on pages 23-24.

ACRL General Assumptions

LLX22 Note: corrections made between fall 2021 and LLX 2022 are indicated with track changes.

Basic Budget Assumptions

1. All ALA and ACRL fiscal policies will be followed in the development of the budget.
2. The mandated reserve (as set by the ACRL Board, following ALA policy) for ACRL and *CHOICE* will be maintained.
3. Professional development offerings must be operated on a full cost-recovery basis.
4. Non-serial publications must be operated on a full cost-recovery basis.
5. Salaries and benefits for division staff will be equal to or less than 45% of the total operating budget using a 2-year average to match the swings in the operating budget.
6. Total administrative costs for the Division will be equal to or less than 60% of the total operating budget using a 2-year average to match the swings due to the ACRL Conference.
7. New projects that don't generate revenue will be charged to the membership services category.
8. Personnel allocations for salaries, benefits, and other related costs and office services, such as postage, copying, telephone, etc., will continue to be charged to the various programs as a percentage of the time spent on the programs.

Modified accrual accounting

ALA uses accrual accounting, a method which recognizes revenues and expenses at the time the event is held, or product delivered. This method ensures that revenues are on hand for refunds should said event or product not be delivered. However, ACRL has requested that ALA continue to "recognize" the expenses leading up to the conference/event as they occur so that staff can monitor expenses and adjust as needed. Should ALA be able to develop easily obtained reports detailing expenses, ACRL would consider switching to a full accrual system. At this time, however, we are "paying as we go" and earning the revenues only after we deliver the product, e.g., the publication, the conference, etc.

Given that FY22 is a non-conference year, ACRL would expect to generate a negative year-end net. Looking ahead to FY23, due to past investment of ACRL's net asset balance in strategic initiatives, absent significant new revenue streams, the association will need to reduce expenditures substantially, which may result in disruption to member services. The Budget & Finance Committee and staff will closely monitor the deficit budget to ensure that ACRL's net asset balance remains above the mandated operating reserve (i.e., one-quarter of the average of the last four years of expenses).

Revenues

- + Primary sources of revenue will be education (e-learning, institutes, pre-conferences), publications (including advertising and sponsorships), dues and donations.

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- + At least \$25,000 will be budgeted for donations to ACRL Friends (pending further discussion by the Board as to the type of campaign to launch for FY23).
- + The Colleagues program has been a strong source of revenue for ACRL programs and special activities in past years. Although fundraising has gotten more difficult, dedicated member leaders continue to exceed expectations in the fundraising for the ACRL Conference. Other programs have been slightly more challenged, e.g., awards, as sponsors continue to look for more engagement with customers in return for their sponsorship. Staff will budget conservatively for donations related to specific projects. (Projects 3206, 3800, 3833, and 3835).
- + An estimated \$135,000 in income from the ACRL long-term investments will be recognized in the draft operations budget (final amount will be derived in consultation with ALA Finance staff to ensure that will be the eligible expected earnings) (Project 3200).

Expenses:

- Travel and communication costs will continue to increase and will be carefully monitored (all projects). Travel and administrative expenses were reduced based on prior year actuals.
- All current staff positions will be included in the budget. As of September 2020, ALA policy does not allow for the majority of vacant positions (possible exceptions: grant-funded, executive directors) to be filled, and if applicable, any vacancies will be a cost savings. Some funds will be budgeted for interns and temporary help.

Assumptions by Strategic Goal

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

Value of Academic Libraries

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

Objectives

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

Expenses

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

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Student Learning

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

Objectives

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

Expenses

- \$1,000 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (Project 3711).
- \$8,400 will be budgeted for maintenance and development of the Information Literacy Sandbox and \$2,400 for web hosting (Project 3711).
- One Immersion Program will be offered in FY23 either as an in-person or virtual program; this has yet to be determined by the Immersion facilitators who are currently discussing the program format. The program will break even or net a small profit. All Immersion programs will be offered on a cost-recovery basis. Because of its proven-track record of drawing a consistent number of participants, registration revenues will be budgeted at 95%. (Project 3830)
- Funds will be budgeted for one Immersion facilitator observer for the non-regional Immersion Programs (Projects 3830).

Research and Scholarly Environment

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

Objectives

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

Expenses

- \$1,000 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (Project 3702)
- An additional \$29,257 is budgeted to pay the following:
 - \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)

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

New Roles and Changing Landscapes

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

Objectives:

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

Expenses

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

Equity, Diversity and Inclusion

Revenues

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

Expenses

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

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

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

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

Expenses

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

Board and Executive Committee

Expenses

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

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

Advisory services and consulting

Revenues

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

Discussion Groups

Expenses

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

Awards

Expenses

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

Chapters

Expenses

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

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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.

CHOICE Bottom Line

- Revenues will be down approximately 4%.
- Assuming no furloughs, expenses will rise 3%
- For FY22, net revenue may be as high as (-\$290K), requiring a further draw-down from the Choice reserve fund, currently at about \$2.8MM thanks to an infusion of cash from the federal COVID bailout.

Enabling programs and services: Education

ACRL 2023 Conference (Project 3801)

Revenues

- All revenues pertaining to ACRL 2023 will be recognized in March 2023 after the conference is held.
- FY23 is an ACRL Conference year so total ACRL revenues will be approximately \$1.5 million to \$2.0 million dollars more than FY22 total revenues.
- ACRL 2023 is being planned as a hybrid conference with approximately 50-60% of attendees attending in-person and approximately 40-50% participating remotely. We anticipate the total number of paid registrants around 3,000, which is an 8 percent decrease from the average of the past four conferences which was 3,243.
- We will set the F2F and virtual-only registration fees in order to cover expenses and to have a budget with a projected net revenue similar to the FY19 net.
- ACRL 2023 exhibitor revenues will be budgeted with a modest decrease from 2019 (the last in-person ACRL Conference). The number of booths has been dropping since 2013 (327 booths actual 2019, 375 booths actual 2017, 386 booths actual 2015, 398 actual 2013), with a fairly large 48 booth drop from 2017 to 2019.
- ACRL 2023 sponsorship revenues will be budgeted around \$150,000-200,000 which is a 20-40% decrease from the usual \$250,000 goal. We expect fundraising to be challenging as we recover from the pandemic, as well tight budgets and ongoing company mergers.
- Because conference revenues have consistently met or exceeded budget for at least the last ten conferences, 100% of revenues will be recognized.

Expenses

- Staff are taking active steps to find cost-savings and reduce expenses when possible.
- The ACRL 2023 conference budget will include a modest amount of funds for “innovation” and/or new programs/services/accessibility which will enhance the hybrid conference experience.

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- Scholarships will be budgeted as a “contra-expense” transfer from ACRL’s scholarship project and/or Friends Fund rather than shown as revenue.

Preconferences and workshops

Revenues

- + Revenues generated from registration fees will cover the costs for one Annual preconference, as the event is budgeted to at least break even. We will budget attendance conservatively to minimize the possibility of having to cancel due to low registration numbers. (Project 3811).
- + The RBMS 62nd Annual Conference will be held in FY22. Revenues and expenses for this program will be set to break even. (Project 3800)

Expenses

- Sections sponsoring conferences (e.g., RBMS) in FY22 may participate in the program to share net revenue with ACRL, which is spent from the fund balance in FY23. (Project 3275 and 3838)

Online learning (Project 3340)

Revenues

- + E-learning webcasts and courses will be developed and offered in FY23. Since FY23 is an ACRL Conference year, we don’t anticipate an increase in the number of offerings from FY22 levels. We anticipate total revenues will be even or a little down from FY21 actuals due to the implementation of standardized online learning pricing being implemented across ALA . (Project 3340)
- + ACRL and CHOICE will split revenues and expenses (15/85%) for the ACRL/CHOICE sponsored webinars and will budget approximately 30 of them in FY21.
- + ACRL will continue to offer group registration discounts for e-Learning webcasts and special pricing for webcast series. (Project 3340)

Expenses

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

Licensed workshops (Project 3341)

Revenues

- We expect to resume licensing of full-day in-person workshops to institutions, chapters, and consortia upon request, though at reduced numbers from FY20. Seven available workshops will cover these topics: the Standards for Libraries in Higher Education, Scholarly Communication, Assessment, Open Educational Resources and Affordability, Research Data Management, the Framework for Information Literacy for Higher Education, and the Scholarship of Teaching and

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

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

Expenses

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

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

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

Communication on major issues and trends in libraries and Higher Education

Expenses

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

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

Project Outcome (Project 3712)

Revenue

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

Expenses

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

Operations

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

Staff and office

Expenses—ACRL

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

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Overhead—ACRL

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

Overhead—CHOICE

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

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FY22 actuals through January 2022

| | FY22 | FY22 | FY22 | FY22 | FY22 | FY20* | FY20* | FY20* |
|---|---------------------|---------------------|---------------------|-------------------|-------------|---------------------|--------------------|-------------|
| | Budget | Q2 Budget | Q2 Actual | \$ Variance | % Variance | Q2 Actual | \$ Variance | % Variance |
| Beginning Reserves | | | | | | | | |
| Reserve Sept. 1: ACRL Operating | \$3,367,723 | \$3,367,723 | \$3,367,723 | \$0 | 0% | \$3,311,824 | \$55,899 | 2% |
| Reserve Sept. 1: ACRL LTI | \$5,522,221 | \$5,522,221 | \$5,209,693 | \$0 | 0% | \$4,954,015 | \$568,206 | 5% |
| Reserve Sept. 1: CHOICE Operating | \$2,924,245 | \$2,924,245 | \$2,924,245 | \$0 | 0% | \$2,571,980 | \$352,265 | 14% |
| Reserve Sept. 1: CHOICE LTI | \$557,493 | \$557,493 | \$557,493 | \$0 | 0% | \$538,536 | \$18,957 | 4% |
| Total | \$12,371,681 | \$12,371,681 | \$12,059,154 | \$0 | 0% | \$11,376,355 | \$995,326 | 6% |
| Revenues | | | | | | | | |
| Membership | | | | | | | | |
| Dues | \$539,937 | \$224,974 | \$211,334 | (\$13,640) | -6% | \$246,389 | (\$35,056) | -14% |
| Standards, Licensing Fees | \$250 | \$104 | \$0 | (\$104) | -100% | \$159 | (\$159) | -100% |
| Advisory | \$52,000 | \$13,000 | \$7,093 | (\$5,907) | -45% | \$40,325 | (\$33,232) | N/A |
| Awards | \$0 | \$0 | \$1,200 | \$1,200 | N/A | \$500 | \$700 | 140% |
| Special Events | \$15,125 | \$2,400 | \$0 | (\$2,400) | N/A | \$2,500 | (\$2,500) | N/A |
| Equity, Diversity & Inclusion | \$17,500 | \$10,000 | \$32,000 | \$22,000 | N/A | \$12,500 | \$19,500 | 156% |
| Project Outcome | \$6,525 | \$2,588 | \$450 | (\$2,138) | N/A | \$0 | \$450 | N/A |
| Subtotal | \$631,337 | \$253,065 | \$252,076 | (\$989) | 0% | \$302,373 | (\$50,297) | -17% |
| Publications | | | | | | | | |
| CHOICE | \$2,246,444 | \$823,342 | \$996,466 | \$173,123 | 21% | \$1,120,610 | (\$124,144) | -11% |
| C&RL | \$19,325 | \$7,969 | \$14,302 | \$6,333 | 79% | \$9,718 | \$4,583 | 47% |
| C&RL News | \$460,437 | \$196,031 | \$274,507 | \$78,476 | 40% | \$236,175 | \$38,331 | 16% |
| RBM | \$23,756 | \$11,791 | \$10,055 | (\$1,736) | -15% | \$14,585 | (\$4,530) | -31% |
| Nonperiodical Publications | \$266,120 | \$119,967 | \$100,519 | (\$19,447) | -16% | \$133,786 | (\$33,266) | -25% |
| Library Statistics | \$193,036 | \$55,677 | \$36,116 | (\$19,561) | -35% | \$39,215 | (\$3,099) | -8% |
| Subtotal | \$3,209,118 | \$1,214,777 | \$1,431,965 | \$217,188 | 18% | \$1,554,090 | (\$122,125) | -8% |
| Education | | | | | | | | |
| Institutes & Liscensed Workshops | \$291,850 | \$23,750 | \$0 | (\$23,750) | -100% | \$0 | \$0 | N/A |
| ACRL Conference | (\$24,000) | (\$10,000) | \$0 | \$10,000 | -100% | (\$1,895) | \$1,895 | -100% |
| RBMS Conference | \$240,071 | \$0 | \$2,500 | \$2,500 | N/A | \$32,500 | (\$30,000) | -92% |
| Annual Conference & LLX Programs | \$14,000 | \$0 | \$0 | \$0 | N/A | \$500 | (\$500) | N/A |
| Web-CE | \$95,623 | \$39,684 | \$35,381 | (\$4,303) | -11% | \$26,629 | \$8,752 | 33% |
| Subtotal | \$617,544 | \$53,434 | \$37,881 | (\$15,553) | -29% | \$57,734 | (\$19,853) | -34% |
| Special Programs | | | | | | | | |
| Friends of ACRL-Restricted | \$0 | \$0 | \$11,800 | \$11,800 | N/A | \$0 | \$11,800 | N/A |
| Friends of ACRL-Operating | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| Total Revenues | | | | | | | | |
| Total Revenues ACRL | \$2,211,555 | \$697,934 | \$725,457 | \$27,523 | 4% | \$793,587 | (\$68,130) | -9% |
| Total Revenues CHOICE | \$2,246,444 | \$823,342 | \$996,466 | \$173,123 | 21% | \$1,120,610 | (\$297,268) | -11% |
| Total Revenues ACRL & Choice | \$4,457,999 | \$1,521,276 | \$1,721,922 | \$200,646 | 13% | \$1,914,197 | (\$392,921) | -10% |

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FY22 actuals through January 2022

| | FY22 | FY22 | FY22 | FY22 | FY22 | FY20* | FY20* | FY20* |
|---|--------------------|--------------------|--------------------|--------------------|-------------|--------------------|--------------------|--------------|
| | Budget | Q2 Budget | Q2 Actual | \$ Variance | % Variance | Q2 Actual | \$ Variance | % Variance |
| Expenses | | | | | | | | |
| Membership | | | | | | | | |
| Membership Services | (\$14,040) | \$18,715 | \$1,413 | (\$17,302) | -92% | \$11,948 | (\$10,536) | -88% |
| Exec. Cttee. & Board | \$176,922 | \$24,253 | \$5,968 | (\$18,285) | -75% | \$58,753 | (\$52,785) | -90% |
| Advisory | \$60,959 | \$13,843 | \$9,775 | (\$4,067) | -29% | \$40,525 | (\$30,749) | -76% |
| Standards Distribution | \$10,593 | \$36 | (\$37) | (\$73) | -202% | \$68 | (\$106) | -154% |
| Awards | \$32,446 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| Chapters | \$22,272 | \$1,985 | \$100 | (\$1,885) | -95% | \$538 | (\$438) | -81% |
| Committees | \$135,661 | \$507 | \$0 | (\$507) | -100% | \$25 | (\$25) | N/A |
| Sections | \$144,470 | \$22,889 | \$1,183 | (\$21,705) | -95% | \$2,681 | (\$1,497) | -56% |
| C&RL Over Revenue | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| C&RL News Over Revenue | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| Liaisons to Higher Ed. Organizations | \$33,454 | \$7,146 | \$13,783 | \$6,637 | 93% | \$9,145 | \$4,638 | 51% |
| Special Events | \$22,186 | \$5,693 | \$0 | (\$5,693) | -100% | \$6,736 | (\$6,736) | N/A |
| Information Literacy | \$46,856 | \$7,229 | \$7,759 | \$530 | 7% | \$9,390 | (\$1,631) | -17% |
| Scholarly Communications | \$85,217 | \$17,082 | \$6,396 | (\$10,686) | -63% | \$49,392 | (\$42,997) | -87% |
| Value of Academic Libraries | \$45,040 | \$70 | \$0 | (\$70) | N/A | \$1,218 | (\$1,218) | -100% |
| Government Relations | \$44,369 | \$3,753 | \$5,833 | \$2,081 | 55% | \$8,484 | (\$2,651) | -31% |
| Scholarships | \$37,000 | \$0 | \$5,000 | \$5,000 | N/A | \$2,500 | \$2,500 | N/A |
| Annual Conference Programs | \$37,589 | \$0 | \$0 | \$0 | N/A | \$14 | (\$14) | N/A |
| New Roles & Changing Landscapes | \$24,204 | \$1,636 | \$200 | (\$1,436) | -88% | \$3,375 | (\$3,175) | N/A |
| Equity, Diversity & Inclusion | \$43,184 | \$2,260 | \$658 | (\$1,602) | -71% | \$150 | (\$2,717) | -81% |
| Project Outcome | \$97,866 | \$26,127 | \$35,980 | \$9,853 | 38% | \$47,755 | (\$11,775) | -25% |
| Subtotal | \$1,086,248 | \$153,224 | \$94,012 | (\$59,212) | -39% | \$252,697 | (\$158,686) | -63% |
| Publications | | | | | | | | |
| CHOICE | \$2,456,389 | \$1,012,789 | \$831,417 | (\$181,372) | -18% | \$892,314 | (\$60,897) | -7% |
| C&RL | \$50,438 | \$4,846 | \$6,174 | \$1,328 | 27% | \$6,969 | (\$795) | -11% |
| C&RL News | \$427,425 | \$111,175 | \$101,949 | (\$9,226) | -8% | \$132,681 | (\$30,732) | -23% |
| RBM | \$21,298 | \$7,030 | \$7,902 | \$872 | 12% | \$7,419 | \$483 | 7% |
| Nonperiodical Publications | \$245,601 | \$43,884 | \$14,456 | (\$29,428) | -67% | \$55,802 | (\$41,346) | -74% |
| Library Statistics | \$180,786 | \$82,302 | \$93,670 | \$11,368 | 14% | \$6,440 | \$87,230 | 1355% |
| Subtotal | \$3,381,937 | \$1,262,026 | \$1,055,568 | (\$206,457) | -16% | \$1,101,625 | (\$46,056) | -4% |
| Education | | | | | | | | |
| Institutes & Liscensed Workshops | \$285,411 | \$17,756 | \$2,462 | (\$15,294) | -86% | \$972 | \$1,490 | 65% |
| ACRL Conference | \$290,106 | \$73,413 | \$6,703 | (\$66,710) | -91% | \$28,705 | (\$22,001) | -130% |
| RBMS Conference | \$227,434 | (\$19,713) | (\$9,476) | \$10,237 | -52% | \$12,819 | (\$22,295) | -57% |
| Web-CE | \$72,070 | \$10,324 | \$11,222 | \$898 | 9% | \$10,719 | \$503 | 2132% |
| Subtotal | \$875,021 | \$81,780 | \$10,912 | (\$70,869) | -87% | \$53,215 | (\$42,303) | -126% |
| Special Programs | | | | | | | | |
| Friends of ACRL-Restricted | \$0 | \$0 | \$11,800 | \$11,800 | N/A | \$0 | \$0 | N/A |
| Friends of ACRL-Operating | \$47,700 | \$1,750 | \$349 | (\$1,401) | -80% | \$794 | (\$445) | -56% |
| Subtotal | \$47,700 | \$1,750 | \$12,149 | \$10,399 | 594% | \$794 | \$11,355 | 1430% |
| Unallocated Admin Expenses | \$6,875 | \$651,562 | \$472,478 | (\$179,085) | -27% | \$690,402 | (\$217,924) | -32% |
| Total Expenses | | | | | | | | |
| Total Expenses ACRL | \$2,941,392 | \$1,137,553 | \$801,902 | (\$335,651) | -30% | \$1,206,419 | (\$404,517) | -34% |
| Total Expenses CHOICE | \$2,456,389 | \$1,012,789 | \$831,417 | (\$181,372) | -18% | \$892,314 | (\$60,897) | -7% |
| Total Expenses ACRL & Choice | \$5,397,781 | \$2,150,342 | \$1,633,319 | (\$517,023) | -24% | \$2,098,733 | (\$465,414) | -22% |

| | FY22 | FY22 | FY22 | FY22 | FY22 | FY20* | FY20* | FY20* |
|--|--------------|--------------|--------------|-------------|------------|--------------|-------------|------------|
| | Budget | Q2 Budget | Q2 Actual | \$ Variance | % Variance | Q2 Actual | \$ Variance | % Variance |
| Nets | | | | | | | | |
| Total Net ACRL | (\$729,837) | (\$439,619) | (\$76,445) | \$363,174 | 83% | (\$412,832) | \$336,387 | 322% |
| Total Net Choice | (\$209,945) | (\$189,447) | \$165,049 | \$354,496 | 187% | \$228,296 | (\$63,248) | -28% |
| | | | | | | | | |
| Membership Net | (\$454,911) | \$99,842 | \$158,065 | \$58,223 | -58% | \$49,676 | \$108,389 | 218% |
| Publications Net (without Choice) | \$37,126 | \$142,198 | \$211,348 | \$69,149 | 49% | \$224,169 | (\$12,821) | -6% |
| Education Net | (\$257,477) | (\$28,346) | \$26,969 | \$55,316 | 195% | \$4,519 | \$22,451 | 544% |
| | | | | | | | | |
| Operating Transfers | | | | | | | | |
| ACRL | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| Choice | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| | | | | | | | | |
| LTI Transfers, Gains, Losses | | | | | | | | |
| ACRL LTIs | (\$141,536) | \$43,972 | (\$146,564) | (\$190,535) | -433% | \$343,695 | (\$490,259) | -143% |
| Choice LTI | (\$34,476) | \$4,880 | (\$11,255) | (\$16,135) | -331% | \$29,642 | (\$40,897) | -138% |
| | | | | | | | | |
| Ending Reserves | | | | | | | | |
| ACRL Mandated Operating Reserve | \$841,982 | \$841,982 | \$841,982 | \$0 | 0% | \$1,028,604 | (\$186,622) | -18% |
| Reserve Aug 31: ACRL Operating | \$2,637,886 | \$2,928,105 | \$3,291,278 | \$363,174 | 12% | \$2,898,992 | \$392,286 | 14% |
| Reserve Aug 31: ACRL LTI | \$5,380,685 | \$5,566,192 | \$5,063,130 | (\$503,063) | -9% | \$5,297,710 | (\$234,580) | -4% |
| Reserve Aug 31: CHOICE Operating | \$2,714,300 | \$2,734,798 | \$3,089,293 | \$354,496 | 13% | \$2,800,276 | \$289,017 | 10% |
| Reserve Aug 31: CHOICE LTI | \$523,017 | \$562,373 | \$546,238 | (\$16,135) | -3% | \$568,178 | (\$21,940) | -4% |
| Total | \$11,255,887 | \$11,791,467 | \$11,989,939 | \$198,472 | 2% | \$12,593,761 | (\$603,822) | -5% |
| | | | | | | | | |
| * = FY20 actuals for ACRL to reflect two-year conference budget and FY21 actuals for Choice. | | | | | | | | |

Q1 I attended the ACRL Virtual Leadership Council and Membership Meeting on Monday, April 11, 2022.

