

ACRL Budget and Finance

Monday, June 28, 2021 | 12:00 PM – 2:00 PM CDT | [Zoom](#)

Agenda

Time	Item (Document number follows topic and presenter)
12:00–12:05 p.m.	1.0 Welcome and Introductions (Allen)
12:05–12:10 p.m.	2.0 Assign/Review Recorders (Allen) Minutes are typically due within two weeks following a meeting. Minute takers will confirm the deadline of July 16 for minutes to be submitted to the compiler, B&F Chair Carolyn Allen. <ul style="list-style-type: none"> Recorder 1: June 28, 12:00 – 1:00 p.m. = Recorder 2: June 28, 1:00 – 12:00 p.m. = Compiler = Carolyn Henderson Allen
12:10–12:15 p.m. Action	3.0 Adoption of the Agenda (Allen) The Committee will adopt the agenda and will identify if there are items for New Business.
12:15–12:20 p.m. Action	4.0 Midwinter 2021 Virtual Meeting Minutes (Allen) #1.0 The Budget & Finance Committee will take action on its meeting minutes from virtual meetings held in January and February 2021.
12:20–12:35 p.m. Information	5.0 Joint Board/B&F EDI Working Group Update (Allen) #2.0 The Committee will review the interim report from the Joint Board/B&F Equity, Diversity and Inclusion Working group that has been charged to review ACRL programs and services with a financial lens.
12:35–12:50 p.m. Information	6.0 FY20 & FY21 Finances (Allen/Malenfant) <ul style="list-style-type: none"> FY20 Financial Report #3.0, #3.1 The Budget & Finance Committee will review the FY20 4th quarter report and ask any questions about the year-end report. FY21 Second Quarter Report #4.0, #4.1 The Committee will review the FY21 2nd quarter budget report.
12:50–1:10 p.m. Information/Discussion	7.0 FY22 ACRL Preliminary Budget (Allen/Malenfant) #5.0, #6.0, #6.1, #8.0, #8.1, #10.0, #11.0 The Budget & Finance Committee will review and make recommendations on ACRL's preliminary FY22 budget.

Time	Item (Document number follows topic and presenter)
1:10–1:25 p.m. Information/Discussion	8.0 ACRL Five-year Financial Plan (Allen/Malenfant) #9.0, #9.1 The Committee will review and make recommendations on ACRL’s preliminary five-year financial plan for FY22-FY26.
1:25–1:50 p.m. Information/Discussion	9.0 FY22 Choice Preliminary Budget (Cummings) #5.0, #6.0, #6.2 The Committee will review Choice’s FY22 budget.
1:50–2:00 p.m.	10.0 New Business (Allen) <ul style="list-style-type: none"> FYI: ALA Operating Agreement Working Group Report Due AC21
1:00 p.m. Action	11.0 Adjourn (Allen)

Next Meeting (ACRL Budget & Finance Committee)

- TBD July/August 2021 Meeting: FY22 Budget ACRL & Choice

Upcoming ACRL Board Meetings (optional)

- ACRL Board II: Wednesday, June 30, 2-4 CT ([login info](#))

Budget & Finance Committee Meeting: June 28, 2021

Each document is bookmarked within the PDF.

Document Inventory

#	Document
Doc 1.0	Midwinter 2021 Minutes
Doc 2.0	Recent ACRL EDI activities in Support of EDI
Doc 3.0	FY20 4th Quarter Memo
Doc 3.1	FY20 4th Quarter Report
Doc 4.0	FY21 2 nd Quarter Memo & Projections
Doc 4.1	FY21 2 nd Quarter Report
Doc 5.0	FY22 ACRL & Choice Budget Assumptions
Doc 6.0	FY22 Preliminary Budget Memo: ACRL and Choice
Doc 6.1	FY22 ACRL Preliminary Budget
Doc 6.2	FY22 Choice Preliminary Budget
Doc 8.0	Discussion form: Funding for the Future
Doc 8.1	Funding for the Future
Doc 9.0	ACRL Five-year Budget Plan Memo
Doc 9.1	ACRL Five-year Budget Plan
Doc 10.0	ACRL Budget and Finance Committee Reserve Recommendations
Doc 11.0	ACRL Reserves at CHEMA Associations' Reserve Levels

FYI Documents

#	Document
FYI-1	ACRL Plan for Excellence
FYI-2	ALA Pivot Strategy



Association of College and Research Libraries
Joint Board and Budget & Finance Committee Meeting
Tuesday, February 2, 2021
11:00 am – 1:00 pm CT

Minutes

Present: Carolyn Henderson Allen, Tara Baillargeon, Jessica Brangiel, Jacquelyn A. Bryant, Jon E. Cawthorne, Faye A. Chadwell, Kim Copenhaver, April D. Cunningham, Jeanne R. Davidson, Erika Dowell, Julie Ann Garrison, Nathan Hall, Cinthya Ippoliti, Kelly Gordon Jacobsma, Binh Le, Kara Malenfant, Scott B. Mandernack, Joe Mocnik, Karen Munro, Marla Peppers

Guests: Emily Daly, Erin Ellis, Maggie Farrell

Staff: Mark Cummings, David Free, Erin Nevius, Allison Payne, Mary Jane Petrowski, Elois Sharpe

1.0 Welcome and Minutes Volunteer (Allen)

Meeting called to order at 10:03. ACRL Budget and Finance Chair Carolyn Henderson Allen welcomed the Board, Budget & Finance Committee, and guests to the meeting. Joe Mocnik will take minutes for today's meeting.

2.0 BARC/ALA Exec. Board Liaison (Maggie Farrell)

Farrell shared updates about ALA Finances and the ALA Operating Agreement Working Group from ALA Treasurer and ACRL's liaison from the ALA Budget Analysis & Review Committee (BARC) and ALA Executive Board.

ALA Annual will be virtual this year.

To move beyond monthly reporting of ALA revenue, monthly comparisons may not be available; quarterly reports may help streamline the understanding of accurate and timely data.

FY22 begins in September 2021: April and June for workflows on budget planning.