Answered: 15 Skipped: 0

| ANSWER CHOICES | RESPONSES | |
|---------------------------------------|-----------|----|
| Yes - I attended the full meeting. | 66.67% | 10 |
| Yes - I attended some of the meeting. | 13.33% | 2 |
| No - I did not attend the meeting. | 20.00% | 3 |
| TOTAL | | 15 |

Q2 We are sorry that you were unable to attend the April 11, 2022 virtual meeting. To help us plan for the next Leadership Council and Membership Meeting, can you please let us know why you were unable to attend (check all that apply)?

Answered: 3 Skipped: 12

| ANSWER CHOICES | RESPONSES | |
|--|-----------|---|
| Unavailable due to a scheduling conflict. | 100.00% | 3 |
| I am in a time zone where the meeting was held during non-working hours. | 0.00% | 0 |
| I do not like virtual meetings/have Zoom fatigue. | 0.00% | 0 |
| I prefer other virtual meeting software than Zoom. | 0.00% | 0 |
| I could not access the meeting due to technical difficulties. | 0.00% | 0 |
| I registered, but never received the login URL. | 0.00% | 0 |
| Other (please specify) | 0.00% | 0 |
| Total Respondents: 3 | | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|-------------------------|------|
| | There are no responses. | |

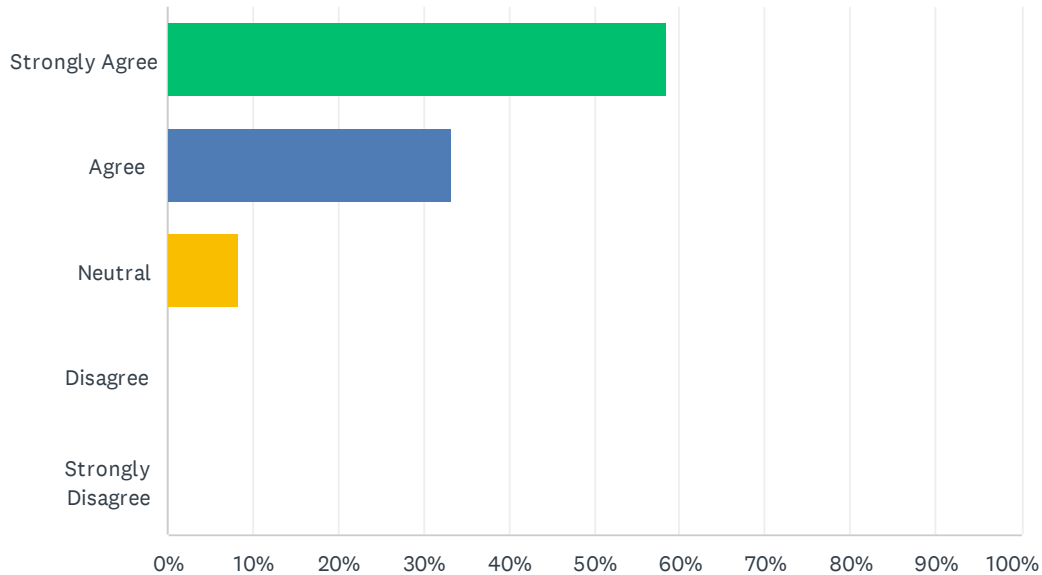
Q3 Please add any comments

Answered: 1 Skipped: 14

| # | RESPONSES | DATE |
|---|-----------------------|-------------------|
| 1 | Watching this on 4/19 | 4/19/2022 1:21 PM |

Q4 Overall, attending the Virtual Leadership Council and Membership Meeting was a good use of my time:

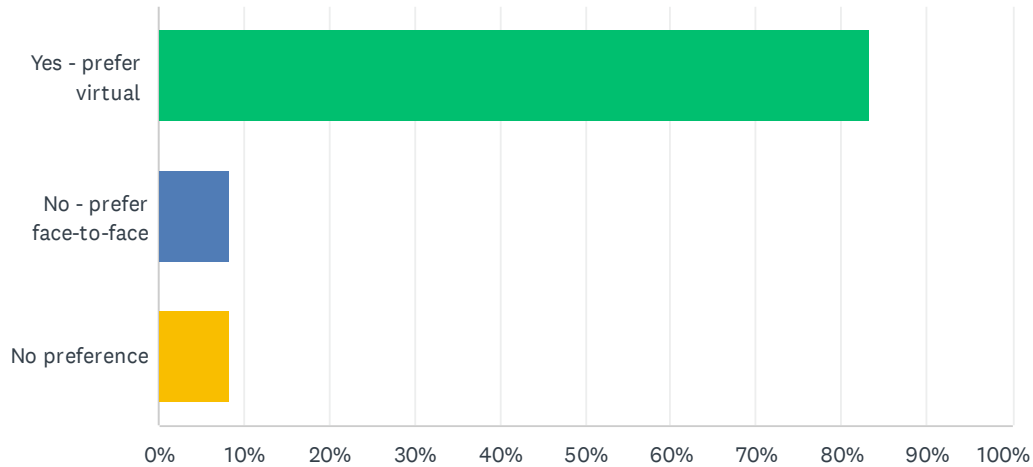
Answered: 12 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|-------------------|-----------|----|
| Strongly Agree | 58.33% | 7 |
| Agree | 33.33% | 4 |
| Neutral | 8.33% | 1 |
| Disagree | 0.00% | 0 |
| Strongly Disagree | 0.00% | 0 |
| TOTAL | | 12 |

Q5 I preferred having the ACRL Leadership Council and Membership Meeting virtual:

Answered: 12 Skipped: 3

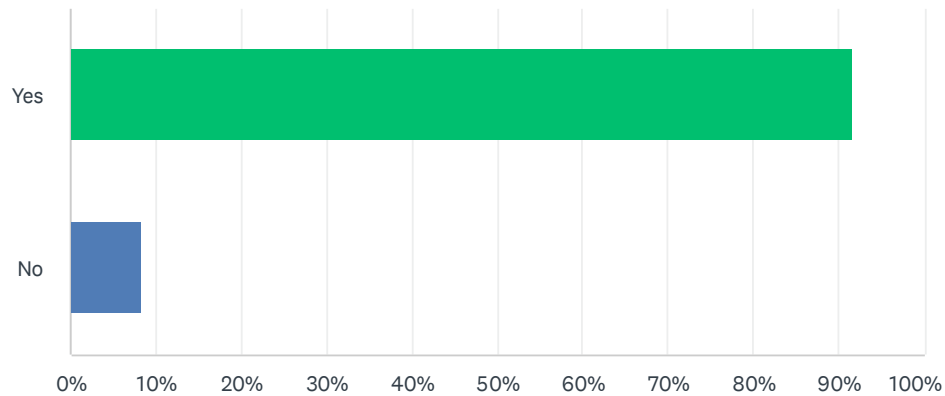


| ANSWER CHOICES | RESPONSES | |
|--------------------------|-----------|----|
| Yes - prefer virtual | 83.33% | 10 |
| No - prefer face-to-face | 8.33% | 1 |
| No preference | 8.33% | 1 |
| TOTAL | | 12 |

| # | OTHER COMMENTS | DATE |
|---|--|-------------------|
| 1 | However, I have never been to an in-person version | 4/14/2022 6:00 PM |
| 2 | I feel like if it was not virtual I would never be able to attend. | 4/12/2022 2:11 PM |

Q6 Do you feel that the main objectives of the meeting were clear?

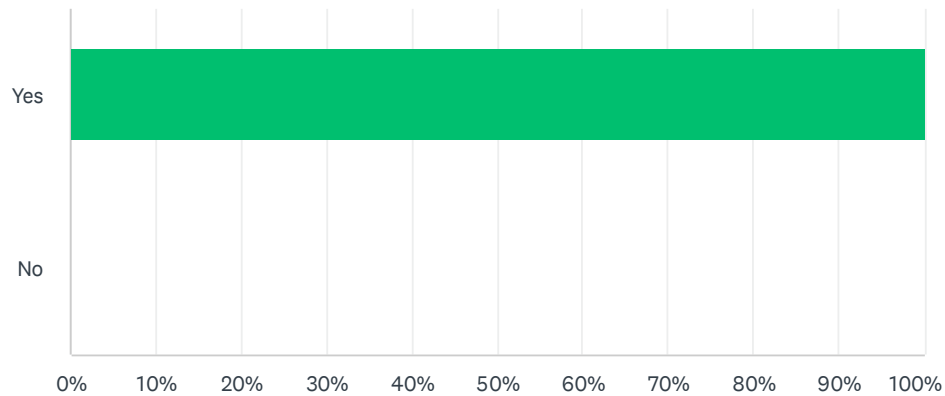
Answered: 12 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 91.67% | 11 |
| No | 8.33% | 1 |
| TOTAL | | 12 |

Q7 Do you feel we accomplished the main objectives of the meeting?

Answered: 12 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|----------------|-----------|----|
| Yes | 100.00% | 12 |
| No | 0.00% | 0 |
| TOTAL | | 12 |

Q8 What are your feelings on the length of the Leadership Council and Membership Meeting?

Answered: 12 Skipped: 3

| ANSWER CHOICES | RESPONSES | |
|---|-----------|----|
| We covered topics in a timely manner. | 91.67% | 11 |
| Did not have enough time to cover material. | 8.33% | 1 |
| TOTAL | | 12 |

| # | COMMENTS (OPTIONAL) | DATE |
|---|--|-------------------|
| 1 | I was only able to stay for the first hour due to a campus conflict, however I would have liked to participate in the small groups. Two hours seems like a reasonable amount of time even for a virtual meeting. | 4/12/2022 1:37 PM |
| 2 | I would have been nice to have 2 break out sessions to go deeper. | 4/11/2022 2:57 PM |

Q9 In regards to the meeting overall, consider the following statements.
 On a scale of 1-5, where (1) means "Strongly Agree" and (5) means
 "Strongly Disagree" please rate the statements below.

Answered: 11 Skipped: 4

| | 1 - STRONGLY AGREE | 2 - AGREE | 3 - NEUTRAL | 4 - DISAGREE | 5 - STRONGLY DISAGREE | TOTAL |
|--|--------------------------|--------------|----------------|-----------------|-----------------------------|-------|
| The ACRL Leadership Council and Membership Meeting provides an important opportunity for me to connect with other ACRL leaders and members in a virtual environment. | 45.45% 5 | 45.45% 5 | 9.09% 1 | 0.00% 0 | 0.00% 0 | 11 |
| I appreciated an update on recent ACRL Board actions. | 63.64% 7 | 36.36% 4 | 0.00% 0 | 0.00% 0 | 0.00% 0 | 11 |
| I appreciated hearing from ACRL goal-area committee leaders. | 63.64% 7 | 27.27% 3 | 0.00% 0 | 9.09% 1 | 0.00% 0 | 11 |
| I enjoyed participating in the breakout sessions. | 81.82% 9 | 9.09% 1 | 9.09% 1 | 0.00% 0 | 0.00% 0 | 11 |
| I have a clear understanding of next steps. | 9.09% 1 | 45.45% 5 | 36.36% 4 | 9.09% 1 | 0.00% 0 | 11 |
| The documents supported the meeting agenda. | 54.55% 6 | 18.18% 2 | 27.27% 3 | 0.00% 0 | 0.00% 0 | 11 |

Q10 Due to the pandemic, ACRL has held Leadership Council & Membership Meeting virtually in recent years. ACRL Leadership Council typically has convened in-person twice a year at Annual (June) and LibLearnX (January). What is your post-pandemic preference for future Leadership Councils (check all that you prefer)?

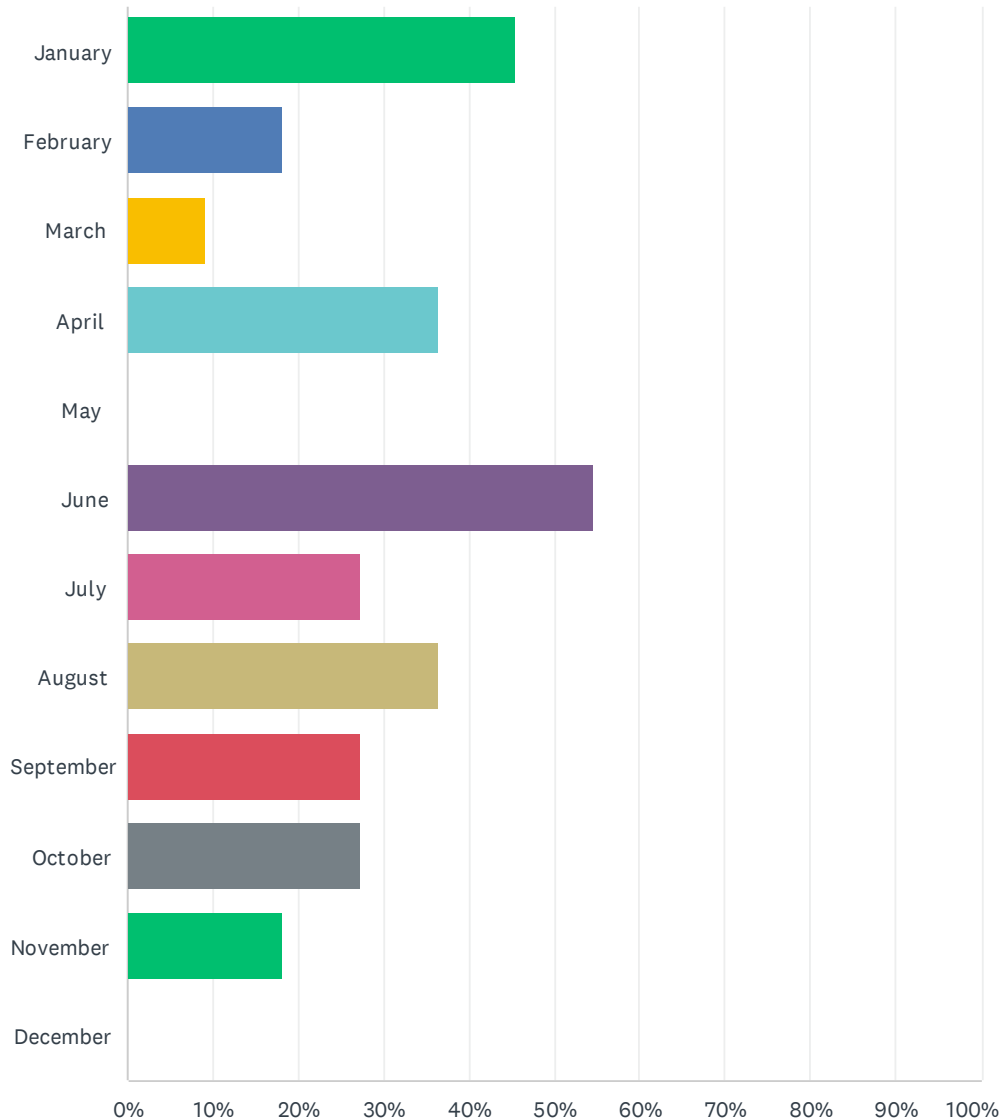
Answered: 11 Skipped: 4

| ANSWER CHOICES | RESPONSES | |
|--|-----------|---|
| The meetings should be face-to-face. | 18.18% | 2 |
| The meetings should be virtual. | 36.36% | 4 |
| 1 meeting should be face-to-face and 1 should be virtual. | 27.27% | 3 |
| ACRL should only hold 1 meeting and it should be face-to-face. | 0.00% | 0 |
| ACRL should only hold 1 meeting and it should be virtual. | 18.18% | 2 |
| I have no preference. | 18.18% | 2 |
| I have no preference. | 0.00% | 0 |
| Other (please specify) | 9.09% | 1 |
| Total Respondents: 11 | | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|--|-------------------|
| 1 | I would prefer an in person meeting with a webcast so others can attend virtually. | 4/12/2022 2:13 PM |

Q11 Going forward, which month(s) would you like to meet for Leadership Council (select all the apply)?