Farrell highlighted four items on the FY22 budget: Budget Assumptions - management distributed to ALA staff. Budget Objects – ALA Executive Board and Council passed to strengthen the infrastructure and build a budget reserve. Divisions' net asset balances transfers into the Endowment frozen for FY22. Endowment Trustees looking at 5%, 6%, or 7% spending policy for the endowment.

Cash liquidity still in a fragile situation; transfers from net asset balance to the endowment has been suspended by the ALA Executive Board to maintain financial stability; liquidity and cash flow will be a priority for the next fiscal year too.

Five-year strategic Pivot Plan is recommended reading for the committee.

ACRL Interim Executive Director Kara Malenfant is a capable representative for the context of the discussion about overhead, relationships, organization financials, and operating agreement.

Q&A/Conversation:

- Payouts on endowment conversation
- Late payments conversation; concern about timeliness re: individuals who have provided service and have not been paid that potentially creates morale issue; a need for a statement and follow up.
- Change from monthly to quarterly reporting conversation; changing accounting offices is complex and conveying info in a new model (real-time reporting); additional work still needs to be done over the next couple of years.
- Conversation about FY21, predictions and budget; forecasts are still on target; audit has been affirming of the finance office efforts.

3.0 C&RL News Printing Schedule (David Free) #B, #B1

The Board and Committee will review an action request regarding a revised C&RL News printing schedule. As the committee is responsible for making a recommendation to the Board, the committee will take action on the recommendation. Following the committee's recommendation, the Board will take action on the request.

ACRL Editor-in-Chief of C&RL News/Senior Communications Strategist David Free updated the group on the printing model; how sustainable is the current practice; transition to online only by January 2022 for the following reasons:

1. Decline of the number of subscribers.
2. Print advertising has declined.
3. JobLIST revenue has decreased (hiring freezes).

QA/conversation:

- Commendations for Free's work that involved many constituents.

First Action: Budget & Finance Committee

Motion: ACRL Budget and Finance Chair Carolyn Allen moved that the ACRL Budget and Finance Committee approves to make a recommendation to the Board to transition C&RL News to an online-only publication model beginning with the January 2022 issue.

Action: *The ACRL Budget and Finance Committee approved to make a recommendation to the Board to transition C&RL News to an online-only publication model beginning with the January 2022 issue.*

Second Action: Board of Directors

Motion: *ACRL Budget and Finance Chair Carolyn Allen moved that the ACRL Board of Directors approves the recommendation from the ACRL Budget and Finance Committee to transition C&RL News to an online-only publication model beginning with the January 2022 issue.*

Action: *The ACRL Board of Directors approved the recommendation from the ACRL Budget and Finance Committee to transition C&RL News to an online-only publication model beginning with the January 2022 issue.*

4.0 ACRL 2021 Conference Brief Update (Allen/Malenfant)

The Board and Committee will receive an update on plans and financial projections for the ACRL 2021 Conference. Per the Board-approved plan, the ACRL Executive Committee took action in late September 2020 to approve that the face-to-face portion of the ACRL 2021 Conference planned originally for April 14-17, 2021 in Seattle, Washington be canceled and continue as a virtual-only event held April 13- 16, 2021.

Allen outlined adversities related to COVID, furloughs, budget cuts and other challenges.

Malenfant shared updates on the conference as it was moved to be fully online via the Meeting Play platform; considerable effort being done behind the scenes to ensure successful experience for the attendees; registration will still be open during the conference; robust customer support; 117 people registered so far; 118 companies signed up to exhibit; 406 speakers have accepted to speak; full refresh happening with the website; the conference will be engaging and serve the need, help with making connections; in the terms of fiscal health the conference is going to be the same as if it was held in Seattle as originally planned; there is no cap on attendance.

Expression of thanks to Malenfant and all who participated in the organization of the ACRL Conference.

5.0 Individual Membership Dues (Petrowski) #A, #A.1

The Board and Committee will discuss the individual dues rates for FY22. As the committee is responsible for making a recommendation to the Board, the committee will take action on the recommendation. Based on the committee's recommendation, the Board will take action on the FY22 dues rate.

ACRL Associate Director Mary Jane Petrowski discussed individual dues for ACRL for next year; not known if ALA will increase their dues. The Board and Committee agreed to increase regular personal and retired membership rates by \$1.

First Action: Budget & Finance Committee

Motion: ACRL Budget and Finance Chair Carolyn Allen moved that the ACRL Budget & Finance Committee recommends to the ACRL Board of Directors raising ACRL regular personal membership dues by one dollar (\$1.00) and retired membership rates by one dollar (\$1.00) as permitted by the 2019 HEPI. The FY20 HEPI reported a 1.9% increase. This increase permits increasing the ACRL personal dues rates for FY22 to:

1. Personal members: \$69
2. Retired members: \$45

Action: the ACRL Budget & Finance Committee recommended to the ACRL Board of Directors raising ACRL regular personal membership dues by one dollar (\$1.00) and retired membership rates by one dollar (\$1.00) as permitted by the 2019 HEPI. The FY20 HEPI reported a 1.9% increase. This increase permits increasing the ACRL personal dues rates for FY22 to:

1. Personal members: \$69
2. Retired members: \$45

Second Action: Board of Directors

Motion: ACRL Budget and Finance Chair Carolyn Allen moved that the ACRL Board of Directors approves the recommendation from the ACRL Budget & Finance Committee on raising ACRL regular personal membership dues by one dollar (\$1.00) and retired membership rates by one dollar (\$1.00) as permitted by the 2019 HEPI. The FY20 HEPI reported a 1.9% increase. This increase permits increasing the ACRL personal dues rates for FY22 to:

1. Personal members: \$69
2. Retired members: \$45

Action: The ACRL Board of Directors approved the recommendation from the ACRL Budget & Finance Committee on raising ACRL regular personal membership dues by one dollar (\$1.00) and retired membership rates by one dollar (\$1.00) as permitted by the 2019 HEPI. The FY20 HEPI reported a 1.9% increase. This increase permits increasing the ACRL personal dues rates for FY22 to:

1. Personal members: \$69
2. Retired members: \$45

6.0 Next steps/New Business (Allen)

No new items shared; appreciations and thanks to all for their work.