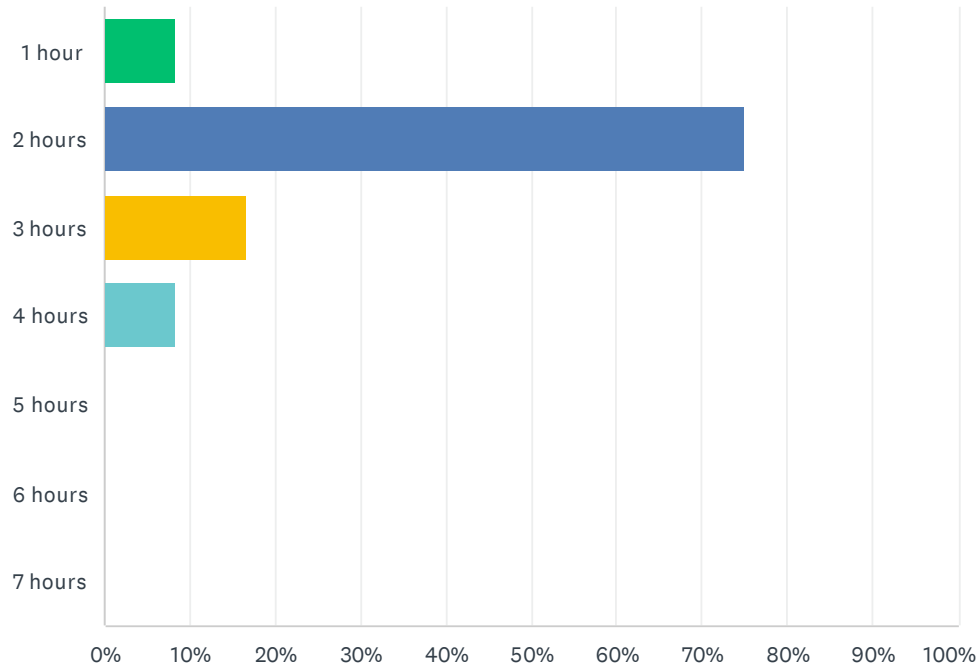
Answered: 11 Skipped: 4



| ANSWER CHOICES | RESPONSES | |
|-----------------------|-----------|---|
| January | 45.45% | 5 |
| February | 18.18% | 2 |
| March | 9.09% | 1 |
| April | 36.36% | 4 |
| May | 0.00% | 0 |
| June | 54.55% | 6 |
| July | 27.27% | 3 |
| August | 36.36% | 4 |
| September | 27.27% | 3 |
| October | 27.27% | 3 |
| November | 18.18% | 2 |
| December | 0.00% | 0 |
| Total Respondents: 11 | | |

Q12 Future Leadership Council & Membership Meetings should be held for (check all that apply):

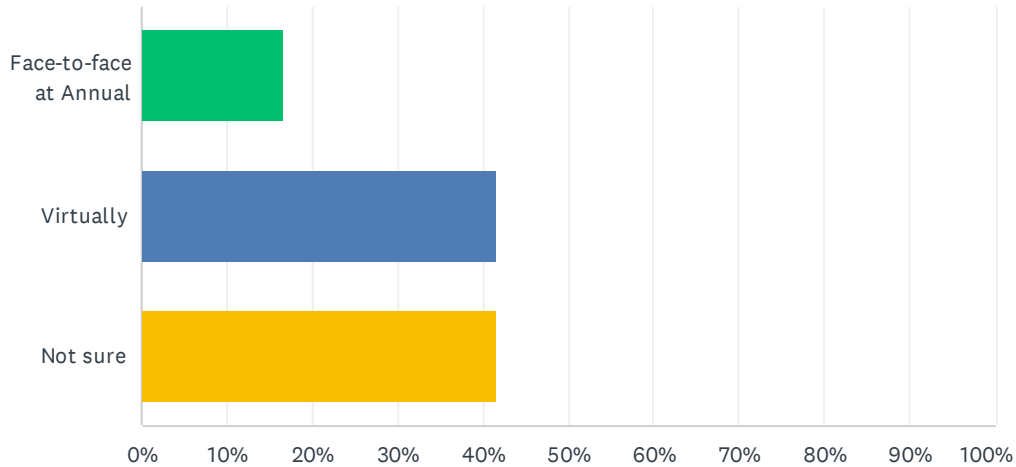
Answered: 12 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|-----------------------|-----------|---|
| 1 hour | 8.33% | 1 |
| 2 hours | 75.00% | 9 |
| 3 hours | 16.67% | 2 |
| 4 hours | 8.33% | 1 |
| 5 hours | 0.00% | 0 |
| 6 hours | 0.00% | 0 |
| 7 hours | 0.00% | 0 |
| Total Respondents: 12 | | |

Q13 For the 2022 ALA Annual Conference in Washington, DC, the ACRL group(s) that I participate in plan to meet:

Answered: 12 Skipped: 3



| ANSWER CHOICES | RESPONSES | |
|------------------------|-----------|----|
| Face-to-face at Annual | 16.67% | 2 |
| Virtually | 41.67% | 5 |
| Not sure | 41.67% | 5 |
| TOTAL | | 12 |

Q14 I plan to attend the 2022 ALA Annual Conference, even if my ACRL group(s) are not meeting face-to-face because: (check all that apply)

Answered: 10 Skipped: 5

| ANSWER CHOICES | RESPONSES | |
|--|-----------|---|
| I have other non-ACRL committee service/obligations | 10.00% | 1 |
| I want to keep up with new products and service as at the exhibits. | 20.00% | 2 |
| I want to attend content sessions, e.g., forums, discussion groups, etc. | 50.00% | 5 |
| I want to network. | 40.00% | 4 |
| Other (please specify) | 50.00% | 5 |
| Total Respondents: 10 | | |

| # | OTHER (PLEASE SPECIFY) | DATE |
|---|--|-------------------|
| 1 | I am not attending | 4/14/2022 6:02 PM |
| 2 | Not committing to attendance this far in advance | 4/12/2022 2:46 PM |
| 3 | my committee is only meeting F2F | 4/12/2022 1:42 PM |
| 4 | I won't be attending the 2022 ALA Annual Conference. | 4/11/2022 3:06 PM |
| 5 | I'm not attending ALA as i have family obligations that week | 4/11/2022 2:58 PM |

Q15 Please list one thing that you found most valuable about the Virtual Leadership Council and Membership Meeting.

Answered: 9 Skipped: 6

| # | RESPONSES | DATE |
|---|---|-------------------|
| 1 | meeting in breakout rooms to discuss issues of concern with other ACRL leaders | 4/14/2022 6:05 PM |
| 2 | activities of the goal committees | 4/12/2022 2:50 PM |
| 3 | Breakouts were productive. Good conversations were held and will result in changes to practice. | 4/12/2022 2:16 PM |
| 4 | Great hearing other's thoughts on planning. | 4/12/2022 1:43 PM |
| 5 | Member committee reports | 4/12/2022 1:42 PM |
| 6 | Board updates | 4/12/2022 1:39 PM |
| 7 | networking with others in ACRL committees | 4/11/2022 3:40 PM |
| 8 | Meeting other leaders and brainstorming | 4/11/2022 3:01 PM |
| 9 | The interaction with my colleagues | 4/11/2022 2:59 PM |

Q16 Please list anything you would change about the Virtual Leadership Council and Membership Meeting.

Answered: 7 Skipped: 8

| # | RESPONSES | DATE |
|---|---|-------------------|
| 1 | Focus more on soliciting input from us rather than focusing on reporting out the ACRL board's priorities | 4/14/2022 6:05 PM |
| 2 | If the presenters have slides, can those be sent out in advance with live links? In some cases, the goal area committees had slides with content that I couldn't capture. | 4/12/2022 2:16 PM |
| 3 | Maybe more information about the overall purpose of this meeting. I went in a little clueless, although it became obvious over time. I'm a new member :) | 4/12/2022 1:43 PM |
| 4 | NA | 4/12/2022 1:42 PM |
| 5 | in a non-pandemic world and time we would have time for casual conversation | 4/12/2022 1:39 PM |
| 6 | Creating more opportunities for new leaders within ACRL. Especially younger people. More of a future young leadership academy? | 4/11/2022 3:40 PM |
| 7 | More time to collaborate / make real recommendations. It would've also been nice to have the GAC leadership have a separate break out. | 4/11/2022 3:01 PM |

Q17 What topics would you like to cover at future Leadership Council and Membership Meetings?

Answered: 6 Skipped: 9

| # | RESPONSES | DATE |
|---|--|-------------------|
| 1 | ACRL financial support for EDI-AR initiatives throughout the ACRL infrastructure; future flexibility in how sections respond to issues that arise (e.g., writing letters of support for marginalized groups); allowing for greater flexibility in communication tools in the face of the inadequacy and ineffectiveness of ALA Connect; the reality that a fee-based membership will make our association inequitable for many | 4/14/2022 6:05 PM |
| 2 | greater detail on the short term priorities: communication, EDI and membership | 4/12/2022 2:50 PM |
| 3 | More of the same. What are we doing? How are we working together? How are we identifying goals and working toward them? | 4/12/2022 2:16 PM |
| 4 | Continue with Goal Area Committee reports or even better - get the reports ahead of time and then have follow up/next steps input gathering. | 4/12/2022 1:39 PM |
| 5 | issues with cost of membership fees, getting rid of high-priced keynote speaker that does not have anything to do with libraries (ex: Molly Shannon). Focusing on new people in our field or our own established colleagues. Lowering the cost of hotels/travel due to COVID 19- smaller venues. | 4/11/2022 3:40 PM |
| 6 | How to strengthen committee goals in support of the core commitment? Bring your draft goals and workshop them. | 4/11/2022 3:01 PM |

Q18 Please provide any additional feedback you feel was not captured previously.

Answered: 4 Skipped: 11

| # | RESPONSES | DATE |
|---|---|-------------------|
| 1 | the small size of the groups in the breakout rooms facilitated discussion and in-depth individual participation | 4/12/2022 2:50 PM |
| 2 | It was a good meeting. I am glad I attended. I hope that we will make some changes to Communication, EDI and Membership to address some of the concerns discussed in the breakouts. | 4/12/2022 2:16 PM |
| 3 | How can we help new people the professionals interested in leadership with ACRL. | 4/11/2022 3:40 PM |
| 4 | Ask the committee's presenting to bring their questions/asks for the rest of the leadership instead of reporting on what they have already done. | 4/11/2022 3:01 PM |

Dear colleagues,

Below are the Executive Board updates from May and April meetings. We are just shy of one month before our June meetings. In June, we will be preparing the next preliminary or draft FY23 budget. Please let me know if you have any questions. In addition, the Operating Agreement Work Group is focused on wrapping up their work regarding how we update how we work as a unified association to achieve our mission.

I hope you are attending the Annual Conference either in-person or virtually. Please take care of yourselves and loved ones as we navigate the health and social justice issues of our society.

Maggie Farrell
ALA Treasurer and Executive Board Liaison

Key highlights from the [May 17, 2022](#) Executive Board conference call:

- **ALA Treasurer and Operating Agreement Working Group Update**
 - ALA Treasurer reported that they are currently working on the upcoming June financial meetings which will consist of a FY22 update, results of LLX, FY23 budget planning and details of contributed revenue. A second iteration of the FY23 budget will be reviewed in June, the goal is to achieve a surplus.
 - Co-chairs of the Operating Agreement Working Group are meeting with Divisions and Round Tables leadership. There is support in updating the policy in removing the overhead, but there are questions around the budget process to fund member value services.
 - EB Member Neal noted the concern from the PLA Board about the long-term investment allocation at 5% which has been allowable in the operating budget or back to endowment, but for FY23, divisions were told to put into the operating budget. Treasurer Farrell and EB Neal will connect about this.
- **ALA Branding Work Group Update**
 - President-elect Pelayo-Lozada noted that ALA's consultant, Mission Partners, are narrowing down options to replace Libraries Transform campaigns. They will do targeted listening sessions in order to refine prior to presenting to the Board for approval. Past President Jefferson noted this endeavor can be a game changer for the association.
- **Unite Against Book Bans Update**
 - 25+ national partners joined ALA in *Unite against Book Bans* campaign and there has been good coverage in the media. The campaign was well received at the recent American Writers Festival.
- **ALA Annual Conference Update**
 - Paid registration at 5,775, \$1.9 million, reflecting 70% to revenue registration target
 - 400+ digital experience registrations
 - \$2.18 million exhibitor revenue
 - Averaging 300 registrants per week, which should get us to our registration target
 - The scheduling feature should be available in the next few days and the mobile app will be live by June 9.
- **Board Member Onboarding Plans**
 - Governance Director Reyes shared the schedule for the New Board Member orientation, which will continue virtually again this spring. This will occur in four

sessions over the next few weeks: 1. Finance; 2. Legal & Association overview; 3. Division Overview; and 4. Board Engagement and Outreach & Professional Development and Education. Continuing Board members are also welcomed to attend, otherwise this is a closed session.

- There will also be future orientation and onboarding opportunities throughout the summer and fall.
- **Draft Council Agendas for June**
 - Director Reyes shared and outlined draft Council agendas for Annual Conference in June, which reflect committee action items and/or requests to speak. The agendas are subject to changes as further committee updates or resolutions arise.
 - President Wong asked any other requests or suggestions be sent to Director Reyes, copying President Wong and Council Secretariat Burgess.
- **Emerging Issues**
 - President-elect Pelayo-Lozada reminded Board Members to share any requests regarding 2022-23 liaison assignment with her by the end of week.

Key highlights from the **April 19, 2022** Executive Board conference call:

- **Preparation for Board Onboarding Strategies Discussion, *Board members***
 - President-elect Lessa Pelayo-Lozada emphasized the importance of onboarding new Board members and opened discussion on how to improve the experience and possible agenda items.
 - Action: President Wong and President-elect Pelayo-Lozada will work with the Executive/Governance Office to begin facilitating board onboarding.
- **ALA Annual Conference Board Event Schedule**
 - The board reviewed their schedule and the meeting agenda during Annual Conference in June 2022. Please send any updates to sreyes@ala.org
- **ALA Hybrid Meeting Rules**
 - The hybrid Council meeting rules were presented and reviewed, noting particularly that chat and the raised hand function will be disabled and the Zoom Q&A function will be used for addressing the floor. Clarity around virtual registration, voting technology needs, and attendance in advance of each Council meeting were noted. The board indicated the importance in sharing these rules well in advance of the Council meeting.
- **Emerging Issues**
 - In honor of Satia M. Orange a scholarship endowment will be established. The goal of the Satia Marshall Orange Spectrum Scholarship Endowment Fund is to raise \$57,000 to fund two scholars.

| Board Approved Action | ALA Office | Responsible Person |
|---|-------------------|--------------------|
| ALA Executive Board votes to approve the hybrid Council Meeting Rules for the Annual Conference in June 2022. | Governance Office | Sheryl Reyes |

The ALA Executive Board adjourned into closed session.

Key highlights from the [April 8-10, 2022](#) Spring Executive Board meetings:

- **Membership Dues Adjustment & Discussion, EBD #12.31**
 - Membership growth and recovery are slow, but ALA still has ambitious targets and is committed to membership growth as outlined in the pivot plan
 - An update on the dissolution of ASGCLA and a Board concern regarding available accessibility resources. Staff outreach will continue and a future hire of an Accessibility Officer to help build these efforts in ALA.
- **ALA Branding Working Group Update / Communication & Marketing Office (CMO) Report EBD #12.30**
 - Working hypothesis is that library users and self-identified library lovers would be interested in a relationship with ALA. The subcommittee selected Mission Partners as the firm to help with the discovery and feasibility.
 - Success of the campaign would amplify our message, increase engagement, and raise money for our libraries. This campaign is meant to take the place of “Libraries Transform”. Final recommendations will come in June.
 - CMO highlighted National Library week efforts
- **Information Technology Report, EBD #12.32**
 - Provided FY22 and FY23 IT staff project updates
 - Currently, IT has 5 staff members, with some consultant support. HR has indicated that hiring more IT staff, including the CIO position, is a priority. Chair Seymour is on the search committee for that position. The goal is to fill 8-9 positions by FY23.
 - Work around ITAC reporting and effectiveness will be visited by the incoming 2022-23 committee.
 - The request for more information and committee efforts around the website redesign was discussed.
- **Publishing & Media Report EBD #12.30**
 - Highlighted FY22 first quarter results, goals, trends and opportunities in publishing, and the work of the Publishing Committee. The Board requested a demo of the new CE system at a future meeting.
 - *American Libraries* is 17% above its budgeted revenue, mainly due to JobList. February hit a high mark of \$118,826, the most in the history of JobList
 - BookList signed an agreement with Zinio to host the digital magazines on Overdrive, Scribd, Amazon and other services.
 - Pushing high demand titles to more of the niche groups in responses to needs by the book bans and intellectual freedom resources
 - Publishing Committee is revising the charge and rethinking composition/work of committee
- **Public Policy and Advocacy Office (PPA) Report, EBD #12.30**
 - As of March of 2022, 105,000 student loan borrowers identified for \$6.4 billion in forgiveness under the limited Public Service Loan Forgiveness waiver which is set to expire October 31. COL will continue our work with the PSLF coalition and remain active on the issue of student debt forgiveness
 - Institute of Museum and Library Services (IMLS) got an \$11 million increase, but the Library Services Technology Act (LSTA) support did not increase and remained at \$197.4 million

- WIOA reauthorization (Workforce Innovation and Opportunity Act of 2022) introduced in March. The reauthorization bill builds on work that ALA did to include libraries in the 2014 WIOA Act
 - ALA is a founding partner in the Airwaves for Equity Coalition which was publicly launched in February. The New America Foundation is leading the coalition and other partners include the schools, health and libraries broadband coalition (SHLB.) It also includes Consumer Reports, Commonsense and the Benton Institute for Broadband Society
- **Transforming ALA Governance (TAG) Update, EBD #10.10**
 - TAG's proposals consist of three action items: (1) Size and composition of the Council and Executive Board (2) Creation of the TAP mechanism for getting member feedback (3) Establishing an agenda committee
 - Gathering input from Council via information/feedback sessions in March-May 2022. Board feedback was shared on the agenda planning committee, effectiveness, and sharing resolutions to the appropriate committees well in advance.
- **Conference Services Report & Discussion, EBD #12.30**
 - Annual Conference
 - In February, registration, marketing and promotion for the Annual Conference launched.
 - There will be a digital experience option for those who are unable to participate in person, with access to a curated selection of live main stage and educational sessions.
 - Current revenue at 60% to the overall goal. The attendance goal is 7,000 which includes virtual attendance.
 - LibLearnX
 - The Conference Committee is reviewing the attendee survey.
 - 2023 is planned for in person in New Orleans. Considering governance correlation. Constitution & Bylaws and Policy Monitoring Committees have expressed concern on how to revise and include this versus Midwinter currently in policy and bylaws.
- **Office for Diversity, Literacy and Outreach Services (ODLOS) Report, EBD #12.30**
 - Unit goal is to strengthen the value proposition of ALA as a leading provider for CE on EDI. ODLOS is connecting folks to our EDI Speakers Bureau, which is like a clearing house for EDI experts
 - First ever Disability Inclusion Institute happening May 3-4 & 24-25. This is an opportunity for all ALA staff and additional constituents to participate in this two-day, six-hour training facilitated by our consultant, Access Living, which is a disability led and run organization.
- **Executive Committee Report**
 - ALA moved to platinum status on April 5 on Guidestar, placing ALA among the top 1% of nonprofits registered with Guidestar in terms of transparency and governance
 - Plans to create a task force that would focus on election and campaign clarifications
 - For the 150th anniversary, there will be interviews of past presidents to help capture ALA's history
- **ALA Division Updates**, please click here to see [PowerPoints](#).
- **Executive Director Report, EBD #12.30**
 - The newest impact stream, Data, Research and Design (DRD) is housed in the Center for the Future of Libraries with two fellows funded by Mellon grant funds

- The Continuing Education unit formed officially at the beginning of FY22 in order to coordinate CE at ALA-wide level and to provide a synergy in new product development and standardization. Built a new ALA CE website with all of ALA's content in one place where it is marketed, cataloged and executed. Response to the site is very positive, internally and externally
 - The work of the Development office includes processing donations and support of fund-raising efforts for ALL units, as well as to foster internal and external relationships, and to create a culture of philanthropy. Contributed income goal this year of \$3,085,000, and currently at \$2,164,000 or about 70% of our goal. The plan is to begin recruiting a Director of Institutional Advancement at the end of FY23
- **Equity, Diversity, Inclusion & Social Justice (EDISJ) Updates**
 - Budgeting and pivot plan include EDISJ, and new data and research practices will include EDI through the work of the new fellows.
 - Committee on Accreditation is including EDISJ into the LIS-wide survey. The survey is broken out into open comment form for feedback on revisions of the 2015 standard, as well as reflecting that EDI is built into the revision as an improvement.
- **Operating Agreement Workgroup (OAWG) Discussion, EBD #10.9**
 - Sought board feedback on the OAWG proposal to remove the overhead rate from Divisions. This will not eliminate the revenue, but rather it will be an internal overhead accounting exchange at about \$2 million for divisions. Overhead pays for central services like HR and IT, and supports member value services, such as OIF and PPA.
 - Division feedback via PBA and other means seems to indicate an interest in moving this forward. The change would be implemented in FY24, and OAWG will likely recommend another group look at the actual implementation steps. The Board agreed that a more tangible outline from staff on what would be required to implement would be beneficial, or possibly a mock budget process for the upcoming year.
- **Budget Analysis Review Committee (BARC) and Finance & Audit Report, EBD #3.23**
 - Discussed transforming ALA governance (TAG) task force. There are some concerns with the financial implications of proposals, and BARC will reach out to meet with TAG prior to Annual Conference.
 - Two actions: approved the annual increase in personal member dues for FY23 in alignment of three-year average of the national CPI of 3.6% and approved preliminary FY23 budget
 - Also discussed BARC liaison program and connecting with Divisions EDs about the impact of BARC liaison
 - In 2017, the Board approved a strategic investment plan for three years, and BARC and F&A will update member about the outcomes of this investment at Annual Conference
- **Budget Update**
 - FY2022 Q1 Financial Results, EBD 3.20
 - Strong financial position, not only the statement of activities but also the statement of financial positions
 - Revenue totals \$11.6 million, with the general fund contributing 63% of that total, divisions at 24%, grants at 8%, long-term investment at 4%, and round tables at 1%