7.0 Adjournment (Allen)

Allen adjourned the meeting.

Submitted by ACRL Budget and Finance Committee member Joe Mocnik.



Association of College and Research Libraries
Budget and Finance Committee Meeting
February 4, 2021
12:00-2:00pm CST

Minutes

Present: Carolyn Henderson Allen, Erika Dowell, Julie Garrison, Nathan Hall, Madhu Kadiyala, Binh Le, Kara Malenfant, Scott Mandernack, Joe Mocnik, Kris L. Reed, Kristen Totleben

Guests: Erin Ellis, Maggie Farrell

Staff: Mark Cummings, Erin Nevius, Allison Payne, Mary Jane Petrowski

1.0 Welcome and Introductions (Allen).

Agenda approved. Minutes from last meeting. June 18th part 1. No questions. 2nd set June 18, 1-2 June 19 part 1- none, June 19th part 2- no questions or concerns.

2.0 Assign/Review Recorders (Allen)

Recorder 1: Joint Board/B&F, Feb 2, 11-1 CST = Joe Mocnik; Recorder 2: B&F I, Feb 4, 12-1 CST = Kristen Totleben, 1-2pm CST = Erika Dowell; Compiler = Carolyn Henderson Allen.

3.0 Adoption of the Agenda (Allen)

Action: *The committee approved the agenda as presented.*

4.0 June 2020 Virtual Meeting Minutes (Allen) #1.0

Motion: *ACRL Budget and Finance Committee member Kris L. Reed moved that the ACRL Budget and Finance Committee approves the minutes from June 2020.*

Action: *The ACRL Budget and Finance Committee approved the minutes from June 2020.*

Confirmation of Virtual Vote (Allen) #2.0

Motion: *The ACRL Budget and Finance Committee moved to confirm its asynchronous virtual vote taken between its meetings held June 2020 and January 2021.*

- *ACRL and Choice FY21 Budget (Voting period: 8/7/2020 to 8/13/2020)*

Action: *The ACRL Budget and Finance Committee confirmed its asynchronous virtual vote taken between its meetings held June 2020 and January 2021.*

- *ACRL and Choice FY21 Budget (Voting period: 8/7/2020 to 8/13/2020)*

6.0 Debrief of Joint Board/B&F & ALA Finance Meetings (Allen)

The committee reviewed the discussion with ALA Treasurer & ALA Executive Board liaison Maggie Farrell and considered implications for ACRL and its finances. The Committee debriefed and asked questions regarding the January 2021 ALA Finance and Governance meetings. Maggie Farrell during ACRL Board and B&F.

- ALA finances are still strained due to the pandemic. There were consequences in terms of staffing the finance office, conference revenues, outsourcing, not fulfilling the contract to outsource for financial management. ALA is finding ways to bring data up to date but continues to be stretched and behind.
- The Chief Financial Officer position should help out but there will be a learning curve. ALA Finance and Accounting probably won't finish the year on time but there will be an audit in June 2021. The audit will be at least 6 months later than it normally would be due to decreased staffing.
- We continue to not have the latest data, but the forecast is that by September 21 (FY 22), things will be on track by that time. In March, there will be a proposal to identify all the areas ALA plans to work on. They wish to continue the 26.5% overhead and 2% salary increases in 2022. The hope and plan are not to have any furloughs. For more information, see this [ALA Budget Assumptions document](#).
- There is a question about the ability to suspend transfers from divisions' net asset balance. Hope to increase payout at 6-7% of endowments. Operating agreement work group is continuing to look at current membership and overhead rates. ALA plans to have an in-person Annual Conference in 2022 in Washington D.C.
- ALA and ACRL are working diligently to not disenfranchise members. Document posted to ALA Executive Committee from BARC (January 26). More information on the timing of the audit: [MW EBD 3.13a Joint BARC and F&A Report to Executive Board](#) Last year was the first year since the spend down budget began in FY18 that ACRL took out some interest income to offset the budget. Normally, ACRL doesn't take any funds out because normally it is not needed to replenish the net asset balance. A rule for taking out interest income is that 5% of the average of the previous 20 quarters can be brought over from the endowment to offset any loss.
- Cash liquidity and the net asset balance: cash assets comprising divisions' net asset balances have been spent to keep ALA afloat, and ACRL will need to work closely with ALA finance if it has plans to spend a large portion of its net asset balance. ACRL can't transfer endowment balances to support ALA with its cash liquidity issue. We can't go into net asset balance, even if there's money in there. A concern was raised that in addition to what the outcome would be in terms of the percentage, how much ACRL and ALA may or may not be impacted by membership numbers? It is recommended that

ACRL and the Budget and Finance Committee pay attention to this, to monitor and keep in check as we work through budget scenarios.

- ACRL Performance Goals and membership numbers: There's been a drop in membership, and we'll have a better sense in the months to come. We'll know in June how much we've lost. In FY22, ACRL has a goal to build its membership. ALA's Interim Chief Financial Officer reported that divisions still have net asset balances. The focus is on revenue first. ACRL has always balanced its budget on 2-year cycle. What does ALA intend to do to support growth in the divisions? Melissa Walling Director of ALA Membership and other staff plan to hire a Membership Recruitment Specialist to focus on recruitment and promotion. There is a plan to utilize the membership database to look at how to better connect members, but it is currently hampered by shortcomings by technology and being short-staffed. There are ACRL goals of targeted outreach and membership growth.

7.0 ACRL FY21 Projections & FY22 Preliminary Budget (Malenfant) #4.0, #6.0, #7.0, #8.0

Budget projections from FY20 was compiled from a lot of different resources since financials not in yet. Revenues are down, expenses also down though not at same rate. ACRL has managed the revenue reduction through a variety of means, including five staff furlough days, keeping the Executive Director position vacant, and using federal pandemic-related relief.

FY21 projections were also compiled the same way, in the absence of official financial reports. The budget assumes that conferences can take place in person. The budget includes a planned 23% decline in revenue. Some cost saving is achieved through costs related to cancelled events, continuing the vacant ED position, and continued reduced travel expenses.

For FY22, preliminary executive summary only is provided (Doc 7.0). Many uncertainties lie ahead so this is preliminary. The committee will plan to meet again this spring to consider something more detailed, hoping that we know more by then. The budget shows a deficit, which is normal for a non-conference year, but the deficit is larger than is prudent.

Projected operating reserve for FY22 is below the ALA mandated level. And well below the recommended operating reserve as determined by our committee. When FY20 and FY21 year-end figures are finalized, we hope that the operating reserve is a bit larger than we have currently estimated.

Malenfant says staff will go back to the budget to try to get this operating reserve up to a better level, but it will probably involve some hard decisions. For example, determining what travel is necessary.

ALA is implementing revenue-first budgeting. ACRL is submitting "medium" revenue numbers, but also have a range of lower/higher values. Malenfant has alerted ALA Executive Director Tracie D. Hall about our planned deficit budget and Hall said it could be accommodated.

The committee asked about how many registrants are needed to break even, or earn some net revenue, from the online ACRL 2021 Conference. ACRL will have a better sense in April about

where the conference budget stands. Payne reports about 1700 registrants are planned for in the budget. It does not quite break even, due to spending in FY20 toward conference planning.

The committee asked about whether there is a special category of registration for laid off or unemployed librarians. Yes, a reduced rate is available.

8.0 CHOICE FY20 & FY22 Preliminary Budget (Cummings) #5.0, #6.0, #9.0

Choice Editor and Publisher Mark Cummings reviewed the report included in the document packet. Problems with financial reporting are difficult, but CHOICE has good internal controls. The report is based on these.

Generating revenue is not a new thing for CHOICE. Income comes from subscriptions, advertising and sponsored content, royalties, and miscellaneous. Subscriptions are a big problem.

In FY20, subscriptions down significantly. Advertising and sponsored content are doing better, but there has been a dramatic decline in print advertising. Royalties are coming in just above budget.

For FY21, cash receipts YTD for Choice magazine are 35% below last year's actuals, but cash receipts in the latter half of the fiscal year often vary considerably from month to month, and changes of this magnitude had been seen before. Income from selection cards is down 12%. Database subscriptions are down 5%. On the revenue side, Choice expects to be on or close in our advertising and licensing lines but will miss subscription targets by as much as 5% (by the roughest of estimates). Advertising and sponsored content is at budget right now (including webinars and podcasts, white papers).

Choice Magazine (FY21) we expect to be 1% under budget on revenues. Cost savings in place include one position held open and staff furlough days. \$450,000 has been cut from the magazine budget in the past five years. CHOICE's problem is not expenses, but revenues.

For FY22, CHOICE has a projected \$244,000 deficit. We have revised down all subscription revenue and hope other revenues will hold steady. This continues the overall downward trend in revenue over past five years.

Choice has been trying to expand its audience. The brand is widely respected. The print magazine is respected but not read as widely as in previous years. Eliminating print does not yield big savings. Last year we relaunched CHOICE 360 database and need to get word out about how it is much more than a review site.

Vendors like the large audiences CHOICE is getting with sponsored content, such as online programs and white papers.

Allen suggested that members could look at ways our own institutions use CHOICE products, then think about how to generate revenue.

Cummings noted that CHOICE staff have discussed becoming essentially a producer of webinars and other content for universities. A new stream of content developed with Alexia Hudson-

Ward (MIT) relating to racial and social justice will debut soon. CHOICE has high hopes for the program called [Toward Inclusive Excellence](#).

9.0 Organizational Dues (Petrowski) #11.0, #11.1, #11.2, #11.3

ACRL Associate Director Mary Jane Petrowski shared that organizational membership declined 38% in this century. Organizational dues have not been changed since 2011. The actual cost is determined by size of institution.

The proposal under consideration would offer organizational members free access to the ACRL benchmarking tool, ACRL Metrics. Petrowski feels that this membership category has no tangible benefit now.

Petrowski asked: Do we think this is a good idea? She has not worked up a plan yet but wanted to get direction from the committee first. The next step is to explore the potential financial impact.

The Committee noted that ALA organizational membership is required before being an ACRL organizational member.

ACRL Metrics has improvements underway. Petrowski thinks it will be much more appealing for users.

Allen noted that we will need a good marketing plan so that libraries understand how the metrics can be useful. And does it include the information that will be useful to smaller institutions?

The Committee thinks the idea is worth exploring but has questions, including how this change would affect ACRL revenue, and how effective it would be in stabilizing or increasing the number of organizational members.

Petrowski will come back to the Committee with a more detailed plan or a few scenarios.

10.0 Review of Progress on B&F Committee's Work Plan (Allen) #2.0

Allen said that the work plan is current as written. No new projects or changes were discussed.

11.0 New Business (Allen)

Allen gave thanks to ACRL staff for their detailed work and steady guidance. They have experienced a very hard and stressful year with changes in leadership and financial problems, including furloughs. The Committee appreciates their hard work under challenging circumstances.

12.0 Adjourn (Allen)

Hall moved to adjourn. Reed seconded the motion. The meeting was adjourned at 2:00 p.m.

Minutes submitted by Kristen Grace Totleben and Erika Dowell.

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Report of Recent ACRL Activities that Support the Core Commitment to EDI

Plan for Excellence Quarterly Activity Report (PEAR)

Report Period: November 1, 2020 - Present

The PEAR is a quarterly report that the ACRL Board of Directors receives before each meeting. The full report is organized by strategic area to align with the ACRL Plan for Excellence. This document is an excerpt of just those activities related to the [ACRL Core Commitment to EDI](#). This high-level overview of division activities is by no means exhaustive. Activities of sections, discussion groups, interest groups, and chapters are not reflected.