- Balance sheet also improved, with loan balances significantly decreased due to forgiveness of the PPP loans
- FY2023 Preliminary Budget & Annual Estimates of Income
 - Assumptions:
 - 2% salary increase
 - no furlough days for staff
 - overhead will remain the same at 26.5%
 - continued freeze of net asset balance transfers to endowment
 - contingency amount
 - Gap between expenses and revenues was initially \$4 million, with no restrictions and no constraints. Employed the strategies to address the gap.
- **Endowment Trustee Report, EBD 13.2**
 - Book and Market value has been decreasing. Market value at \$63 million and book value at \$12 million
 - Two trustees have indicated interest in reappointment, which will be presented to F&A and Board for approval
 - Meeting in person on May 23 & 24 in Chicago at ALA headquarters
- **Executive Board Liaison Update & Emerging Issues**
 - The Joint Conference of Librarians of Color (JCLC) conference registration should be opening soon for October 5-9 in Saint Pete's Beach, Florida. Please consider donating to the conference, and merchandise will be available for purchase.
 - The Rural, Native and Tribal Libraries of All Kinds committee is reassessing its charge and the needs of the populations it serves.
 - Our Annual Conference exhibits are now the largest aggregation of publishers and vendors promoting literature in the country. There might be a possibility for a post-conference public exhibits event that looks more like the Frankfurt Book Fair or Guadalajara Book Fair. Board members discussed the possibility, noting there is strong potential for this, which could be financially sustaining for ALA.
 - Clarification around Annual Conference registration/attendance projections is requested. Additional efforts will be made to be clear and communicative regarding conferences.

| Board Approved Action | ALA Office | Responsible Person |
|--|-------------------|--------------------|
| ALA Executive Board votes to approve the annual increase in personal member dues for FY23 in alignment with the three-year average of the National Consumer Price Index, CPI, of 3.6%. | Membership Office | Melissa Walling |
| ALA Executive Board votes to approve that commercial posts for paid programs or services are prohibited on the ALA Connect platform, EBD #12.33.1 | Membership Office | Melissa Walling |

| | | |
|--|-------------------|------------------|
| ALA Executive Board votes to approve that job postings are restricted to a singular opt-in community on the ALA Connect platform, EBD #12.33.1 | Membership Office | Melissa Walling |
| ALA Executive Board votes to approve the preliminary FY2023 budget proposal and annual estimates of income of \$113.7 million, as reflected in EBD #3.21-21a | Finance | Dina Tsourdinias |
| ALA Executive Board approves continuation of the Barnes & Thornburg LLP as ALA's legal counsel, including continuation of Paula Goedert as ALA's lead partner. | Executive Office | Tracie Hall |
| <p>ALA Executive Board approves to allow councilors and committee members who are attending meetings listed in the scheduler during Annual Conference to register at the early bird rate for 3 weeks after the announcement of the requirement and then go to regular registration rates.</p> <p>Councilors and committee members who already registered will be honored with the early bird rate.</p> | Governance | Sheryl Reyes |

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

To: ACRL Board of Directors

Subject: Request to establish ACRL Awards Process Implementation Task Force

Submitted by: Julie Garrison, ACRL President

Date submitted: 2 June 2022

Background

In January 2021, the ACRL Board approved pausing the awards program to undertake a review of the current program and understand how meaningful awards are to members. A task force was formed to address the following:

- What value do members derive from the current awards program?
- Are current funding mechanisms sustainable to support awards into the future?
- Where is there overlap in awards?
- Are there professional gaps that the current awards program does not address?
- Do ACRL awards programs benefit ACRL's diverse group of members and do they further our Core Commitment to equity, diversity, and inclusion (EDI)?
- Are there other models ACRL should consider adopting to recognize achievement that would provide value to members of the profession, their libraries, and the communities they serve?

On January 28, 2022, the ACRL Board of Directors discussed and accepted the recommendations presented by the ACRL Awards Task Force. Recommendations included resuming the current awards program for one year and creating a new task force to extensively transform how ACRL conducts awards. After consulting with ACRL staff and in-depth discussions about the Awards Task Force's recommendations, the Board voted on April 6, 2022 to continue to pause ACRL's current award program for the length of time it takes to fully consider and implement the Award Task Force recommendations. Based on feedback received at the 6 April board meeting, ACRL arranged for a town hall where section and award chairs were invited to share comments and express their concerns. The Awards Task Force co-chairs provided an overview of the process that led to the recommendations and attendees asked numerous questions. ACRL also opened a dedicated email account for stakeholders for

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awards questions and comments. Stakeholders have expressed skepticism about collapsing awards into one committee and shared a desire for a timeline for when this work will be completed. Stakeholder feedback received during the town hall and through the awards email will be shared with the new task force for consideration as they continue this work. The new ACRL Awards Process Implementation Task Force will need to make specific, implementable recommendations for streamlining the ACRL awards process including:

1. Investigating the feasibility of and making a recommendation on collapsing awards process into one committee, or other models that consolidate and centralize the process
2. Creating a single set of standardized processes, fundraising protocols, and monetary awards for awards
3. Ensuring equity, diversity and inclusion (EDI) principles are incorporated into all aspects of the awards program
4. Aligning its work with any outcomes of ALA's Cross Functional Team that is looking at awards across ALA

Proposed Name, Charge & Tasks

- **Proposed name:** ACRL Awards Process Implementation Task Force

- **Proposed charge:**

Make specific, implementable recommendations for streamlining ACRL awards process including:

- Establish standardized process, fundraising protocols, and standard/consistent monetary awards structure across ACRL; create new corresponding guidelines or procedures as necessary
- Investigate feasibility of collapsing all awards into one new division awards committee, as well as other models that consolidate and centralize the process and provide a nimble structure that responds to member and professional needs and values, share pros and cons of different approaches and gather stakeholder feedback as appropriate
- Ensure equity, diversity and inclusion (EDI) principles are incorporated into all aspects of awards program, including research grants and scholarships, whether administered at the division or section level (Principles include, but are not limited to definitions of achievement, award eligibility criteria, award nomination processes, and award committee appointment processes)
- Ensure ACRL awards process aligns with ALA policies and awards procedures

- **Specific tasks (optional):**

-

Proposed Membership

- 1 Task Force Chair, Lori Goetsch

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- 2 Members who have recent past experience serving on ACRL Division Awards Committee Chairs
- 2 Members who have recent past experience serving ACRL Section Awards Committee Chairs
- A current or recent member from the Equity, Diversity and Inclusion Committee (EDI) Committee
- A current or recent member from the Publications Coordinating Committee
- Member from the previous Awards Task Force
- ACRL Staff Liaison
- ACRL Board Liaison

Timeline for completion of work

- **Date for verbal progress report and establishment of realistic timeline for the work:** LibLearnX 2023
- **Date interim report is due:** Annual Conference 2023
- **Date final report is due:** LibLearnX 2024

Stakeholders

ACRL Award Committees – were surveyed and consulted by the Awards Task Force, were invited to the April Board Meeting to discuss the future of the awards, and were invited to the 2 May Town Hall to further explicate the findings of the awards task force and welcomed their feedback.

ACRL Sections – were surveyed and consulted by the Awards Task Force. Section chairs were invited to the April Board meeting, as well as the 2 May Town Hall.

ACRL Members – members were welcomed to attend the board meetings, which were posted, as well as the 2 May Town Hall.

Fiscal and Staffing Impact

The awards program was taking an increasing amount of time of a dedicated staff person's duties, some 1/3 of his effort (with many years of experience with the awards). A large portion of this time was spent securing funding for the various awards, outside of those with dedicated funding, such as the awards that are endowed. This person left, which left no one able to assume the awards duties. We are in the process of hiring a person who can devote time to the awards but that individual cannot run the old awards program and liaise with the new task force as the TF looks at the recommendations for revisions to the awards.

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Action Recommended

That the ACRL Board of Directors approves the creation of the ACRL Awards Process Implementation Task Force.

Strategic Goal Area Supported

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

☐ **Value of Academic Libraries**

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

☐ **Student Learning**

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

☐ **Research and Scholarly Environment**

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

☐ **New Roles and Changing Landscapes**

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

☐ **Equity, Diversity & Inclusion**

Goal: TBD

☒ **Enabling Programs and Services**

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

Motion

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

Action Taken

☐ Motion Approved ☐ Motion Defeated ☐ Other: _____

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ACRL FY20 and FY21 Financial Narrative

Carolyn Henderson Allen
Budget & Finance Committee Chair

The ACRL Board of Directors, Budget and Finance Committee, the Executive Director, and ACRL staff carefully monitored and reviewed the 2019-2020 and 2020-2021 fiscal years. The two fiscal year budgets are combined in this report due to unforeseen delays affecting the timing of financial closing. The association remains fiscally sound with excellent stewardship and strategic realignments that ensure effective member services, engaging programs, and sustained initiatives. Typically, the ACRL Budget operates on a two-year cycle due to the ACRL Conference, which takes place in odd years, with deficits in even years and surpluses in the odd years. It is important to note that operating processes in academic institutions, associations, and businesses disrupted by furloughs, enrollment declines, and services, resulted in lost revenue globally due to the COVID-19 pandemic. Social justice concerns, lost jobs, and human loss took a toll on everyone, yet ACRL remained steadfast in providing quality services and programs throughout the pandemic. However, because early limitations on in-person gatherings led to severe disruptions, the in-person ACRL 2021 Conference, the RBMS conference, and RoadShows were held virtually; nevertheless, the member committees provided resoundingly excellent conference opportunities and effective programs for members.

The Fiscal Year 2020 performance

In FY 2020, ACRL ended 21% better than anticipated, with over \$190K better than budgeted. *Choice* also had a positive year with nearly \$70K better than budgeted.

The detailed information below explains why ACRL and Choice funding deviated from the norm for FY2020 and FY2021.

| ACRL TOTAL | FY20 Actual | FY20 Budget | Variance from Budget | FY18 Actual | Variance FY18 to FY20 |
|-----------------------------|-------------|-------------|----------------------|-------------|-----------------------|
| Beginning net asset balance | \$3,311,824 | \$3,311,824 | \$0 | \$4,687,947 | (\$1,376,123) |
| Revenues | \$1,639,469 | \$2,572,017 | (\$932,548) | \$2,691,183 | (\$1,051,714) |
| Expenses | \$2,370,052 | \$3,492,645 | (\$1,122,594) | \$3,423,870 | (\$1,053,818) |
| NET | (\$730,583) | (\$920,628) | \$190,045 | (\$732,687) | \$2,104 |
| Ending net asset balance | \$2,581,241 | \$2,391,196 | \$190,045 | \$3,430,260 | (\$849,019) |

| Choice TOTAL | FY20 Actual | FY20 Budget | Variance from Budget | FY19 Actual | Variance FY19 to FY20 |
|-----------------------------|-------------|-------------|----------------------|-------------|-----------------------|
| Beginning net asset balance | \$2,571,980 | \$2,571,980 | \$0 | \$2,926,294 | (\$354,314) |
| Revenues | \$2,485,767 | \$2,645,629 | (\$159,862) | \$2,520,863 | (\$35,096) |
| Expenses | \$2,425,753 | \$2,654,850 | (\$229,097) | \$2,698,854 | (\$273,101) |
| NET | \$60,014 | (\$9,221) | \$69,236 | (\$177,991) | \$238,005 |
| Ending net asset balance | \$2,631,994 | \$2,562,758 | \$69,236 | \$3,273,303 | (\$641,309) |

While ACRL total revenues declined about 36% (-\$932,548) overall, expenses also declined by about 32% (-\$1,122,594). The offsets and income revenue shifts occurred in education (cancellation of the RBMS Conference, licensed workshops), publications, and membership.

ACRL expenses within the same budget categories: approximately 72% (-\$529,888) in meetings and conference expenses, rentals, equipment, facilities, meals, etc. Likewise, transportation declined 68% (-\$95,366), and outside professional services such as bank fees and messenger services were reduced by 44% or (-\$118,199). Furloughs and retirement accounted for about 7% or (-\$117,602).

Choice's total budgeted revenue fell by about \$160,000. However, reductions in expenditures offset the losses and enabled a \$60,014 surplus, thus ending with a net balance of \$2,631,994. Subscription revenue was 5% below budget and about 3.5% below the prior year, realizing \$1,258,734.

Choice Expenses for FY20 dropped by \$207,939 before overhead and taxes amounting to about 9.1% of the budget. However, the overall net revenue was a positive \$60,014.

Details can be found in the supplemental charts.

The Fiscal Year 2021 performance

The FY2021 budget saw a \$786K net increase, about 343% better than the budget with an ending net asset balance of \$ 3,367,722. Expenses \$2,443,625, a reduction of \$1,769,863. These outstanding results are due to the high performance of the staff in the face of complex challenges, including furloughs, as mentioned above. They are to be congratulated for their perseverance and dedication to the association and its members.

ACRL revenue streams supporting education (conferences and workshops dropped 32% or - \$849,611, and publications (including Choice) declined by 1% or \$19,099. Memberships exceeded expectations by 33% at \$615,789. Total revenues for FY21 were 17% lower than budgeted equalling -\$659,817 in revenues below budget.

While membership remained a priority, the Budget and Finance Committee recommended that the Board of Directors rescind the dues increase proposed for FY21 for retired (\$1) and personal

members (\$2) as a symbolic gesture and compassion during the COVID19 pandemic. Membership dues are typically aligned with the Higher Education Price Index, which dropped from 2.5% to 1.9% in 2020. Student membership rates remain at \$5.00 for FY20 & FY21.

ACRL Expenses declined as expected, resulting in a reduction of 42% or \$1,768,863. In-person cancellation expenditures saw education expenses drop by 62% or -\$1,507,075, publications (with Choice) declined 14% or -\$441,112 and membership expenses declined 34% or -\$347,324 (travel, annual conference and other programs).

| ACRL TOTAL | FY21 Actual | FY21 Budget | Variance from Budget | FY19 Actual | Variance FY19 to FY21 |
|-----------------------------|-------------|-------------|----------------------|-------------|-----------------------|
| Beginning net asset balance | \$2,581,390 | \$2,581,390 | \$0 | \$3,430,260 | (\$848,870) |
| Revenues | \$3,229,958 | \$3,889,775 | (\$659,817) | \$5,115,731 | (\$1,885,773) |
| Expenses | \$2,443,625 | \$4,213,488 | (\$1,769,863) | \$5,234,168 | (\$2,790,543) |
| NET | \$786,333 | (\$323,713) | \$1,110,046 | (\$118,437) | \$904,770 |
| Ending net asset balance | \$3,367,722 | \$2,257,677 | \$1,110,045 | \$3,311,823 | \$55,900 |

| Choice TOTAL | FY21 Actual | FY21 Budget | Variance from Budget | FY20 Actual | Variance FY20 to FY21 |
|-----------------------------|-------------|-------------|----------------------|-------------|-----------------------|
| Beginning net asset balance | \$2,587,461 | \$2,587,461 | \$0 | \$2,571,980 | \$15,481 |
| Revenues | \$2,327,415 | \$2,382,519 | (\$55,104) | \$2,435,934 | (\$108,519) |
| Expenses | \$1,990,631 | \$2,370,053 | (\$379,423) | \$2,420,453 | (\$429,822) |
| NET | \$336,784 | \$12,465 | \$324,319 | \$15,481 | \$321,303 |
| Ending net asset balance | \$2,924,244 | \$2,599,926 | \$324,319 | \$2,587,461 | \$336,784 |

Choice completed the year \$324K better than expected, with a net operating income of \$336,784, totaling revenue of \$2,327,415 and expenses of only \$1,990,631. Of note, Choice received \$322,388 in funds from the Paycheck Protection Program, which resulted in a total net asset balance of \$2,924,244.

CHOICE revenues derive from subscriptions, royalties, and sponsored content. Revenues met the allocated budget but fell by 4% from the previous year. Although the goal was met, a consistent decline in subscription revenue of earlier years has led to overall revenue falling \$108,519 below last year. Advertising and sponsored content, however, exceeded budget.

Based on declining trends in the marketplace for print materials, *Choice* and *Choice Reviews* which made up about 88% of the advertising revenue, experienced similar declines. However, with a strategic pivot to support and provide webinars, podcasts, and producing white

papers, “sponsored content” had grown substantially, reaching \$597,000 in FY21 from a start of \$68,000 in FY13.

The 43 Webinar programs presented in FY21 grossed \$282,532 with 48,145 registrations and 24,063 attendees, about a 35% increase over FY20. White Paper sales generated \$48,000 in gross sales, 20% ahead of budget; podcasts, \$36,500, about 22% above budget, and newsletters and eblasts accounted for \$244,000, over 50% ahead of budget.

Advertising and sponsored content accounted for \$778,000, growing by 16% over the prior year.

Subscription revenue, derived from sales of *Choice Reviews*, *Choice Magazine*, *Reviews on Cards*, *Resources for College Libraries*, and *ccAdvisor*, declined substantially. In FY21, revenue was \$1,098,388, 10% below budget and 9% below the previous year.

The Future

Choice will continue to review its portfolio for adding new products and developing new collaborations for growth. The Budget and Finance Committee and the Board of Directors will continue to consider options for any recommended enhanced services and new and improved revenue streams that ensure financial stability.

The Budget and Finance Committee will continue to monitor the ACRL and Choice budgets, making recommendations to the Board of Directors for changes or enhancements.

The Board of Directors will review the Budget and Finance Working Group recommendations to enrich equity, diversity, and inclusion within the association.

Equity, diversity, and inclusion will become embedded in all aspects of the association's work.

The association will continually examine membership growth for successful and sustainable models that support cultural and economic changes.

Thank You

Mark Cummings, editor, and publisher of Choice retired in April 2022. Mark has been a vital contributor to the ACRL Budget and Finance Committee. He gently and eloquently expanded our publishing knowledge and made the many conundrums he faced daily seem easy. His contributions to the library profession have positively impacted thousands of librarians and library staff, and we are grateful for your leadership.