Board Actions & Activities

- In November 2020, the Board approved for the Equity, Diversity, and Inclusion (EDI) Committee to distribute 50 BIPOC ALA/ACRL memberships. EDI Committee issued a call for applications in January 2021 then selected and notified applicants in time for them to register for the ACRL 2021 Virtual Conference at the member rate. The committee also held a well-received welcome session for those awarded memberships.
- An ACRL Joint Board/Budget & Finance EDI Working Group is reviewing with a financial lens how ACRL is supporting its Core Commitment, and what gaps might need addressed.
- At its January 2021 meeting, the ACRL Board of Directors approved a pause to the ACRL's Awards program for the 2021-2022 program year (July 1, 2021 – June 30, 2022) in order to engage in a critical programmatic review. 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.
- ACRL sponsored the HBCU Library Alliance 2021 Virtual Membership Meeting (June 1-2, 2021) at the Platinum level and offered the brief presentation "How We Are Marching: EDI Efforts across ACRL."
- The May 24, 2021 ACRL Leadership Council and Membership Meeting, included "Advancing ACRL's Core Commitment to Equity, Diversity, and Inclusion (EDI)" with updates from ACRL EDI Committee Chair Mary Beth Lock and ACRL Budget and Finance Committee Chair Carolyn Allen.

Committee, Task Force, and Diversity Alliance Work

- Members of the EDI Committee are in conversation with the Standards Committee about reviewing existing ACRL Standards, Guidelines, and Frameworks with an eye towards EDI as well as options for possible amendment of the procedures for updating and creating standards.

- ACRL offered two free ACRL Presents webcasts:
 - “Cultures of Collecting: Sustaining Diversity, Equity and Inclusion in Collection Development” on May 27, 2021. ACRL’s Equity, Diversity, and Inclusion Committee lead a panel discussion on questions such as: What is the “right way” to decenter racism when building collections in academic libraries? And through our collection development plans?
 - “An Insider's Guide to Preparing for Promotion: the Good, the Bad and the Ugly” on March 9, 2021. Panelists from the ACRL Equity, Diversity and Inclusion Committee discussed all aspects of the promotion process in academic libraries, including the value that promotion and tenure bring to librarianship, how to prepare your documentation, and where to find support from within your institutions or professional organizations.
- The 2020 ACRL Academic Library Trend and Statistics Survey included a trends questionnaire on EDI and the summary results will be available in May 2021.
- With 42 institutional members, the ACRL [Diversity Alliance](#) unites academic libraries committed to increasing the hiring pipeline of qualified and talented individuals from underrepresented racial and ethnic groups. A [task force](#) is working to strengthen and improve the program.
- The [ACRL/ARL/ODLOS/PLA Building Cultural Proficiencies for Racial Equity Framework Task Force](#) continues work on the forthcoming EDI framework. This summer, the task force plans to draft the Framework and seek comments from the academic and public library community. As part of the 2021 Virtual ALA Annual Conference, Task Force leaders will a session, “Cultural Proficiencies for Racial Equity Framework: An Update,” on June 27, 2021.
- The Value of Academic Libraries Committee launched its [Equity & Social Justice Spotlight Series](#) on ACRL Insider with profiles of librarians discussing what it means to integrate equity and social justice into our practice and assessment, as well as how they are working toward that goal.
- The Student Learning and Information Literacy Committee (SLILC) held the 2021 Midwinter Discussion Forum, “Open and Inclusive Pedagogies from and Beyond Your Living Room.”
- SLILC is working with the Roadshow presenter teams for [Engaging with the Framework](#) and [Scholarship of Teaching and Learning](#) to continue integration of EDI content into the curriculum, as well as to consider the feasibility of creating a new Roadshow for inclusive teaching practices.
- SLILC solicited a call for proposals for the ACRL New Publications Advisory Board-approved book proposal for [Equitable & Inclusive Pedagogy](#).
- The period for project activities undertaken by the seven recipients of ACRL’s first Scholarly Communications Research Grants (up to \$5,000 each for work that contributes to more inclusive systems of scholarly communications in areas suggested by ACRL’s 2019 report [Open and Equitable Scholarly Communications: Creating a More Inclusive Future](#)) closed on November 30, 2020. Final grant reports are due June 18, 2021, to allow time for dissemination and reflection before the final report is due. Dissemination funds of \$1,500 per recipient are available through August 31, 2021. Grant recipients contributed a pre-recorded panel presenting their research at the ACRL 2021 Virtual Conference.
- The Publications Coordinating Committee is presenting the program “Diversity in Scholarly Publishing” as a prerecorded panel session at the 2021 ALA Annual Conference.

- The New Roles and Changing Landscapes Committee released a [call for facilitators](#) in March 2021 to help launch an online cohort program based on the recent [Fostering Change](#) publication. They are looking to add up to two new facilitators with experience with and/or knowledge of equity-centered design or participatory design, inclusive and/or anti-racist change strategies, and facilitation experience with a preference for those trained in anti-oppressive techniques.

Professional Development & Publications

- The ACRL 2021 Conference, “Ascending into an Open Future,” originally planned for Seattle took place as a virtual-only event April 13 - 16, 2021. Some measures to support ACRL’s core commitment included: [call for participation](#) equity statement and participation limits to allow as many individuals as possible to present, an acknowledgement of the land and water where we originally intended to gather, encouraged the use of an optional strategy called progressive stacking when asking questions, and a statement on site selection affirming our commitment to making conferences inclusive and accessible.
 - 65 conference programs (21%) selected Equity, Diversity, and Inclusion as their primary tag.
 - 91.32% of ACRL 2021 evaluation respondents indicated conference programs “very effectively” or “somewhat effectively” addressed their needs concerning Equity, Diversity, and Inclusion.
 - 91.60% of respondents agreed that the ACRL 2021 Virtual Conference provided a welcoming, inclusive, and engaging environment.
- The [RBMS 2021 Conference](#), virtual-only June 8-10, 2021, focuses on: Power. Resistance. Leadership. This conference will critically examine the existing power structures that have shaped and continue to impact special collections and archives. The program will explore the power dynamics within our profession and the ways in which we experience, exert, and/or defy power. The content from the cancelled 2020 RBMS Conference will be reprised and all speakers and scholarship recipients will be invited to participate. The RBMS 2020 Committees received an offer to extend their appointments and the original RBMS 2021 leadership graciously agreed to delay their appoints until the RBMS 2022 event.
- ACRL continued providing support to ALA Census 2020 efforts with reports of ALA Census activities completed and articles about the work of libraries to promote the 2020 Census.
- In March 2021, Choice launched [Toward Inclusive Excellence](#), to explore issues of racial justice, equity, diversity, and inclusion, particularly as they affect the library community, via a weekly updated blog and will incorporate podcasts, webinars, and research reports.
- In May 2021, Choice introduced a [new series](#) of complimentary feature-length reviews (1,500 words) of racial and social justice titles. The reviews will appear every month in the print issue of Choice and online at [Choicereviews.org](#) and [Choice360.org](#). Their intent is to feature important works on racial justice that will be of use to undergraduates and faculty researching racism and racial inequalities from new perspectives. These works will include titles that may be considered adjacent to traditional monographic output, but nonetheless are important for inclusion in scholarly contexts.

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To: ACRL Budget and Finance Committee, ACRL Board of Directors
From: Kara J. Malenfant, ACRL Interim Executive Director
Date: June 1, 2021
Re: FY20 fourth quarter budget report

The attached spreadsheet (Doc 5.1) details the performance for Fiscal Year 2020, ending August 31, 2020. Generally, in January, staff present the results of the FY20, however this year, delays in financial reporting from ALA's Finance office prevented that. An executive summary and highlights of financial performance for ACRL and Choice follow.

As a reminder, ACRL's budget is best considered on a two-year cycle due to the ACRL Conference taking place in odd years. Revenues are deferred until odd years and expenses are spread over two years for the Conference creating deficits in even years and surpluses in odd years. Thus, comparisons of total financial performance to last year, while useful for the Choice budget, are not as meaningful for the ACRL portion of the report, so we have presented the ACRL comparisons with the FY18 actual so comparisons between two budgets in ACRL nonconference years can be made.

Executive Summary

Despite 2020's challenges and the unusual circumstances of the COVID-19 pandemic, ACRL ended this anomaly year just over \$190K or 21% better than our budgeted net.

ACRL TOTAL	FY20 Actuals	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 also saw a positive variance to the FY20 budgeted net by nearly \$70k.

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)

ACRL Revenues

ACRL's total revenue declined 36% from budget or -\$932,548. The largest shifts were seen for the three main revenue streams:

- education (Immersion, RBMS conference, and licensed workshops were cancelled with revenue dropping drastically by 86% or -\$575,459),
- publications (revenue declined 24% or -\$271,951 as book and ad sales declined), and
- membership (revenue, largely from dues, also declined at 11% or -\$84,965).

ACRL Expenses

ACRL's total expenses declined 32% from budget or -\$1,122,594. Looking broadly at our main revenue streams, the largest reductions were seen in:

- education: cancelling in person events resulted in expenses dropping drastically by 61% or -\$563,712),
- publications: expenses declined 19% or -\$199,109), and
- membership: expenses declined by 24% or -\$357,349 as Board meetings, liaison travel, annual conference programs, and other activities were curtailed due to the pandemic.

Looking at expenses through another lens, as line items, the largest reductions were in:

- Meetings and conferences expenses dropped 72% or -\$529,888 (e.g., facilities rental, equipment and a.v., meal functions).
- Transportation, lodging and related expenses declined by 68% or -\$95,366
- Outside services declined by 44% or -\$118,199 (e.g., professional services, bank fees, messenger service)
- Payroll declined by 7% or \$117,602 (due to unbudgeted 5-day furlough for all staff in August 2020 and executive director Davis retiring in April 2020 with Malenfant taking on the interim position, in effect leaving a position open. Note: although ALA received a first-draw Paycheck Protection Program (PPP) loan in FY20, it has not yet been forgiven and is not reflected in the FY20 actuals. ALA's interim chief financial officer anticipates that it will be forgiven, and unit budgets will be credited at that time.)

Because expense declined at a greater rate than revenue, ACRL ended the year \$190k or 21% better than budgeted. This has bolstered the net asset balance, essential for mitigating future risks and ensuring essential business functions can continue.

Choice Financial Discussion

FY20 Final Results

Buffeted by the unusual circumstances of the COVID-19 pandemic, Choice revenues dipped below budget by almost \$160K. Reductions in expenses, most precipitated by these same circumstances, offset these losses, enabling Choice to finish in the black for the first time since FY11. The addition of \$60,012 to our Net Asset Balance lifted that surplus to \$2,631,994.

FY20 Year End							
CHOICE 404	Budget (Year)	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Beginning Net Assets		2,571,982	2,571,982	#DIV/0!	2,926,294	(354,312)	-12.11%
TOTAL REVENUES	2,645,629	2,485,765	(159,864)	-6.0%	2,520,864	(35,099)	-1.39%
Total Expenses before OH/Taxes	2,275,080	2,067,141	207,939	9.1%	2,326,427	259,286	11.15%
Contribution Margin	370,549	418,624	48,075	13.0%	194,437	224,187	115.30%
Overhead	350,546	329,364	21,181	6.0%	334,014	4,650	1.39%
Allocations (575 Main St)	29,225	29,248	(23)	-0.1%	38,411	9,163	23.86%
Tax	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL EXPENSES	2,654,851	2,425,753	229,097	8.6%	2,698,852	273,099	111.26%
Net Revenue/(Expense) from Ops	(9,222)	60,012	69,233	750.8%	(177,988)	238,000	133.72%
Ending Net Asset Balance	(9,222)	2,631,994	2,641,215	28643%	2,571,982	60,012	102%

Revenues

Year-over-year revenue fell by 1.4% in FY20 and lagged budget by 6%. Alone among our three principal revenue streams (subscriptions, licensing royalties, and advertising and sponsored content), only the last of these outperformed prior year. Principal reasons for this are discussed below.