Mark, may you have many happy new beginnings.

| | A | B | C | D | E | F | G | H |
|----|-----------------------------------|--------------|--------------|---------------|-------------|--------------|---------------|------------|
| 1 | | FY20 | FY20 | \$ Variance | % Variance | FY18* | \$ Variance | % Variance |
| 2 | | Budget | Actual | From Budget | From Budget | Actual | From 2018 | From FY18 |
| 3 | Beginning Reserves | | | | | | | |
| 4 | Reserve Sept. 1: ACRL Operating | \$3,311,824 | \$3,311,824 | \$0 | 0% | \$4,687,947 | (\$1,376,123) | -29% |
| 5 | Reserve Sept. 1: ACRL LTIs | \$4,954,016 | \$4,954,016 | \$0 | 0% | \$4,180,025 | \$773,991 | 19% |
| 6 | Reserve Sept. 1: CHOICE Operating | \$2,571,980 | \$2,571,980 | \$0 | 0% | \$2,926,294 | (\$354,314) | -12% |
| 7 | Reserve Sept. 1: CHOICE LTI | \$538,536 | \$538,536 | \$0 | 0% | \$572,349 | (\$33,813) | -6% |
| 8 | Total | \$11,376,355 | \$11,376,355 | \$0 | 0% | \$12,366,615 | (\$990,260) | -8% |
| 9 | | | | | | | | |
| 10 | Revenues | | | | | | | |
| 11 | | | | | | | | |
| 12 | Membership | | | | | | | |
| 13 | Dues | \$611,284 | \$559,529 | (\$51,755) | -8% | \$609,906 | (\$50,378) | -8% |
| 14 | Standards, Licensing Fees | \$4,000 | \$204 | (\$3,796) | -95% | \$65,254 | (\$65,050) | 3188700% |
| 15 | Advisory | \$88,500 | \$73,975 | (\$14,525) | -16% | \$0 | \$73,975 | N/A |
| 16 | Awards | \$16,600 | \$13,036 | (\$3,564) | -21% | \$17,450 | (\$4,414) | -25% |
| 17 | Special Events | \$15,125 | \$12,300 | (\$2,825) | -19% | \$31,282 | (\$18,982) | -61% |
| 18 | Diversity Alliance & EDI | \$24,000 | \$14,000 | (\$10,000) | -42% | \$0 | \$14,000 | N/A |
| 19 | Project Outcome | \$0 | \$1,500 | \$1,500 | n/a | \$0 | \$1,500 | N/A |
| 20 | Subtotal | \$759,509 | \$674,544 | (\$84,965) | -11% | \$723,892 | (\$49,348) | -7% |
| 21 | | | | | | | | |
| 22 | Publications | | | | | | | |
| 23 | CHOICE | \$2,645,629 | \$2,485,767 | (\$159,862) | -6% | \$2,520,863 | (\$35,096) | -1% |
| 24 | C&RL | \$16,200 | \$18,981 | \$2,781 | 17% | \$14,758 | \$4,223 | 29% |
| 25 | C&RL News | \$564,657 | \$464,730 | (\$99,927) | -18% | \$569,964 | (\$105,233) | -18% |
| 26 | RBM | \$27,373 | \$27,365 | (\$8) | 0% | \$22,871 | \$4,493 | 20% |
| 27 | Nonperiodical Publications | \$379,380 | \$275,831 | (\$103,549) | -27% | \$388,475 | (\$112,644) | -29% |
| 28 | Library Statistics | \$157,809 | \$86,561 | (\$71,248) | -45% | \$116,797 | (\$30,236) | -26% |
| 29 | Subtotal | \$3,791,048 | \$3,359,235 | (\$431,813) | -11% | \$3,633,727 | (\$274,492) | -8% |
| 30 | | | | | | | | |
| 31 | Education | | | | | | | |
| 32 | Institutes & Liscensed Workshops | 365,624 | 39,305 | (326,319) | -89% | \$232,048 | (\$192,743) | -83% |
| 33 | ACRL Conference | (24,000) | (39,552) | (15,552) | 65% | \$36,635 | (\$76,187) | -208% |
| 34 | Preconferences & RBMS Conference | 218,895 | 7,160 | (211,735) | -97% | \$448,527 | (\$441,367) | -98% |
| 35 | Annual Conference & MW Programs | 16,000 | 500 | (15,500) | -97% | \$15,800 | (\$15,300) | -97% |
| 36 | Web-CE | 90,570 | 84,217 | (6,353) | -7% | \$121,416 | (\$37,199) | -31% |
| 37 | Subtotal | \$667,089 | \$91,630 | (\$575,459) | -86% | \$854,426 | (\$762,796) | -89% |
| 38 | | | | | | | | |
| 39 | Special Programs | | | | | | | |
| 40 | Friends of ACRL-Restricted | \$0 | \$8,206 | \$8,206 | n/a | (\$9,737) | \$17,943 | 184% |
| 41 | Friends of ACRL-Operating | \$0 | (\$173) | (\$173) | n/a | \$0 | (\$173) | N/A |
| 42 | | | | | | | | |
| 43 | Total Revenues | | | | | | | |
| 44 | Total Revenues ACRL | \$2,572,017 | \$1,639,469 | (\$932,548) | -36% | \$2,691,183 | (\$1,051,714) | -39% |
| 45 | Total Revenues CHOICE | \$2,645,629 | \$2,485,767 | (\$159,862) | -6% | \$2,520,863 | (\$35,096) | -1% |
| 46 | Total Revenues ACRL & Choice | \$5,217,646 | \$4,125,236 | (\$1,092,410) | -21% | \$5,212,046 | (\$1,086,810) | -21% |
| 47 | | | | | | | | |

| | A | B | C | D | E | F | G | H |
|----|---|--------------------|--------------------|----------------------|-------------|--------------------|----------------------|-------------|
| 1 | | FY20 | FY20 | \$ Variance | % Variance | FY18* | \$ Variance | % Variance |
| 2 | | Budget | Actual | From Budget | From Budget | Actual | From 2018 | From FY18 |
| 48 | Expenses | | | | | | | |
| 49 | | | | | | | | |
| 50 | Membership | | | | | | | |
| 51 | Membership Services | -\$45,922 | (\$30,473) | \$15,449 | -34% | \$200,336 | (\$230,809) | -115% |
| 52 | Exec. Cttee. & Board | \$223,581 | \$190,825 | (\$32,756) | -15% | \$212,181 | (\$21,355) | -10% |
| 53 | Advisory | \$80,276 | \$96,548 | \$16,273 | 20% | \$100,632 | (\$4,084) | -4% |
| 54 | Standards Distribution | \$3,283 | \$1,053 | (\$2,230) | -68% | \$15,293 | (\$14,240) | -93% |
| 55 | Awards | \$49,407 | \$41,038 | (\$8,369) | -17% | \$47,571 | (\$6,533) | -14% |
| 56 | Chapters | \$31,477 | \$17,287 | (\$14,190) | -45% | \$27,541 | (\$10,254) | -37% |
| 57 | Committees | \$156,633 | \$137,392 | (\$19,241) | -12% | \$153,752 | (\$16,360) | -11% |
| 58 | Sections | \$130,774 | \$130,178 | (\$596) | 0% | \$128,865 | \$1,313 | 1% |
| 59 | C&RL Over Revenue | \$40,746 | \$35,603 | (\$5,144) | -13% | \$38,594 | (\$2,991) | -8% |
| 60 | C&RL News Over Revenue | \$21,246 | \$47,606 | \$26,360 | 124% | \$0 | \$47,606 | N/A |
| 61 | Liaisons to Higher Ed. Organizations | \$60,773 | \$25,803 | (\$34,970) | -58% | \$43,951 | (\$18,149) | -41% |
| 62 | Special Events | \$14,498 | \$12,107 | (\$2,391) | -16% | \$36,513 | (\$24,406) | -67% |
| 63 | Information Literacy | \$10,603 | \$10,493 | (\$110) | -1% | \$37,333 | (\$26,840) | -72% |
| 64 | Scholarly Communications | \$142,290 | \$87,024 | (\$55,266) | -39% | \$119,856 | (\$32,832) | -27% |
| 65 | Value of Academic Libraries | \$101,018 | \$31,246 | (\$69,772) | -69% | \$167,758 | (\$136,513) | -81% |
| 66 | Government Relations | \$57,065 | \$35,495 | (\$21,570) | -38% | \$56,668 | (\$21,172) | -37% |
| 67 | Scholarships | \$43,000 | \$2,500 | (\$40,500) | -94% | \$40,845 | (\$38,345) | -94% |
| 68 | Annual Conference Programs | \$57,550 | \$26,389 | (\$31,162) | -54% | \$35,012 | (\$8,624) | -25% |
| 69 | New Roles & Changing Landscapes | \$19,483 | \$16,532 | (\$2,952) | -15% | \$13,896 | \$2,636 | 19% |
| 70 | Diversity Alliance & EDI | \$74,369 | \$15,152 | (\$59,218) | -80% | \$32,770 | (\$17,618) | -54% |
| 71 | Project Outcome | \$209,452 | \$194,456 | (\$14,996) | -7% | \$0 | \$194,456 | N/A |
| 72 | Subtotal | \$1,481,604 | \$1,124,254 | (\$357,349) | -24% | \$1,509,366 | (\$385,111) | -26% |
| 73 | | | | | | | | |
| 74 | Publications | | | | | | | |
| 75 | CHOICE | \$2,654,850 | \$2,425,753 | (\$229,097) | -9% | \$2,698,854 | (\$273,101) | -10% |
| 76 | C&RL | \$16,200 | \$18,981 | \$2,781 | 17% | \$14,758 | \$4,223 | 29% |
| 77 | C&RL News | \$564,657 | \$464,730 | (\$99,927) | -18% | \$487,139 | (\$22,408) | -5% |
| 78 | RBM | \$16,588 | \$22,066 | \$5,478 | 33% | \$21,400 | \$666 | 3% |
| 79 | Nonperiodical Publications | \$332,809 | \$262,137 | (\$70,671) | -21% | \$330,329 | (\$68,192) | -21% |
| 80 | Library Statistics | \$95,965 | \$59,202 | (\$36,763) | -38% | \$70,310 | (\$11,108) | -16% |
| 81 | Subtotal | \$3,681,069 | \$3,252,870 | (\$428,199) | -12% | \$3,622,790 | (\$369,920) | -10% |
| 82 | | | | | | | | |
| 83 | Education | | | | | | | |
| 84 | Institutes & Liscensed Workshops | \$346,147 | \$92,101 | (\$254,047) | -73% | \$222,813 | (\$130,712) | -59% |
| 85 | ACRL Conference | \$301,759 | \$155,844 | (\$145,914) | -48% | \$238,096 | (\$82,252) | -35% |
| 86 | Preconferences & RBMS Conference | \$201,176 | \$53,364 | (\$147,813) | -73% | \$388,225 | (\$334,861) | -86% |
| 87 | Web-CE | \$75,779 | \$59,841 | (\$15,939) | -21% | \$76,078 | (\$16,237) | -21% |
| 88 | Subtotal | \$924,861 | \$361,149 | (\$563,712) | -61% | \$925,211 | (\$564,062) | -61% |
| 89 | | | | | | | | |
| 90 | Special Programs | | | | | | | |
| 91 | Friends of ACRL-Restricted | \$0 | \$8,206 | \$8,206 | N/A | (\$9,737) | \$17,943 | 184% |
| 92 | Friends of ACRL-Operating | \$59,962 | \$57,532 | (\$2,429) | -4% | \$65,357 | (\$7,825) | N/A |
| 93 | Subtotal | \$59,962 | \$65,738 | \$5,777 | 10% | \$55,620 | \$10,118 | N/A |
| 94 | | | | | | | | |
| 95 | Total Expenses | | | | | | | |
| 96 | Total Expenses ACRL | \$3,492,645 | \$2,370,052 | (\$1,122,594) | -32% | \$3,423,870 | (\$1,053,818) | -31% |
| 97 | Total Expenses CHOICE | \$2,654,850 | \$2,425,753 | (\$229,097) | -9% | \$2,698,854 | (\$273,101) | -10% |
| 98 | Total Expenses ACRL & Choice | \$6,147,496 | \$4,795,806 | (\$1,351,690) | -22% | \$6,122,724 | (\$1,326,918) | -22% |
| 99 | | | | | | | | |

* = Column F includes FY18 actuals for ACRL to reflect two-year conference budget and FY19 actuals for Choice.

| | A | B | C | D | E | F | G | H | I |
|----|-----------------------------------|--------------|--------------|--------------|-------------|------------|--------------|---------------|------------|
| 1 | | FY21 | FY21 | FY21 | FY21 | FY21 | FY19* | FY19 | FY19 |
| 2 | | Budget | Q4 Budget | Q4 Actual | \$ Variance | % Variance | Q4 Actual | \$ Variance | % Variance |
| 3 | Beginning Reserves | | | | | | | | |
| 4 | Reserve Sept. 1: ACRL Operating | \$2,581,390 | \$2,581,390 | \$2,581,390 | \$0 | 0% | \$3,430,260 | (\$848,870) | -25% |
| 5 | Reserve Sept. 1: ACRL LTI | \$5,523,667 | \$5,523,667 | \$5,523,667 | \$0 | 0% | \$4,956,786 | \$566,881 | 11% |
| 6 | Reserve Sept. 1: CHOICE Operating | \$2,587,461 | \$2,587,461 | \$2,587,461 | \$0 | 0% | \$2,571,980 | \$15,481 | 1% |
| 7 | Reserve Sept. 1: CHOICE LTI | \$557,493 | \$557,493 | \$557,493 | \$0 | 0% | \$538,536 | \$18,957 | 4% |
| 8 | Total | \$11,250,010 | \$11,250,010 | \$11,250,010 | \$0 | 0% | \$11,497,562 | (\$247,551) | -2% |
| 9 | | | | | | | | | |
| 10 | Revenues | | | | | | | | |
| 11 | | | | | | | | | |
| 12 | Membership | | | | | | | | |
| 13 | Dues | \$354,335 | \$354,335 | \$521,102 | \$166,767 | 47% | \$598,848 | (\$77,746) | -13% |
| 14 | Standards, Licensing Fees | \$850 | \$850 | \$0 | (\$850) | -100% | \$48,571 | (\$48,571) | -100% |
| 15 | Advisory | \$42,500 | \$42,500 | \$43,000 | \$500 | 1% | \$33,490 | \$9,510 | 28% |
| 16 | Awards | \$19,600 | \$19,600 | \$15,900 | (\$3,700) | N/A | \$20,750 | (\$4,850) | -23% |
| 17 | Special Events | \$15,125 | \$15,125 | \$3,500 | (\$11,625) | -77% | \$34,887 | (\$31,387) | -90% |
| 18 | Equity, Diversity & Inclusion | \$27,090 | \$27,090 | \$28,000 | \$910 | 3% | \$29,930 | (\$1,930) | -6% |
| 19 | Project Outcome | \$2,500 | \$2,500 | \$4,288 | \$1,788 | 72% | \$37,250 | (\$32,963) | N/A |
| 20 | Subtotal | \$462,000 | \$462,000 | \$615,789 | \$153,789 | 33% | \$803,726 | (\$187,937) | -23% |
| 21 | | | | | | | | | |
| 22 | Publications | | | | | | | | |
| 23 | CHOICE | \$2,382,519 | \$2,382,519 | \$2,327,415 | (\$55,104) | -2% | \$2,435,934 | (\$108,519) | -4% |
| 24 | C&RL | \$15,700 | \$15,700 | \$13,630 | (\$2,070) | -13% | \$16,054 | (\$2,425) | -15% |
| 25 | C&RL News | \$360,932 | \$360,932 | \$423,458 | \$62,526 | 17% | \$613,958 | (\$190,500) | -31% |
| 26 | RBM | \$26,907 | \$26,907 | \$27,460 | \$553 | 2% | \$29,870 | (\$2,410) | -8% |
| 27 | Nonperiodical Publications | \$262,290 | \$262,290 | \$251,835 | (\$10,455) | -4% | \$338,897 | (\$87,062) | -26% |
| 28 | Library Statistics | \$120,397 | \$120,397 | \$105,847 | (\$14,550) | -12% | \$123,554 | (\$17,706) | -14% |
| 29 | Subtotal | \$3,168,745 | \$3,168,745 | \$3,149,645 | (\$19,099) | -1% | \$3,558,268 | (\$408,622) | -11% |
| 30 | | | | | | | | | |
| 31 | Education | | | | | | | | |
| 32 | Institutes & Liscensed Workshops | \$295,780 | \$295,780 | \$30,430 | (\$265,350) | -90% | \$299,065 | (\$268,635) | -90% |
| 33 | ACRL Conference | \$2,067,620 | \$2,067,620 | \$1,471,283 | (\$596,337) | -29% | \$2,549,663 | (\$1,078,381) | -42% |
| 34 | Preconferences & RBMS Conference | \$185,971 | \$185,971 | \$193,461 | \$7,490 | 4% | \$223,245 | (\$29,784) | -13% |
| 35 | Annual Conference & MW Programs | \$16,000 | \$16,000 | \$600 | (\$15,400) | -96% | \$14,000 | (\$13,400) | -96% |
| 36 | Web-CE | \$76,178 | \$76,178 | \$96,164 | \$19,986 | 26% | \$103,698 | (\$7,534) | -7% |
| 37 | Subtotal | \$2,641,549 | \$2,641,549 | \$1,791,938 | (\$849,611) | -32% | \$3,189,671 | (\$1,397,734) | -44% |
| 38 | | | | | | | | | |
| 39 | Special Programs | | | | | | | | |
| 40 | Friends of ACRL-Restricted | \$0 | \$0 | (\$15,670) | (\$15,670) | N/A | \$0 | (\$15,670) | N/A |
| 41 | Friends of ACRL-Operating | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| 42 | | | | | | | | | |
| 43 | Total Revenues | | | | | | | | |
| 44 | Total Revenues ACRL | \$3,889,775 | \$3,889,775 | \$3,229,958 | (\$659,817) | -17% | \$5,115,731 | (\$1,885,773) | -37% |
| 45 | Total Revenues CHOICE | \$2,382,519 | \$2,382,519 | \$2,327,415 | (\$55,104) | -2% | \$2,435,934 | (\$108,519) | -4% |
| 46 | Total Revenues ACRL & Choice | \$6,272,294 | \$6,272,294 | \$5,557,373 | (\$714,921) | -11% | \$7,551,665 | (\$1,994,293) | -26% |
| 47 | | | | | | | | | |

| | A | B | C | D | E | F | G | H | I |
|-----|--------------------------------------|-------------|-------------|-------------|---------------|------------|-------------|---------------|------------|
| 1 | | FY21 | FY21 | FY21 | FY21 | FY21 | FY19* | FY19 | FY19 |
| 2 | | Budget | Q4 Budget | Q4 Actual | \$ Variance | % Variance | Q4 Actual | \$ Variance | % Variance |
| 48 | Expenses | | | | | | | | |
| 49 | | | | | | | | | |
| 50 | Membership | | | | | | | | |
| 51 | Membership Services | \$28,130 | \$28,130 | \$70,174 | \$42,044 | 149% | \$49,671 | \$20,503 | 41% |
| 52 | Exec. Ctte. & Board | \$144,926 | \$144,926 | \$75,044 | (\$69,882) | -48% | \$232,282 | (\$157,237) | -68% |
| 53 | Advisory | \$52,844 | \$52,844 | \$51,954 | (\$890) | -2% | \$60,706 | (\$8,752) | -14% |
| 54 | Standards Distribution | \$3,753 | \$3,753 | \$348 | (\$3,405) | -91% | \$8,592 | (\$8,244) | -96% |
| 55 | Awards | \$48,160 | \$48,160 | \$37,628 | (\$10,532) | -22% | \$48,676 | (\$11,048) | -23% |
| 56 | Chapters | \$18,897 | \$18,897 | \$9,357 | (\$9,540) | -50% | \$18,636 | (\$9,279) | -50% |
| 57 | Committees | \$120,872 | \$120,872 | \$98,431 | (\$22,441) | -19% | \$134,130 | (\$35,699) | -27% |
| 58 | Sections | \$110,169 | \$110,169 | \$87,430 | (\$22,739) | -21% | \$117,292 | (\$29,862) | -25% |
| 59 | C&RL Over Revenue | \$0 | \$0 | \$33,082 | \$33,082 | N/A | \$32,209 | \$873 | 3% |
| 60 | C&RL News Over Revenue | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| 61 | Liaisons to Higher Ed. Organizations | \$28,838 | \$28,838 | \$16,621 | (\$12,217) | -42% | \$41,205 | (\$24,584) | -60% |
| 62 | Special Events | \$20,955 | \$20,955 | \$100 | (\$20,855) | -100% | \$40,849 | (\$40,750) | -100% |
| 63 | Information Literacy | \$8,076 | \$8,076 | \$21,927 | \$13,851 | 172% | \$44,503 | (\$22,576) | -51% |
| 64 | Scholarly Communications | \$77,871 | \$77,871 | \$23,924 | (\$53,947) | -69% | \$155,076 | (\$131,152) | -85% |
| 65 | Value of Academic Libraries | \$34,977 | \$34,977 | \$1,882 | (\$33,095) | -95% | \$57,851 | (\$55,969) | -97% |
| 66 | Government Relations | \$32,472 | \$32,472 | \$17,037 | (\$15,435) | -48% | \$42,629 | (\$25,592) | -60% |
| 67 | Scholarships | \$101,999 | \$101,999 | \$0 | (\$101,999) | N/A | \$82,580 | (\$82,580) | -100% |
| 68 | Annual Conference Programs | \$49,080 | \$49,080 | \$6,105 | (\$42,975) | N/A | \$41,123 | (\$35,018) | -85% |
| 69 | New Roles & Changing Landscapes | \$7,731 | \$7,731 | \$15,611 | \$7,880 | 102% | \$42,920 | (\$27,309) | -64% |
| 70 | Equity, Diversity & Inclusion | \$55,578 | \$55,578 | \$27,019 | (\$28,559) | -51% | \$7,236 | \$19,783 | 273% |
| 71 | Project Outcome | \$73,437 | \$73,437 | \$77,764 | \$4,327 | 6% | \$247,565 | (\$169,801) | -69% |
| 72 | Subtotal | \$1,018,765 | \$1,018,765 | \$671,441 | (\$347,324) | -34% | \$1,505,733 | (\$834,292) | -55% |
| 73 | | | | | | | | | |
| 74 | Publications | | | | | | | | |
| 75 | CHOICE | \$2,370,053 | \$2,370,053 | \$1,990,631 | (\$379,423) | -16% | \$2,420,453 | (\$429,822) | -18% |
| 76 | C&RL | \$51,231 | \$51,231 | \$13,630 | (\$37,601) | -73% | \$16,054 | (\$2,425) | -15% |
| 77 | C&RL News | \$499,187 | \$499,187 | \$411,652 | (\$87,535) | -18% | \$550,606 | (\$138,953) | -25% |
| 78 | RBM | \$19,579 | \$19,579 | \$18,017 | (\$1,562) | -8% | \$19,622 | (\$1,605) | -8% |
| 79 | Nonperiodical Publications | \$236,141 | \$236,141 | \$255,133 | \$18,992 | 8% | \$223,970 | \$31,162 | 14% |
| 80 | Library Statistics | \$80,383 | \$80,383 | \$126,401 | \$46,018 | 57% | \$147,932 | (\$21,532) | -15% |
| 81 | Subtotal | \$3,256,574 | \$3,256,574 | \$2,815,463 | (\$441,112) | -14% | \$3,378,637 | (\$563,174) | -17% |
| 82 | | | | | | | | | |
| 83 | Education | | | | | | | | |
| 84 | Institutes & Liscensed Workshops | \$303,138 | \$303,138 | \$43,321 | (\$259,817) | -86% | \$293,394 | (\$250,073) | -85% |
| 85 | ACRL Conference | \$1,908,030 | \$1,908,030 | \$737,177 | (\$1,170,853) | -61% | \$2,093,753 | (\$1,356,576) | -65% |
| 86 | RBMS Conference & Preconferences | \$173,716 | \$173,716 | \$94,223 | (\$79,493) | -46% | \$203,473 | (\$109,250) | -54% |
| 87 | Web-CE | \$54,583 | \$54,583 | \$57,671 | \$3,088 | 6% | \$49,631 | \$8,040 | 16% |
| 88 | Subtotal | \$2,439,467 | \$2,439,467 | \$932,392 | (\$1,507,075) | -62% | \$2,640,251 | (\$1,707,859) | -65% |
| 89 | | | | | | | | | |
| 90 | Special Programs | | | | | | | | |
| 91 | Friends of ACRL-Restricted | \$0 | \$0 | (\$15,670) | (\$15,670) | N/A | \$67,820 | (\$83,490) | N/A |
| 92 | Friends of ACRL-Operating | \$127,359 | \$127,359 | \$14,960 | (\$112,399) | -88% | \$129,998 | (\$115,038) | N/A |
| 93 | Subtotal | \$127,359 | \$127,359 | (\$710) | (\$128,069) | -101% | \$197,818 | (\$198,528) | N/A |
| 94 | | | | | | | | | |
| 95 | Unallocated Admin Expenses | (\$258,599) | (\$258,624) | \$0 | \$258,624 | -100% | \$0 | \$0 | N/A |
| 96 | | | | | | | | | |
| 97 | Total Expenses | | | | | | | | |
| 98 | Total Expenses ACRL | \$4,213,488 | \$4,213,488 | \$2,443,625 | (\$1,769,863) | -42% | \$5,234,168 | (\$2,790,543) | -53% |
| 99 | Total Expenses CHOICE | \$2,370,053 | \$2,370,053 | \$1,990,631 | (\$379,423) | -16% | \$2,420,453 | (\$429,822) | -18% |
| 100 | Total Expenses ACRL & Choice | \$6,583,541 | \$6,583,541 | \$4,434,256 | (\$2,149,285) | -33% | \$7,654,621 | (\$3,220,365) | -42% |