FY20 Year End							
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Subscriptions	1,326,102	1,258,734	(67,368)	-5.08%	1,306,130	(47,396)	-3.63%
Advertising/Sponsored Content	701,327	670,500	(30,827)	-4.40%	599,110	71,390	11.92%
Royalties	519,200	505,219	(13,981)	-2.69%	521,691	(16,472)	-3.16%
Other \$	99,000	51,312	(47,688)	-48.17%	93,933	(42,621)	-45.37%
Total Revenue	2,645,629	2,485,765	(159,864)	-6.04%	2,520,864	(35,099)	-1.39%
Total Expenses	2,654,850	2,425,753	229,097	8.63%	2,698,852	273,099	10.12%
NET REVENUE	(9,221)	60,012	69,233	750.82%	(177,988)	238,000	-133.72%

Advertising and Sponsored Content (including webinars)

In fiscal 2013 “space” and banner ads in *Choice* magazine and *Choice Reviews* made up 88% of unit advertising revenue. In fiscal 2020, space and banner ads in these same publications, plus banner ads in *ccAdvisor*, amounted to no more than 43% of advertising revenue. The difference between these two figures is due to two factors: (1) a dramatic decline in “space” (print) and banner (digital) advertising industrywide, and (2) the tremendous growth of our webinar, podcast, and white paper programs and the continued strength of our newsletters and eblasts, collectively labeled “sponsored content” as they all rely on sponsorships and underwriting by publishers for their existence. Between FY13 and FY20 our sponsored-content revenue grew from \$68K to \$385K, while space and banner advertising shrank, from

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\$485K to \$285K. As subscription revenue subsides and publisher interest in traditional forms of advertising wanes, the growth of our sponsored content programs is suggestive of a new role for Choice and a changed business model.

Print advertising in *Choice* magazine, which in FY13 was over \$433K, fell this past year to \$231K (gross) and is poised to fall another 35% this fiscal year. This dire situation is confirmed by reports of publishers claiming they are abandoning print ads altogether. As for their digital counterparts, *Choice Reviews* banner advertising beat budget on paper (see below), but the difference (\$29,819) is simply a timing error, recognizing revenue that properly belonged in FY19. The dramatic drop in *Choice Reviews* advertising revenues between FY19 and FY20 is due to the reclassification of newsletters and eblasts to Content Marketing (project 3914), revenues of which show a corresponding increase.

Clearly the dominant factor in advertising revenue in FY20, and thus the most significant factor in our overall financial performance as a unit, was the dramatic growth of our sponsored webinar program, which grossed \$224,935 for its 32 webcasts. Fueled by a need for continued exposure to professional development resources during the sequestration, webinar registrations swelled by 128%, from 15,634 in FY19 to 35,702 this past year. Forty-three percent, or 15,343, of registrants attended these sessions. After payment of sales commissions and the 15% royalty to ACRL for cobranding, the webinar program netted Choice \$180,807. (This net figure does not appear on the performance reports, as webinar revenue is reported independent of commissions in ALA accounting.) Elsewhere in content marketing, white papers and podcasts both beat budget (collectively, by \$12,495), but newsletters and eblasts lagged by almost \$30K, leading to a shortfall to budget of \$17,841 in that category.

Year over year, then, our total advertising efforts grew 12%, netting \$71,390 more than prior year but \$30,827 below budget.

FY20 Year End							
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	286,500	220,610	(65,890)	-23.00%	258,286	(37,676)	-14.6%
Choice Reviews	28,650	58,469	29,819	104.08%	141,368	(82,899)	-58.6%
Content Marketing	222,037	204,196	(17,841)	-8.04%	48,395	155,801	321.9%
ccAdvisor	11,937	6,418	(5,519)	-46.23%	12,179	(5,761)	-47.3%
Total	549,124	489,693	(59,431)	-10.82%	460,228	29,465	6.4%
Webinars (net of commissions)	152,203	180,807	28,604	18.79%	138,882	41,925	30.2%
TOTAL ADVERT & SPONSHIPS	701,327	670,500	(30,827)	-4.40%	599,110	71,390	11.9%

Subscriptions

Subscription revenue was \$1,258,734, some 5% below budget and roughly 3.5% below prior year, continuing a decade-long decline in this, the mainstay of our traditional business. These declines represent systemic changes in library workflows and funding; they cannot reasonably be laid at the feet of the pandemic. In fact, however dire the effects of COVID-19 on our subscriptions, those changes would not immediately be reflected in earned income in any case, as changes in earned income are buffered by subscription accounting. Even so, nothing easily explains the altogether puzzling *growth* of *Choice* magazine earned revenue during FY20. During the year, circulation fell by 10% and has been falling by roughly that same amount every year since the 2000s, so the increase cannot be explained by growth in prior years. The matter remains under investigation.

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But if earned income does not reliably reflect abrupt changes in our subscription business, monthly cash receipts do. As such, they are barometers of the effects of COVID, as they reflect month-by-month decisions regarding subscription renewals. And these figures *do* presage further declines in our subscription business. During the last five months of fiscal 2020, cash receipts for both print and online were down 17% over the same months a year earlier, a trend that gained momentum in the fall of 2020.

Resources for College Libraries (RCL) revenue was budgeted to increase on the strength of the relaunch of ProQuest's *Bowker Book Analysis System* (BBAS), which is sold with the option to bundle RCL. The delay in the launch of BBAS until after the close of our fiscal year was the contributing factor in its failure to meet budget.

FY20 Year End							
SUBSCRIPTIONS							
Source	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	386,360	413,039	26,679	6.91%	387,925	25,114	6.47%
Choice cards	90,603	74,101	(16,502)	-18.21%	92,677	(18,576)	-20.04%
Subtotal Choice Print	476,963	487,140	10,177	2.13%	480,602	6,538	1.36%
Choice Reviews	664,514	622,735	(41,779)	-6.29%	651,630	(28,895)	-4.43%
Total Choice	1,141,477	1,109,875	(31,602)	-2.77%	1,132,232	(22,357)	-1.97%
ccAdvisor	37,500	26,577	(10,923)	-29.13%	41,100	(14,523)	-35.34%
Resources for College Libraries	147,125	122,282	(24,843)	-16.89%	132,798	(10,516)	-7.92%
TOTAL SUBSCRIPTIONS	1,326,102	1,258,734	(67,368)	-5.08%	1,306,130	(47,396)	-3.63%

Licensing

Royalties for licenses to use Choice and RCL content on third-party platforms finished the year some 3% below both budget and prior year. ALA figures do not match those provided by our internal systems, which show revenue of \$526K from the Choice reviews line below (\$486.5). RCL royalties benefited from the late arrival of a \$10K payment for the prior year. Despite these small inconsistencies, licensing continues to be a stable revenue stream, closely tied to the subscription revenues of the major firms that offer them (ProQuest, EBSCO, Baker & Taylor).