| | A | B | C | D | E | F | G | H | I |
|-----|--|---------------------|---------------------|---------------------|--------------------|---------------|---------------------|--------------------|----------------|
| 1 | | FY21 | FY21 | FY21 | FY21 | FY21 | FY19* | FY19 | FY19 |
| 2 | | Budget | Q4 Budget | Q4 Actual | \$ Variance | % Variance | Q4 Actual | \$ Variance | % Variance |
| 101 | | | | | | | | | |
| 102 | Nets | | | | | | | | |
| 103 | Total Net ACRL | (\$323,713) | (\$323,713) | \$786,332 | \$1,110,045 | 343% | (\$118,437) | \$904,770 | 764% |
| 104 | Total Net Choice | \$12,465 | \$12,465 | \$336,784 | \$324,319 | -2602% | \$15,481 | \$321,303 | -2075% |
| 105 | | | | | | | | | |
| 106 | Membership Net | (\$556,765) | (\$556,765) | (\$55,651) | \$501,114 | 90% | (\$702,007) | \$646,356 | -92% |
| 107 | Publications Net (without Choice) | (\$100,295) | (\$100,295) | (\$2,601) | \$97,694 | -97% | \$164,150 | (\$166,751) | -102% |
| 108 | Education Net | \$202,082 | \$202,082 | \$859,545 | \$657,463 | -325% | \$549,420 | \$310,126 | 56% |
| 109 | | | | | | | | | |
| 110 | Operating Transfers | | | | | | | | |
| 111 | ACRL | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| 112 | Choice | \$0 | \$0 | \$0 | \$0 | N/A | \$0 | \$0 | N/A |
| 113 | | | | | | | | | |
| 114 | LTI Transfers, Gains, Losses | | | | | | | | |
| 115 | ACRL | (\$81,374) | (\$81,374) | \$1,244,718 | \$1,326,092 | -1630% | (\$2,770) | \$1,247,488 | -45036% |
| 116 | Choice | \$51,797 | \$51,797 | \$63,565 | \$11,768 | 23% | \$18,957 | \$44,609 | 235% |
| 117 | | | | | | | | | |
| 118 | Ending Reserves | | | | | | | | |
| 119 | ACRL Mandated Operating Reserve | \$990,533 | \$990,533 | \$990,533 | \$0 | 0% | \$989,273 | \$1,260 | 0% |
| 120 | Reserve Aug 31: ACRL Operating | \$2,257,677 | \$2,257,677 | \$3,367,722 | \$1,110,045 | 49% | \$3,311,823 | \$55,900 | 2% |
| 121 | Reserve Aug 31: ACRL LTI | \$5,442,293 | \$5,442,293 | \$6,768,385 | \$1,326,092 | 24% | \$4,954,016 | \$1,814,369 | 37% |
| 122 | Reserve Aug 31: CHOICE Operating | \$2,599,926 | \$2,599,926 | \$2,924,244 | \$324,319 | 12% | \$2,587,461 | \$336,784 | 13% |
| 123 | Reserve Aug 31: CHOICE LTI | \$609,290 | \$609,290 | \$621,058 | \$11,768 | 2% | \$557,493 | \$63,566 | 11% |
| 124 | Total | \$10,909,185 | \$10,909,185 | \$13,681,410 | \$2,772,225 | 25% | \$12,400,066 | \$1,281,344 | 10% |
| 125 | | | | | | | | | |
| 126 | * = Column G includes FY19 actuals for ACRL to reflect two-year conference budget and FY20 actuals for Choice. | | | | | | | | |

Choice Performance Comments FY22 Q2

Choice's overall financial performance through January of FY22 remains ahead of budget, with net operating income of \$165,049 on revenues of \$996,465 and expenses of \$831,416. Advertiser interest in sponsored content programs and better than expected performance in subscriptions has helped us exceed revenue projections by \$173K. Through careful management of expenses and some staff retirements in Q1 Choice is \$181K better than budget on spending. We received \$153K in Paycheck Protection Program (PPP) money in FY22. Removing the PPP allocations from our operating budget (putting it "below the line") reveals that Choice is 12K better than budget. Choice fully expects to meet revenue and expense projections for the remainder of FY22.

| Jan-22 | | | | | | | | |
|--------------------------------|---------------|------------|------------|-----------|----------|-----------|-----------|----------|
| CHOICE 404 | Budget (Year) | Budget YTD | Actual YTD | Var | % Budget | Prior YTD | Var | % Prior |
| Beginning Net Assets | | | 2,924,245 | | | 2,571,980 | 352,265 | 13.70% |
| TOTAL REVENUES | 2,246,444 | 823,343 | 996,465 | 173,122 | 21.0% | 1,120,610 | (124,145) | -11.08% |
| Total Expenses before OH/Taxes | 2,142,494 | 895,144 | 687,682 | 207,461 | 23.2% | 802,816 | 802,816 | 100.00% |
| Contribution Margin | 103,950 | (71,801) | 308,783 | 380,583 | -530.1% | 317,794 | (9,011) | -2.84% |
| Overhead | 297,655 | 110,879 | 132,058 | (21,179) | -19.1% | 83,177 | (48,881) | -58.77% |
| Allocations (575 Main St) | 16,240 | 6,767 | 11,676 | (4,910) | -72.6% | 6,321 | (5,355) | -84.72% |
| Tax | 0 | 0 | 0 | 0 | | 0 | 0 | |
| TOTAL EXPENSES | 2,456,389 | 1,012,789 | 831,416 | 181,372 | 17.9% | 892,314 | 60,897 | 6.82% |
| Net Revenue/(Expense) from Ops | (209,945) | (189,446) | 165,049 | 354,494 | 187.1% | 228,296 | (63,248) | 27.70% |
| PPP allocation (5005) | 0 | 0 | (153,043) | (153,043) | | 322,388 | (475,431) | -147.47% |
| CCA writedown | | | | | | | | |
| Net Revenue/(Expense) | (209,945) | (189,446) | 12,006 | 201,451 | -106.3% | 550,684 | (538,679) | -97.82% |
| Ending Net Asset Balance | | | 2,936,251 | 2,936,251 | #DIV/0! | 3,122,664 | (186,413) | -5.97% |

SUBSCRIPTIONS

Subscriptions to Choice's print products—*Choice* magazine, and *Reviews on Cards*—are \$33K better than budget while *Choice Reviews* is close to budget. We are no longer accepting renewals for *ccAdvisor* in anticipation of sunseting this product by the end of 2022. *Resources for College Libraries* subscription revenue outperformed budget by \$15K.

ROYALTIES

Licensing (royalty) income is ahead of budget, due to timing. We negotiated a two-year extension of our agreement with ProQuest's ebook platform and we expect to meet our revenue goal of \$455K for FY22.

ADVERTISING AND SPONSORED CONTENT

Choice magazine and Choice Reviews advertising revenue track close to budget while sponsored content is behind budget. Overall, advertising revenue, driven by webinars, is \$60K better than budget. This is \$86K less than FY22, but there is still ample time in the year to close this gap.

EXPENSES

On the expense side, we are \$225K better than budget—\$153K of that PPP allocations. Our Outside Services expenses, which includes copy editing, are on budget, but we expect this cost to rise (and payroll to fall) over the course of FY22. Our copy editor retired in December and we plan on relying more on our freelance copy editor for the foreseeable future.

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Board of Directors and Budget & Finance Committee Discussion Form

To: ACRL Board of Directors, ACRL Budget & Finance Committee

Subject: Development Discussion

Submitted by: Jay Malone, ACRL Executive Director

Date submitted: 10 June 2022

Background

With the upcoming 150th anniversary of the founding of ALA, I would like to gather your thoughts as we strive to increase contributions to ACRL. I believe that ALA will be using the occasion of the anniversary for some ambitious goals, and I would like to try and tap into that energy. I'm not sure if ALA has yet identified a fund-raising target but as they do, I would like to begin a discussion of a goal for ACRL for 2026. Many of you have in-depth experience with development and can offer valuable advice. Although many organizations use anniversaries to raise funds, few people give simply because of such milestones, and I recognize that many of our members have ambivalent feelings towards ALA, but I believe we may be able to tap into a powerful zeitgeist for 2026. Not only will ALA be celebrating 150 years, it will be the 250th anniversary of the establishment of the United States, so the public mood will be more historically oriented than in a typical year. More importantly, the year 1876 marked a watershed in American history with the contested presidential contest between Democrat Samuel J. Tilden and Republican Rutherford B. Hayes. The compromise, that Democrats would recognize Hayes if federal troops were removed from the South, effectively ended Congressional Reconstruction, and marked a dark chapter in our country's history as those who had been enslaved were subjected to terror upon terror. In anticipation of this anniversary, we could position ALA and ACRL as beacons of hope that have resisted, albeit imperfectly, the darker impulses of our democratic society.

As we begin the discussion, it may be helpful to understand what our current development scheme looks like:

ALA Development Office History:

Staff: Tracie Hall, Director; Anne Manly, Assistant Director, Corporate and Foundation Relations; Alice Burton, Communications Assoc; Remigio Torres, Operations Associate.

Development at ALA has been spotty in the past. Sheila O'Donnell was the director of development from March 2018 to Feb 2020 and left just a few weeks before Tracie and the pandemic arrived. Tracie has done significant work with fundraising and these efforts are a major point of her pivot plan to create other revenue streams. Anne Manly, who is trained as an attorney, joined the office 3 years ago and has been trying to run it short staffed. Anne told me shortly after I began this past September that they would soon start a search for a new director of advancement and hoped to have someone in place in

Pease send completed Discussion Forms to ACRL Program Manager for Strategic Initiatives Allison Payne at apayne@ala.org. Board document deadlines are posted on [ALA Connect](#). See [Chapter 2: Board of Directors and Executive Committee](#) for policies and procedures.

March or April. That was later revised to July or August but the latest information, as of 7 June 2022, is that ALA has hired a consulting group to evaluate development needs, including what skill set to look for in the Director of Advancement. This assessment will start the week of 6 June 2022 and it is unlikely that we'll see a new Director in FY22. A systematic analysis by a consultant is probably a good move because development at ALA, from software to information, requires some work, and we can be sure to make our voice heard with this evaluation.

State of the Development Play at ALA:

Anne is leading the ALA Grants and External Relationships cross functional team, on which I also serve, and there is some hope that this CFT will help synthesize and coordinate information across ALA. But there are challenges, particularly with software. ALA uses iMIS, a cloud-based system, for membership and for development, but I am told that the package we purchased was not intended for development and that it does not allow us to record contacts with donors, which is problematic. Some units use Salesforce for development, but Anne is not sure if this will continue.

Even with these challenges, ALA has had some success. The office was charged to raise \$2.5M in FY21 and raised \$3.8M. Much of this has been through corporations and foundations, some of it pass-through grants, but the real weakness is with individual donations. Here are some suggestions from Anne for approaching individuals:

1. We could do better with donor advised funds,
2. The messaging ALA sends out is politically progressive, and we should remain aware of the conservative values of some of our members,
3. ALA has significant resources in various regions and these can be used not only to raise money but also to increase membership (I need clarification from Anne about these resources),
4. We need better prospecting (some donation software provides this, down to the neighborhood) and we need more people willing to ask for money,
5. We need better software, from Web site to donor software. Unfortunately, ALA's online donation system has many foibles as was evident toward the end of last year when some donations were not properly recorded and some were lost. That must be fixed.

The Development Office would like there to be a library of grants that we've received and a ready record of activities across ALA so that, for example, we could send a proposal to a pharmaceutical company that works with HIV and show them our work in this area.

In my early conversations with Anne, she said that one of Tracie's goals was to improve ALA's GuideStar rating. Tracie had been approached by a potential donor who told her that ALA needed to raise that rating (which was at Silver) before they would consider giving. GuideStar, like Charity Navigator, provides donors information on 1000s of non profits. These ratings (no rating, Bronze, Silver, Gold, Platinum) are based on the amount of information that organizations share with GuideStar, with increased transparency reflecting a higher rating. GuideStar provides a wide swath of information, from 990s, to mission impact, to board development processes, and much more. Anne and I met several times and were able to achieve a Gold rating in February and then a Platinum rating in April: [American Library Association - GuideStar Profile](#). This probably required about 6 hours of my time and gave me a chance to become more familiar with ALA as a whole. Tracie has mentioned this Platinum rating several times to the ALA Board, and it is seen as an important piece in the puzzle of ALA's development efforts.

Divisions and Fundraising:

Traditionally, ALA has allowed divisions to lead their own fundraising, and ACRL is seen as the unit that knows how to fundraise. Former ACRL Executive Director Mary Ellen Davis did much to foster prospects and ACRL Associate Director Mary Jane Petrowski has been excellent in helping us identify donors and nurture relationships. We are also fortunate that we are not too many years removed from our 75th anniversary and some of the data gathered in that effort will still be valuable. ACRL employs many proven tactics to enhance donor relations: we phone donors to thank them (a practice shared by the ACRL Executive Director and by ACRL board members); we actively engage in Giving Tuesday each November; we organize in-person gatherings (when not in pandemic) to thank donors; and we provide testimonials as to why people should give. Our board gives at a high rate and this is important because some donors will ask what percentage of the board has given to the Association. (The answer, preferably, is 100%, and there is no expectation as to the amount (and let me emphasize that we deeply value every board member's time, and see that time as a priceless gift)).

For FY22, from September 1, 2021 – May 18, 2022, we raised \$20,566 from 187 donors. As of May 18, 2022, the Friends of ACRL fund balances were: \$39,583 (Advancement Fund), \$57,395 (ACRL Conference Scholarship Fund), and \$16,296 (RBMS Scholarship Fund).

As you know, the optimal gifts are those that come without restrictions, but they can be the most difficult to secure.

One strategy to avoid restrictions is to endow current positions and activities, which will effectively free up money for other work. I am working with ALA to explore the endowment of various positions. We could also seek donors for activities in which we already engage and operate at a loss, such as [Benchmark](#) (aka Academic Library Trends and Statistics). To offset the approximately \$95K net expense with Benchmark, we would need a gift of \$2,375,000. In research for the 75th anniversary, major donors were asked to rank 6 different possible categories for gifts, and the category receiving the highest interest was “endowment fund,” but we must be prepared to tell donors who choose to endow something that is already in place how we will use the money that is subsequently saved. I have been assured by Tracie that any money that we free up with endowed positions or activities would be used by ACRL.

Questions for the Board and Committee to Discuss

1. Should we devote effort to endowing positions within ACRL? If so, should we focus on corporations, foundations, and/or individuals?
2. Should we devote effort to endowing activities in ACRL? If so, should we focus on corporations, foundations, and/or individuals?
3. If we believe that we should actively fundraise for 2026, what steps do we need to take to prepare for a successful campaign? For example, form a Development Advisory Board.

Stakeholders

I will include the Budget and Finance Committee in this discussion, which is preliminary. I am also approaching major donors to ACRL.

Strategic Goal Area Supported

[Select the goal area that will be affected most by this action.]

X ☐ Value of Academic Libraries

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

X ☐ Student Learning

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

X ☐ Research and Scholarly Environment

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

X ☐ New Roles and Changing Landscapes

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

X ☐ Equity, Diversity & Inclusion

Goal: TBD

X ☐ Enabling Programs and Services

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

ACRL Active Task Force Status Report

| Task Force | Charge | Leadership | Timeline | Status Notes |
|--|--|--|--|---|
| ACRL/ALA/ARL IPEDS Task Force | Charge: To continue efforts to bring the Integrated Postsecondary Education Data System (IPEDS) Academic Libraries Component up to date and in line with current library practices. To make recommendations regarding definitional issues and responses to questions raised by the academic library community in the 2020 and 2021 survey cycles; to develop definitions for and refine instructions regarding shared collections, and institutional repositories; to work with the IPEDS director for the Academic Library Component and the Bureau of Labor Statistics to modify job categories for academic librarians; to publicize changes to the IPEDS Academic Library Component to the academic library community on a regular basis. | <p>Co-chairs: Adrian Ho & Erik Mitchell by ARL. See https://www.ala.org/acrl/aboutacrl/directoryofleadership/taskforces/tfs/acr-tfipeds</p> <p>Board Liaison: n/a</p> <p>Staff Liaison: Mary Jane Petrowski</p> | <p>AC 2022: Final report due.</p> <p>AC 2021: Interim report due. [Report not submitted and TF needs to be extended by the board for another 2 years at AC222.</p> <p>October 2019: Board approved Task Force extension and new charge/timeline.</p> <p>Fall 2017 Initial Task Force established</p> | <p>May 2022: The Task Force met to discuss various changes recommended by respondents to the 2021 survey. The IPEDS ALC director was not able to attend the May meeting and a follow-up meeting has been scheduled for May 27. The ACRL Associate Director has been invited to meet with Marisa Pelczar and Matt Birnbaum from the IMLS Office of Research and Evaluation on June 23 to discuss migration of the ALC to IMLS. The Task Force is up for renewal in June 2022 and a Board Action Form has been submitted.</p> <p>February 2022: The Task Force received update on IPEDS changing approach for OMB packages, moving to annual cycle; following decision w/survey home; may result in one year delay (2023) of adding a new item on shared collections to the ALC. The Task Force will be requesting another extension through 2024.</p> <p>October 2021: Robert Dugan stepped down as the ACRL co-chair and Adrian Ho accepted an appointment to serve as co-chair through June 2022.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>September 2021: Martha Kyrillidou shared her final (confidential) draft of the report for IMLS outlining three scenarios for the future of the IPEDS AL Component.</p> <p>The Task Force will review the IPEDS help desk logs prior to the next meeting to see what, if any, changes are needed to the IPEDS instructions.</p> <p>Waiting to hear from the AL Component Director as to when the new question on shared collections will be included in survey.</p> <p>June 2021: Martha Kyrillidou briefed the Task Force on her draft report to IMLS which is planning to issue a request for comment in the Federal Register for the issues explored in the sustainability study underway exploring the transfer of the AL Component from NCES to IMLS. QualityMetrics will update the Advisory group on the latest drafts of the sustainability study and ensure the TF is aware of the request for comment when it is issued in the Federal Register. The TF was asked to mobilize their personal networks to provide comments (comment period will be open for 30 days). IMLS and</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|--|
| | | | | <p>QualityMetrics expressed appreciation for the group's efforts and advice on the important issue as to whether IMLS can sustain the ALS data collection in future years.</p> <p>May 2021: The Task Force learned that IPEDS is looking to shift responsibility for the Academic Library Component to IMLS. IMLS engaged QualityMetrics (Martha Kyrillidou and Emily Gudhe) to assess the feasibility of adopting the Academic Libraries Survey (ALS) and meetings are being set up with the Task Force to discuss ramifications and issues connected with such a shift.</p> <p>January 2021: Task Force worked from July - December 2020 to develop a new question for shared collections. Once approved, this question will be included in the 2021 NCES IPEDS ALC.</p> <p>June 2, 2020: Task Force finalized revisions to staffing counts to include vacant short-term and vacant temporary positions.</p> <p>April 22, 2020: Task Force met and approved new guidance for usage using COUNTER 5. Since that meeting the Task Force has developed a new FAQ response for how to count vacant</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|--|
| | | | | <p>short-term or temporary positions. The group is now working to develop new questions and definitions for shared collections to be completed by November 30, 2020.</p> <p>March 10, 2020: Task Force met and reviewed the timeline, scope of work, and has identified working groups for shared collections, staffing, COUNTER 5 questions.</p> <p>November 2019: Appointments completed.</p> <p>Fall 2019: Appointments underway.</p> <p>Annual 2019: final report submitted to Board.</p> <p>April 2019: Task Force prepared a press release that will be issued on April 23, 2019, to alert the field that the US Department of Education seeks comments on IPEDS changes by May 20, 2019.</p> <p>December 2018: Task Force shared draft of 2020 Academic Library Component with interested stakeholders for feedback by end of the year.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>Fall Board Meeting 2018: interim report submitted.</p> <p>Fall 2018: One task force member resigned, and an appointment offer has been extended to the chair of the ACRL Academic Library Trends & Statistics Survey Editorial Board.</p> <p>Summer 2018: The Task Force met on June 12, 2018 to discuss progress today. They will be working to finalize two new definitions by August 1, 2018. The definitions for shared collections and e-serials will be incorporated into the 2020 IPEDS Academic Library Component along with improved counts for professional staffing.</p> <p>The Task Force will be submitting to the Board a request in the fall to extend the task force through July 2019.</p> <p>The Task Force completed edits to the 2017 survey instruction on May 16, 2017. Christopher Cody will recommend to NCES that these changes be incorporated into the 2017 IPEDS Academic Library Component.</p> <p>Spring 2017: The co-chairs and staff liaisons held two conference calls,</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|--|
| | | | | <p>including one on March 28, 2017 with Chris Cody, IPEDS Academic Library Component director to refine scope of work. Reports from the ACRL 2016 survey and IPEDS surveys have been compiled to identify issues.</p> <p>Fall 2017: At the 2017 Fall Meeting, the Board approved the establishment of the ACRL/ALA/ARL IPEDS Task Force, to formalize the existing working group.</p> |

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|---|--|--|--|---|
| <p>ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force</p> | <ul style="list-style-type: none"> • Scanning the environment, including review of relevant documents (e.g., ACRL Diversity Standards: Cultural Competency for Academic Libraries) to identify literature and similar statements and frameworks related to racial equity; • Drafting the framework; • Seeking comment from stakeholders and the library community on the draft, and revising as needed. | <p>Co-conveners: Jennifer Garrett (through May 2021), Marcela Y. Isuster (current)</p> <p>Facilitators: Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion; Assistant Director of Libraries, SC Governors School for the Arts and Humanities (May 2021-Present).</p> <p>Katherine Skinner, Executive Director, Educopia Institute (February 2020 to January 2021)</p> <p>Current staff liaisons: Allison Payne, ACRL; Kristin Lahurd, ODLOS; Nellie Barrett, PLA; DeLa Dos, ARL.</p> | <p>June 2022 Late Summer 2021: Final draft of document and final status report to ACRL Board.</p> <p>January 2022 Spring 2021: Draft shared and request for comments</p> | <p>Annual 2022: The final framework has been submitted to the four organizations for their review and approval process. Pending the outcome, the document could be approved by the end of July 2022.</p> <p>March 2022: The public comment period closed for the first draft and a working group is reviewing the feedback. The task force is on-track to have the four organizations review in June 2022, but this could change if significant changes are needed.</p> <p>February 2022: Two public forums (Feb 16 for all libraries and Feb 23 for public libraries) will be held during the request for comment period.</p> <p>January 19, 2022: A coordinated marketing push will launch to publicize the start of the six-week comment period. In addition to the four organizations' typical audiences, effort will be made to solicit feedback from stakeholders, such as rural libraries.</p> <p>December 2021: draft Framework finalized. All four orgs will work together for a coordinated announcement for a public comment period in January 2022. The task force</p> |
|---|--|--|--|---|

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|---|----------|---|
| | | Former staff liaisons: Scott Allen, PLA; Gwendolyn Prellwitz, ODLIS; Mark A. Puente, ARL; Gary Roebuck, ARL. | | <p>plans to host two synchronous virtual forums.</p> <p>Fall 2021: The task force is finalizing a first Framework draft. The task force is working with the staff liaisons to launch a three-week request for comments, which will include asynchronous feedback through CommentPress and two live open forums. The request for comments will be shared widely with the four organizations' networks. The expected launch date is by December 2021 (delayed to January 2022).</p> <p>Annual 2021: Task Force leaders will present Cultural Proficiencies for Racial Equity Framework: An Update on June 27, 2021, 10:30 AM – 11:30 AM CT.</p> <p>May 2021: Framework Development Working Group formed to draft the document in consultation with the full task force. Working group is holding weekly meetings. Christina Fuller-Gregory, Co-chair, PLA Task Force on Equity, Diversity and Inclusion, is facilitating the Working Group. The full task convenes once per month.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>Nov 2020-Jan 2021: Three work sessions facilitated by Katherine Skinner were held to identify the goals of the Framework.</p> <p>Fall 2020: Survey Working Group may distribute a survey widely to stakeholders of four organizations.</p> <p>November 9, 2020: First of three work sessions (facilitated by Katherine Skinner) planned. Other two work sessions will most likely be scheduled in early 2021.</p> <p>October 2020: ACRL Standards Committee rep reached out to co-chairs to check-in regarding ACRL Standards process.</p> <p>Summer 2020: Full task force meetings. Working groups formed: Data and Competencies; Glossary; and Survey.</p> <p>May 2020: Task Force roster announced (press release).</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|----------------------------------|--------|---|----------|---|
| New Awards Task Force (2022-TBD) | TBD | Chair: Board Liaison: TBA Staff Liaison: | TBD | <p>April 25, 2022: Awards Town Hall held for awards stakeholders.</p> <p>Spring Board Meeting 2022: The Board approved a continued pause of ACRL's current award program for the length of time it takes to fully consider and implement the Award Task Force recommendations.</p> <p>LibLearnX 2022: The ACRL Board approved the previous Awards Task Force's thirteen recommendations, which included the creation of a new awards task force.</p> |

| | | | | |
|--------------------------------------|---|---|---|---|
| Diversity Alliance Task Force | <p>Oversee the Diversity Alliance, serve as champions of the program, build relationships and investigate partnerships with appropriate ACRL and ALA groups, and propose future directions, including governance, to the ACRL Board of Directors.</p> | <p>Chair: José A. Aguiñaga, Annie Belanger</p> <p>Board liaison: April Cunningham</p> <p>Staff liaison: Robert Jay Malone, Allison Payne</p> | <p>June 2022: final report due</p> <p>January 2022: second interim report due</p> <p>January 2021: interim report submitted</p> <p>Summer 2020: Task Force terms end on June 30, 2020, and a newly appointed task force will start July 1, 2020.</p> <p>Spring 2020: Board action for recommendations on next steps.</p> <p>Annual 2016: Task Force established. Extended through AC 2020</p> | <p>Annual 2022: Final recommendations and documents submitted for Board review.</p> <p>Spring Board Meeting: The task force submitted documents for the Board to give feedback on proposed membership levels.</p> <p>February & March 2022: The task force is planning a few webinars for those interested in residencies to take place February – March.</p> <p>December 2021: The task force is working to develop tiered membership categories to include institutions that are not ready to commit to a full residency program.</p> <p>Fall 2021: The Task Force has been meeting monthly and working groups have also been meeting regularly to develop materials and make program recommendations. The task force is on-track to submit its final report on time in June 2022.</p> <p>February-June 2021: work is underway and the task force is meeting regularly.</p> |
|--------------------------------------|---|---|---|---|

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>Midwinter 2021: Co-chairs met with the Board for clarification on charge and prioritization of projects.</p> <p>Dec 2020/Jan 2021: Task Force has met regularly.</p> <p>October/November 2020: Task Force virtual meeting.</p> <p>September 2020: Roster completed</p> <p>June 2020: A call for volunteers was posted on ACRL marketing channels, and appointments will be made by ACRL President Karen Munro and ACRL Vice-President Jon Cawthorne after the June 15 deadline.</p> <p>Spring Board 2020: The Board charged a new task force to carry out the current task force's recommendations.</p> <p>Midwinter 2020: Board received an update from the task force chair.</p> <p>Annual 2019: meetup held AC19.</p> <p>ACRL 2019 Conference: Diversity Alliance resident meetup with Spectrum Scholars. Hosted "Taking</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>Charge of Your Narrative” preconference.</p> <p>Midwinter 2019 Board action request for a one-year extension through June 30, 2020.</p> <p>Task Force meetup scheduled for MW19.</p> <p>Fall 2018 TF updated renewal letter, working on LibGuide of resources for residency coordinators, and considering other benefits for DA members. TF chair and ED presented at EDUCAUSE about contemporary libraries and were able to highlight the Diversity Alliance in the presentations.</p> <p>June 2018 The task force held a virtual meeting in advance AC18 to discuss future initiatives and the ACRL Residency Interest Group’s proposed charge that the Board will take action on at AC18. The group also discussed other initiatives to undertake. Overall, the task force supported the proposed charge.</p> <p>May 2018</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>ACRL ED Mary Ellen Davis participated in a panel session on the ACRL Diversity Alliance during the ACRL/ARL Symposium on EDI.</p> <p>January-February 2018 Jon Cawthorne and John Culshaw provided an update at Midwinter to the Leadership Council and the Board. The DA meet-up for Deans, Directors, and Resident Coordinators was held on Sunday, Feb. 11 from 9-10 AM. Work has started on a LibGuide for Diversity Alliance residencies and an overview webinar to be delivered in the Spring. The ACRL 2019 Preconference Institute is in the planning stages, led by Leo Agnew. UNC-G is preparing an IMLS grant to cover two additional Resident Institutes for Diversity Alliance Residents.</p> <p>July-September 2017: Diversity Alliance held their first gathering at Annual and decided to continue this practice at future Midwinter and Annual conferences Diversity Alliance Task Force proposed and supported the idea of a Diversity Alliance Institute preconference for ACRL 2019. A working group has been formed to begin planning.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|--|
| | | | | <p>Diversity Alliance renewal letter was drafted for renewing dues and support from member institutions.</p> <p>May–June 2017: Survey sent to 29 members of Diversity Alliance to better understand how ACRL can support DA members.</p> <p>February–April 2017: Held Diversity Alliance informational forum at ACRL 2017 Conference. More than 90 attendees. Determining needs of Diversity Alliance members.</p> <p>December 2016/January 2017: Advised on questions received. Developed talking points on Diversity Alliance.</p> <p>Held monthly task force calls.</p> <p>Fall 2016: appointments completed by Irene Herold.</p> <p>Annual Conference 2016: task force approved by Board.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|--|---|---|--|--|
| | | | | |
| Member Accommodation/ Compensation Task Force | Review current practices for when and how members are recognized for their time and effort dedicated to advancing association work for the profession. Identify advantages and disadvantages of current practices. Investigate options for, and sustainability of, offering various forms of compensation or accommodation and determine where compensation may be warranted and could remove a barrier to participating. | Chair: Janice D. Welburn Board liaison: Jessica Brangiel Staff liaison: Margot Conahan | Task force terms: February 1, 2022 - January 31, 2023 Date interim report is due: October 2022 Date final report is due: January 2023 | February/March 2022: task force appointments being completed. January 2022: task force approved by Board. |

| | | | | |
|--|---|---|--|---|
| <p>National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force</p> | <p>To work with the National Survey of Student Engagement staff to review and revise the current information literacy module and provide comments on the analysis of the data by August 2021.</p> | <p>Chair: Merinda Hensley</p> <p>Board liaison: Kim Copenhaver</p> <p>Staff liaison: Mary Jane Petrowski</p> | <p>Date final report is due: 2022 Summer Board Meeting [We need to ask the board to extend the TF through FY23]</p> <p>Date interim report is due: 2020 Fall Board Meeting</p> | <p>May 2022: The Task Force will be submitting their final report and requesting an extension of the group.</p> <p>January 2022: The Task Force has reviewed and finalized the new IL module questions and have passed them to NSSE staff for refinement and testing.</p> <p>October 2021: The work of the Task Force will be completed in FY23, so the terms of the current members need to be extended through June 30, 2022. The revised IL module will be part of the 2023 survey. The TF has a deadline of June 2022 to finalize the first draft of new questions. NSSE will workshop the questions over the summer and have it back to Task Force by fall 2022. Workshopping is a staff review of questions -- edits, revisions, etc. This is an iterative process involving three or four drafts. This is internally focused -- reviewing language, double barreled questions, questions too specific to type of school; too jargony, etc. The new IL module is an optional add-on to the survey. Ideally it would be used as part of the larger NSSE survey instrument. We also want to make this available for schools if they want</p> |
|--|---|---|--|---|

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|---|
| | | | | <p>to use it for their schools as part of their own local measure.</p> <p>The TF audit of the entire survey to pull out IL concepts was very helpful to NSSE.</p> <p>September 2021: The Task Force is mapping where IL questions appear in the entire NSSE survey to show where there may be overlap and nuance with the NSSE IL module.</p> <p>The goal is to see if there are other places in the survey where IL exists, as well as a way to complement the survey questions with IL-specific questions.</p> <p>The comparison with the other modules will help TF to see overlap and ways in which we can make our module more distinct.</p> <p>Also identifying how IL module questions could add depth and more detail into the findings from a standard NSSE question could also be helpful.</p> <p>July 2021: The Task Force discussed various approaches to re-thinking the Information literacy module. The group is also looking at the IL module</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|--|
| | | | | <p>data set to see how data might best be analyzed.</p> <p>May 2021: The Task Force invited Ashely Finley (Senior Advisor to the President and Secretary to the Board at AAC&U) to meet and discuss revisions to the NSSE IL module. She suggested that the revised module be focused on social justice to increase its appeal and use. She also indicated that AAC&U is looking to partner with a funding partner to review the VAL rubrics, including information literacy.</p> <p>April 2021: The Task Force contracted with Melanie Hawks to conduct a focus group with librarians who have used the NSSE IL module on April. Melanie met with the Task Force on May 7 to review her findings and submitted her final report.</p> <p>January 2021: The Task Force has conducted a survey of libraries whose schools used the old IL module. Results show that few librarians were aware of the data and/or knew how to use it. A focus group is planned for April 2021. NSSE staff have offered to fund cognitive interviews with students when the new IL module is developed.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|------------|--------|------------|----------|--|
| | | | | <p>Fall 2020: The Task Force met on Oct. 9 with Kevin Fosnacht, NSSE research analyst, to discuss options for moving forward with revisions to the current IL module.</p> <p>Spring 2020: The Task Force has been appointed with four members and a chair.</p> <p>Spring Board 2020: The Board approved the task force.</p> |

| Task Force | Charge | Leadership | Timeline | Status Notes |
|--|--|--|---|---|
| Nominations and Policies Audit Task Force | <ul style="list-style-type: none"> Review current ACRL Bylaws and policies, focusing on the ACRL leadership nominations and recruitment process + Board participation requirements, to identify areas that may be impeding efforts to expand dimensions of diversity in the leadership pipeline - including people of color and minoritized groups, individuals in diverse roles within the library profession, and library workers in all types of academic library settings. Identify and evaluate alternatives to current policy, as well as advantages and disadvantages for each alternative, that they may reduce barriers and encourage greater participation. Recommend alternatives based on the evaluation of advantages and disadvantages. | <p>Chair: Matthew Weirick Johnson</p> <p>Board liaison: Kim Copenhaver</p> <p>Staff liaisons: Robert Jay Malone, Elois Sharpe</p> | <p>Task force terms: February 1, 2022 - January 31, 2023</p> <p>Date interim report is due: October 2022</p> <p>Date final report is due: January 2023</p> | <p>February/March 2022: task force appointments being completed.</p> <p>January 2022: task force approved by Board.</p> |

Board Working Group Status Chart

| Title | Task(s) | Members | Timeline & Status |
|---|--|---|--|
| EDI Goals & Objectives Working Group | Draft goals and objectives for EDI goal area. | Toni Anaya, Jessica Brangiel, Faye A. Chadwell, Cinthya Ippoliti, Mary Mallery Staff liaison: Jay Malone | SPOS June 2022 (tent): review of draft goals and objectives February 23, 2022: 1 st working group meeting LLX22: EDI goal area approved and working group established. |
| EDI Priority Setting Working Group | Determine next steps, including assessment, for EDI short-term priority setting. | Jon Cawthorne, Jacquelyn A. Bryant, Cinthya Ippoliti Staff liaisons: Jay Malone, Allison Payne | LLX22: Working Group update scheduled. December 9, 2021: working group meeting to share priority setting themes found in committee work plans. November to December 2021: working group will review short-term priorities included in committee work plans. November 8, 2021: first working group meeting |
| Faculty Status Working Group | Consider if ACRL should issue a statement on librarian faculty status. | Erin Ellis, Cinthya Ippoliti, Mary Mallery, April Cunningham Staff liaison: Jay Malone | Spring Board Meeting 2022: Update scheduled. December 2021: working group formed January 2022: working group meeting |

ACRL AC22 FYI-2

| Title | Task(s) | Members | Timeline & Status |
|--------------------------------|--|---|--|
| WOC + Lib Working Group | Review questions from EDI Committee on the WOC + Lib statement and report out to the full Board. | Julie Garrison, Cinthya Ippoliti, Faye A. Chadwell, Yasmeen Shorish, Maisha Duncan Carey, Staff liaison: Jay Malone | LLX22: The Board will discuss working group's recommendations. January 5, 2022: working group meeting Fall Executive 2021: working Group formed |

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL AC22 FYI-3

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|-------------------|------------|-----------------------------|------------------------------|
| Budget & Finance Committee - B&F Chair | Carolyn Henderson | Allen | Allison Elois | Payne Sharpe |
| Information Literacy Frameworks and Standards Committee | Toni | Anaya | Mary Jane | Petrowski |
| Research Planning and Review Committee | Toni | Anaya | Mary Jane | Petrowski |
| Student Learning and Information Literacy Committee | Toni | Anaya | Mary Jane | Petrowski |
| External Liaisons Committee | Jessica | Brangiel | Robert (Jay) Allison | Malone Payne |
| Immersion Program Committee | Jessica | Brangiel | Margot | Conahan |
| Instruction Section (IS) | Jessica | Brangiel | Lauren | Carlton |
| Value of Academic Libraries Committee | Jessica | Brangiel | Kara | Malenfant |
| Government Relations Committee | Jacquelyn | Bryant | Kara | Malenfant |
| Professional Values Committee | Jacquelyn | Bryant | David | Free |
| Academic Library Trends and Statistics Survey - Past President | Jon | Cawthorne | Gena Mary Jane | Parsons-Diamond Petrowski |
| C&RL - Past President | Jon | Cawthorne | Dawn | Mueller |
| C&RL News - Past President | Jon | Cawthorne | David | Free |
| CHOICE - Past President | Jon | Cawthorne | Rachel | Hendrick |
| Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL) | Jon | Cawthorne | Lauren | Carlton |
| New Publications Advisory - Past President | Jon | Cawthorne | Erin | Nevius |
| Project Outcome for Academic Libraries Editorial Board - Past-President | Jon | Cawthorne | Gena | Parsons-Diamond |
| Publications Coordinating - Past President | Jon | Cawthorne | David | Free |
| Publications in Librarianship - Past President | Jon | Cawthorne | Erin | Nevius |
| RBM - Past President | Jon | Cawthorne | David | Free |
| Resources for College Libraries - Past President | Jon | Cawthorne | Anne Rachel | Dougherty Hendrick |
| (Dr. E.J.) Josey Spectrum Scholar Mentor Committee | Faye | Chadwell | David | Connolly |
| Digital Scholarship Section (DSS) | Faye | Chadwell | Lauren | Carlton |
| Equity, Diversity and Inclusion Committee | Faye | Chadwell | Allison | Payne |
| Arts Section | Faye | Chadwell | Lauren | Carlton |
| Literatures in English Section (LES) | Kim | Copenhaver | Lauren | Carlton |
| National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force | Kim | Copenhaver | Mary Jane | Petrowski |

ACRL 2021-2022 Board Liaisons - Sorted by Board Liaison

ACRL AC22 FYI-3

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|--|------------|------------|-----------------------------|------------------------------|
| Politics, Policy and International Relations Section (PIRS) | Kim | Copenhaver | Lauren | Carlton |
| Science and Technology Section (STS) | Kim | Copenhaver | Lauren | Carlton |
| ACRL Awards Task Force | Kim | Copenhaver | Kara | Malenfant |
| Education and Behavioral Sciences Section (EBSS) | April | Cunningham | Lauren | Carlton |
| Standards | April | Cunningham | David | Free |
| University Libraries Section (ULS) | April | Cunningham | Lauren | Carlton |
| Diversity Alliance Task Force | April | Cunningham | Robert (Jay) Allison | Maone Payne |
| European Studies Section (ESS) | April | Cunningham | Lauren | Carlton |
| Appointments Committee - President Elect | Erin | Ellis | Allison Elois | Payne Sharpe |
| Leadership Recruitment and Nomination Committee - President-Elect | Erin | Ellis | Elois | Sharpe |
| President's Program Planning Committee 2023 | Erin | Ellis | Lauren | Carlton |
| Professional Development Committee - President Elect | Erin | Ellis | Margot | Conahan |
| Academic/Research Librarian of the Year Award-Committee President | Julie | Garrison | Lauren | Carlton |
| Chapters Council - President | Julie | Garrison | Lauren | Carlton |
| President's Program Planning Committee 2022 | Julie | Garrison | Lauren | Carlton |
| College Libraries Section (CLS) | Cinthya | Ippoliti | Lauren | Carlton |
| Distance and Online Learning Section (DOLS) | Cinthya | Ippoliti | Lauren | Carlton |
| Research and Scholarly Environment Committee | Cinthya | Ippoliti | Kara | Malenfant |
| Anthropology and Sociology Section (ANSS) | Cinthya | Ippoliti | Lauren | Carlton |
| New Roles and Changing Landscapes Committee | Mary | Mallery | Erin | Nevius |
| ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board | Mary | Mallery | Mary Jane | Petrowski |
| Community and Junior College Libraries Section (CJCLS) | Mary | Mallery | Lauren | Carlton |
| Liaisons Assembly | Mary | Mallery | Robert (Jay) Allison | Malone Payne |
| Membership Committee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| Section Membership Subcommittee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| Women and Gender Studies Section (WGSS) | Yasmeen | Shorish | Lauren | Carlton |
| Rare Books and Manuscripts Section (RBMS) | Yasmeen | Shorish | Lauren | Carlton |

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL AC22 FYI-3

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|--|-------------------|------------|-----------------------------|------------------------------|
| (Dr. E.J.) Josey Spectrum Scholar Mentor Committee | Faye | Chadwell | David | Connolly |
| Academic Library Trends and Statistics Survey - Past President | Jon | Cawthorne | Gena Mary Jane | Parsons-Diamond Petrowski |
| Academic/Research Librarian of the Year Award-Committee President | Julie | Garrison | Lauren | Carlton |
| ACRL Awards Task Force | Kim | Copenhaver | Kara | Malenfant |
| ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board | Mary | Mallery | Mary Jane | Petrowski |
| Anthropology and Sociology Section (ANSS) | Cintha | Ippoliti | Lauren | Carlton |
| Appointments Committee - President Elect | Erin | Ellis | Allison Elois | Payne Sharpe |
| Arts Section | Faye | Chadwell | Lauren | Carlton |
| Budget & Finance Committee - B&F Chair | Carolyn Henderson | Allen | Allison Elois | Payne Sharpe |
| C&RL - Past President | Jon | Cawthorne | Dawn | Mueller |
| C&RL News - Past President | Jon | Cawthorne | David | Free |
| Chapters Council - President | Julie | Garrison | Lauren | Carlton |
| CHOICE - Past President | Jon | Cawthorne | Rachel | Hendrick |
| College Libraries Section (CLS) | Cintha | Ippoliti | Lauren | Carlton |
| Community and Junior College Libraries Section (CJCLS) | Mary | Mallery | Lauren | Carlton |
| Digital Scholarship Section (DSS) | Faye | Chadwell | Lauren | Carlton |
| Distance and Online Learning Section (DOLS) | Cintha | Ippoliti | Lauren | Carlton |
| Diversity Alliance Task Force | April | Cunningham | Robert (Jay) Allison | Malone Payne |
| Education and Behavioral Sciences Section (EBSS) | April | Cunningham | Lauren | Carlton |
| Equity, Diversity and Inclusion Committee | Faye | Chadwell | Allison | Payne |
| European Studies Section (ESS) | April | Cunningham | Lauren | Carlton |
| Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL) | Jon | Cawthorne | Lauren | Carlton |
| External Liaisons Committee | Jessica | Brangiel | Robert (Jay) Allison | Malone Payne |
| Government Relations Committee | Jacquelyn | Bryant | Kara | Malenfant |
| Immersion Program Committee | Jessica | Brangiel | Margot | Conahan |
| Information Literacy Frameworks and Standards Committee | Toni | Anaya | Mary Jane | Petrowski |
| Instruction Section (IS) | Jessica | Brangiel | Lauren | Carlton |

ACRL 2021-2022 Board Liaisons - Sorted by Group

ACRL AC22 FYI-3

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|------------|------------|-----------------------------|------------------------------|
| Leadership Recruitment and Nomination Committee - President-Elect | Erin | Ellis | Elois | Sharpe |
| Liaisons Assembly | Mary | Mallery | Robert (Jay) Allison | Malone Payne |
| Literatures in English Section (LES) | Kim | Copenhaver | Lauren | Carlton |
| Membership Committee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force | Kim | Copenhaver | Mary Jane | Petrowski |
| New Publications Advisory - Past President | Jon | Cawthorne | Erin | Nevius |
| New Roles and Changing Landscapes Committee | Mary | Mallery | Erin | Nevius |
| Politics, Policy and International Relations Section (PPIRS) | Kim | Copenhaver | Lauren | Carlton |
| President's Program Planning Committee 2022 | Julie | Garrison | Lauren | Carlton |
| President's Program Planning Committee 2023 | Erin | Ellis | Lauren | Carlton |
| Professional Development Committee - President Elect | Erin | Ellis | Margot | Conahan |
| Professional Values Committee | Jacquelyn | Bryant | David | Free |
| Project Outcome for Academic Libraries Editorial Board - Past-President | Jon | Cawthorne | Gena | Parsons-Diamond |
| Publications Coordinating - Past President | Jon | Cawthorne | David | Free |
| Publications in Librarianship - Past President | Jon | Cawthorne | Erin | Nevius |
| Rare Books and Manuscripts Section (RBMS) | Yasmeen | Shorish | Lauren | Carlton |
| RBM - Past President | Jon | Cawthorne | David | Free |
| Research and Scholarly Environment Committee | Cintha | Ippoliti | Kara | Malenfant |
| Research Planning and Review Committee | Toni | Anaya | Mary Jane | Petrowski |
| Resources for College Libraries - Past President | Jon | Cawthorne | Anne Rachel | Dougherty Hendrick |
| Science and Technology Section (STS) | Kim | Copenhaver | Lauren | Carlton |
| Section Membership Subcommittee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| Standards | April | Cunningham | David | Free |
| Student Learning and Information Literacy Committee | Toni | Anaya | Mary Jane | Petrowski |
| University Libraries Section (ULS) | April | Cunningham | Lauren | Carlton |
| Value of Academic Libraries Committee | Jessica | Brangiel | Kara | Malenfant |
| Women and Gender Studies Section (WGSS) | Yasmeen | Shorish | Lauren | Carlton |

ACRL Board Liaisons - sorted by group

ACRL AC22 FYI-4

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|--|------------|-----------|----------------------------------|------------------------------|
| (Dr. E.J.) Josey Spectrum Scholar Mentor Committee | Rebecca | Waltz | David | Connolly |
| Academic Library Trends and Statistics Survey - Past President | Julie | Garrison | Gena Mary Jane | Parsons-Diamond Petrovski |
| Academic/Research Librarian of the Year Award-Committee President | Erin | Ellis | Lauren | Carlton |
| ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board | Mary | Mallery | Mary Jane | Petrovski |
| Anthropology and Sociology Section (ANSS) | Cinthy | Ippoliti | Lauren | Carlton |
| Appointments Committee - President Elect | Beth | McNeil | Allison Elois | Payne Sharpe |
| Arts Section | Walter | Butler | Lauren | Carlton |
| Budget & Finance Committee - B&F Chair | Joe | Mocnik | Robert (Jay) Allison Elois | Malone Payne Sharpe |
| C&RL - Past President | Julie | Garrison | David Dawn | Free Mueller |
| C&RL News - Past President | Julie | Garrison | David | Free |
| Chapters Council - President | Erin | Ellis | Lauren | Carlton |
| CHOICE - Past President | Julie | Garrison | Rachel | Hendrick |
| College Libraries Section (CLS) | Mary | Mallery | Lauren | Carlton |
| Community and Junior College Libraries Section (CJCLS) | Walter | Butler | Lauren | Carlton |
| Digital Scholarship Section (DSS) | Yasmeen | Shorish | Lauren | Carlton |
| Distance and Online Learning Section (DOLS) | Cinthy | Ippoliti | Lauren | Carlton |
| Education and Behavioral Sciences Section (EBSS) | Toni | Anaya | Lauren | Carlton |
| Equity, Diversity and Inclusion Committee | Julie | Garrison | Allison | Payne |
| European Studies Section (ESS) | Walter | Butler | Lauren | Carlton |
| Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL) | Julie | Garrison | Lauren | Carlton |
| External Liaisons Committee | Jessica | Brangiel | Robert (Jay) Allison | Malone Payne |
| Government Relations Committee | Kara | Whatley | Kara | Malenfant |
| Immersion Program Committee | Jessica | Brangiel | Margot | Conahan |
| Information Literacy Frameworks and Standards Committee | Toni | Anaya | Mary Jane | Petrovski |
| Instruction Section (IS) | Jessica | Brangiel | Lauren | Carlton |

ACRL Board Liaisons - sorted by group

ACRL AC22 FYI-4

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|------------|------------|-----------------------------|------------------------------|
| Leadership Recruitment and Nomination Committee - President-Elect | Beth | McNeil | Elois | Sharpe |
| Liaisons Assembly | Mary | Mallery | Robert (Jay) Allison | Malone Payne |
| Literatures in English Section (LES) | Kim | Copenhaver | Lauren | Carlton |
| Member Accommodation/Compensation Task Force | Jessica | Brangiel | Margot | Conahan |
| Membership Committee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force | Kim | Copenhaver | Mary Jane | Petrowski |
| New Publications Advisory - Past President | Julie | Garrison | Erin | Nevius |
| New Roles and Changing Landscapes Committee | Mary | Mallery | Erin | Nevius |
| Nominations and Policies Audit Task Force | Kim | Copenhaver | Robert (Jay) Elois | Malone Sharpe |
| Politics, Policy and International Relations Section (PPIRS) | Kim | Copenhaver | Lauren | Carlton |
| President's Program Planning Committee 2023 | Erin | Ellis | Lauren | Carlton |
| President's Program Planning Committee 2024 | Beth | McNeil | Lauren | Carlton |
| Professional Development Committee - President Elect | Beth | McNeil | Margot | Conahan |
| Professional Values Committee | Rebecca | Waltz | David | Free |
| Project Outcome for Academic Libraries Editorial Board - Past-President | Julie | Garrison | Gena | Parsons-Diamond |
| Publications Coordinating - Past President | Julie | Garrison | David | Free |
| Publications in Librarianship - Past President | Julie | Garrison | Erin | Nevius |
| Rare Books and Manuscripts Section (RBMS) | Yasmeen | Shorish | Lauren | Carlton |
| RBM - Past President | Julie | Garrison | David | Free |
| Research and Scholarly Environment Committee | Cinthyia | Ippoliti | Kara | Malenfant |
| Research Planning and Review Committee | Toni | Anaya | Mary Jane | Petrowski |
| Resources for College Libraries - Past President | Julie | Garrison | Anne Rachel | Dougherty Hendrick |
| Science and Technology Section (STS) | Kim | Copenhaver | Lauren | Carlton |
| Section Membership Subcommittee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| Standards | Cinthyia | Ippoliti | David | Free |
| Student Learning and Information Literacy Committee | Toni | Anaya | Mary Jane | Petrowski |
| University Libraries Section (ULS) | Rebecca | Waltz | Lauren | Carlton |

ACRL Board Liaisons - sorted by group**ACRL AC22 FYI-4**

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|-------------------|------------------|-------------------------------------|------------------------------------|
| Value of Academic Libraries Committee | Jessica | Brangiel | Kara | Malenfant |
| Women and Gender Studies Section (WGSS) | Yasmeen | Shorish | Lauren | Carlton |

ACRL Board Liaisons - sorted by Board liaison

ACRL AC22 FYI-4

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|---|------------|------------|-----------------------------|------------------------------|
| Education and Behavioral Sciences Section (EBSS) | Toni | Anaya | Lauren | Carlton |
| Information Literacy Frameworks and Standards Committee | Toni | Anaya | Mary Jane | Petrowski |
| Research Planning and Review Committee | Toni | Anaya | Mary Jane | Petrowski |
| Student Learning and Information Literacy Committee | Toni | Anaya | Mary Jane | Petrowski |
| External Liaisons Committee | Jessica | Brangiel | Robert (Jay) Allison | Malone Payne |
| Immersion Program Committee | Jessica | Brangiel | Margot | Conahan |
| Instruction Section (IS) | Jessica | Brangiel | Lauren | Carlton |
| Member Accommodation/Compensation Task Force | Jessica | Brangiel | Margot | Conahan |
| Value of Academic Libraries Committee | Jessica | Brangiel | Kara | Malenfant |
| Arts Section | Walter | Butler | Lauren | Carlton |
| Community and Junior College Libraries Section (CJCLS) | Walter | Butler | Lauren | Carlton |
| European Studies Section (ESS) | Walter | Butler | Lauren | Carlton |
| Literatures in English Section (LES) | Kim | Copenhaver | Lauren | Carlton |
| National Survey of Student Engagement (NSSE) Information Literacy Module Review Task Force | Kim | Copenhaver | Mary Jane | Petrowski |
| Nominations and Policies Audit Task Force | Kim | Copenhaver | Robert (Jay) Elois | Malone Sharpe |
| Politics, Policy and International Relations Section (PPIRS) | Kim | Copenhaver | Lauren | Carlton |
| Science and Technology Section (STS) | Kim | Copenhaver | Lauren | Carlton |
| Academic/Research Librarian of the Year Award-Committee President | Erin | Ellis | Lauren | Carlton |
| Chapters Council - President | Erin | Ellis | Lauren | Carlton |
| President's Program Planning Committee 2023 | Erin | Ellis | Lauren | Carlton |
| Academic Library Trends and Statistics Survey - Past President | Julie | Garrison | Gena Mary Jane | Parsons-Diamond Petrowski |
| C&RL - Past President | Julie | Garrison | David Dawn | Free Mueller |
| C&RL News - Past President | Julie | Garrison | David | Free |
| CHOICE - Past President | Julie | Garrison | Rachel | Hendrick |
| Equity, Diversity and Inclusion Committee | Julie | Garrison | Allison | Payne |
| Excellence in Academic Libraries Awards - Past President (Vice-Chair & BL) | Julie | Garrison | Lauren | Carlton |
| New Publications Advisory - Past President | Julie | Garrison | Erin | Nevius |

ACRL Board Liaisons- sorted by Board liaison

ACRL AC22 FYI-4

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|--|------------|-----------|----------------------------------|------------------------------|
| Project Outcome for Academic Libraries Editorial Board - Past-President | Julie | Garrison | Gena | Parsons-Diamond |
| Publications Coordinating - Past President | Julie | Garrison | David | Free |
| Publications in Librarianship - Past President | Julie | Garrison | Erin | Nevius |
| RBM - Past President | Julie | Garrison | David | Free |
| Resources for College Libraries - Past President | Julie | Garrison | Anne Rachel | Dougherty Hendrick |
| Anthropology and Sociology Section (ANSS) | Cinthya | Ippoliti | Lauren | Carlton |
| Distance and Online Learning Section (DOLS) | Cinthya | Ippoliti | Lauren | Carlton |
| Research and Scholarly Environment Committee | Cinthya | Ippoliti | Kara | Malenfant |
| Standards | Cinthya | Ippoliti | David | Free |
| ACRL/CORE Interdivisional Academic Library Facilities Survey Editorial Board | Mary | Mallery | Mary Jane | Petrowski |
| College Libraries Section (CLS) | Mary | Mallery | Lauren | Carlton |
| Liaisons Assembly | Mary | Mallery | Robert (Jay) Allison | Malone Payne |
| New Roles and Changing Landscapes Committee | Mary | Mallery | Erin | Nevius |
| Appointments Committee - President Elect | Beth | McNeil | Allison Elois | Payne Sharpe |
| Leadership Recruitment and Nomination Committee - President-Elect | Beth | McNeil | Elois | Sharpe |
| President's Program Planning Committee 2024 | Beth | McNeil | Lauren | Carlton |
| Professional Development Committee - President Elect | Beth | McNeil | Margot | Conahan |
| Budget & Finance Committee - B&F Chair | Joe | Mocnik | Robert (Jay) Allison Elois | Malone Payne Sharpe |
| Digital Scholarship Section (DSS) | Yasmeen | Shorish | Lauren | Carlton |
| Membership Committee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| Rare Books and Manuscripts Section (RBMS) | Yasmeen | Shorish | Lauren | Carlton |
| Section Membership Subcommittee | Yasmeen | Shorish | Gena Mary Jane | Parsons-Diamond Petrowski |
| Women and Gender Studies Section (WGSS) | Yasmeen | Shorish | Lauren | Carlton |
| (Dr. E.J.) Josey Spectrum Scholar Mentor Committee | Rebecca | Waltz | David | Connolly |
| Professional Values Committee | Rebecca | Waltz | David | Free |

ACRL Board Liaisons- sorted by Board liaison**ACRL AC22 FYI-4**

| Membership Group | First Name | Last Name | Staff Liaison First Name | Staff Liaison Last Name |
|------------------------------------|-------------------|------------------|-------------------------------------|------------------------------------|
| University Libraries Section (ULS) | Rebecca | Waltz | Lauren | Carlton |
| Government Relations Committee | Kara | Whatley | Kara | Malenfant |



AMERICAN LIBRARY ASSOCIATION 2022 ELECTION

05. Association of College and Research Libraries (ACRL)

Total Ballots:
2,409

VICE PRESIDENT/PRESIDENT-ELECT

Votes Percent

Select 1 from below.

| | | | |
|------------------|-------|-------|---------|
| Beth McNeil | 1,187 | 52.0% | Elected |
| José A. Aguiñaga | 1,094 | 48.0% | |

COUNCILOR

Votes Percent

Select 1 from below.

| | | | |
|----------------------|-------|-------|---------|
| Kara Whatley | 1,073 | 50.6% | Elected |
| Merinda Kaye Hensley | 1,046 | 49.4% | |



AMERICAN LIBRARY ASSOCIATION ACRL 2022 SPECIAL ELECTION

Directors-at-Large

| Vote for: 1 | Votes | Percent | |
|----------------------|-------|---------|----------|
| Walter Butler | 653 | 51.9% | DECISION |
| Michael J. Miller | 604 | 48.1% | |
| Total Valid Ballots: | 1,257 | | |
| Total Unexercised: | 43 | | |
| Total Ballots Cast: | 1,300 | | |

Directors-at-Large

| Vote for: 1 | Votes | Percent | |
|----------------------|-------|---------|----------|
| Rebecca Miller Waltz | 678 | 52.9% | DECISION |
| Leslin H. Charles | 603 | 47.1% | |
| Total Valid Ballots: | 1,281 | | |
| Total Unexercised: | 19 | | |
| Total Ballots Cast: | 1,300 | | |

**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