FY20 Year End							
LICENSING							
Source	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Choice	1,000	680	(320)	-32.00%	1,370	(690)	-50.36%
Choice reviews	510,200	486,539	(23,661)	-4.64%	513,321	(26,782)	-5.22%
RCL	8,000	18,000	10,000	125.00%	7,000	11,000	157.14%
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	519,200	505,219	(13,981)	-2.69%	521,691	(16,472)	-3.16%

Other Revenue

It is worth pointing out here that a core source of Other Revenue, the sale of remaindered (unreviewed) books, was a major victim of the pandemic. The flow of books from publishers to our offices virtually ceased during the early months of the crisis, followed by a reluctance on the part of our usual buyers to visit Choice and select books for purchase. The result was that book sales came to \$36,723, \$48,277 below budget and an almost equal amount below prior year. Sadly, this revenue stream does not look to be rebounding in FY21.

Expenses

If there is a bright (sic) side to the COVID-19 pandemic, it is its effect on our expenses. During FY21, Choice expenses benefited from:

- Suspension of the August issue of the magazine for lack of enough books to review to fill a print issue, with corresponding savings in printing and shipping
- No business travel after Midwinter conference
- No exhibit at ALA Annual
- Suspension of virtually all external advertising
- One week of furlough (August 17–21)
- One open position (hiring freeze)

Additionally, the late delivery of the final coding for the new Choice360 platform pushed \$13,500 in charges originally budgeted in FY20 into FY21. Overall, then, direct expenses were an impressive \$265K below prior year and \$200K better than budget.

FY20 Year End							
EXPENSES	Budget	Actual	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	1,618,065	1,508,575	109,490	6.77%	1,665,237	156,662	9.41%
Outside Services	65,650	86,062	(20,412)	-31.09%	101,658	15,596	15.34%
Travel and Related	36,150	10,271	25,879	71.59%	41,543	31,272	75.28%
Meetings and Conferences	12,600	1,250	11,350	90.08%	11,771	10,521	89.38%
Publication-related	348,783	274,467	74,316	21.31%	260,373	(14,094)	-5.41%
Operating	248,967	244,113	4,854	1.95%	308,928	64,815	20.98%
TOTAL DIRECT EXPENSES	2,330,215	2,124,738	205,477	8.82%	2,389,510	264,772	11.08%

The Bottom Line

During FY20, Choice delivered \$329,364 to the ALA general fund.

	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 LTI	\$4,677,910	\$4,677,910	\$0	0%	\$4,180,025	\$497,886	12%
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	\$11,100,250	\$11,100,250	\$0	0%	\$12,366,615	(\$1,266,365)	-10%
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								



To: ACRL Budget and Finance Committee, ACRL Board of Directors
 From: Kara J. Malenfant, ACRL Interim Executive Director
 Date: June 11, 2021
 Re: FY21 second quarter performance and projections

Generally, staff present the ACRL Budget and Finance Committee with first quarter actuals in January and second quarter actuals by May. This year, there are delays in financial reporting related to the outsourcing of ALA accounting functions, which were subsequently brought back in house and capacity is still being rebuilt.

FY21 Q2 Performance

Information on performance for the first half of the current fiscal year (Sept. 1, 2020 – Feb. 28, 2021) is still provisional due to ongoing delays from ALA's Finance office for FY21 second quarter financial reports. Expenses are reported fully, however there may be increases of approximately 15-20% for deferred revenue (e.g., membership dues, professional development, and subscriptions).

ACRL TOTAL	FY21 Q2 ACTUAL	FY21 Q2 BUDGET	\$ VARIANCE FROM BUDGET
REVENUES	\$678,359	\$625,550	\$52,809
EXPENSES	\$916,055	\$1,355,719	(\$439,665)
NET	(\$237,696)	(\$730,170)	\$492,474

CHOICE TOTAL	FY21 Q2 ACTUAL	FY21 Q2 BUDGET	\$ VARIANCE FROM BUDGET
REVENUES	\$1,288,045	\$1,181,010	\$107,035
EXPENSES	\$1,057,260	\$1,270,366	\$213,106
NET	\$230,785	(\$89,356)	\$320,141

Note that the ACRL summary table above shows FY21 budgeted expenses lower than those recommended by the ACRL B&F Committee and approved by the ACRL Board in August 2020. In fall 2020, the ALA Executive Board approved an ALA FY21 budget with unallocated expense reductions of \$400K for Divisions and \$100k for Round Tables related to travel and meetings. In March 2021, Interim CFO Denise Moritz and ED Tracie Hall consulted with ACRL Interim ED Kara Malenfant as they worked to allocate these budgeted cost savings fairly to the Divisions and Round Tables. The ACRL FY21 budget, approved by the ACRL Board in August with a deficit of \$540,864, assumed an in-person conference in Seattle in April 2021 which we were later forced to cancel and switch to virtual. After looking at ACRL's budgeted expenses project-by-project, ACRL staff agreed that, due to switch in ACRL's conference and other planned in person events, ACRL's projected expenses for FY21 would be reduced by at least \$214,473 (meetings and conferences) and \$38,092 (travel) and likely much greater. Thereafter the ALA Finance office reduced ACRL's budgeted expenses by those amounts. The Choice budget was reduced by \$2,153 for meetings and conferences and \$5,441 for travel and related expenses.

What follows is a narrative describing ACRLs' FY21 Q2 performance. Choice's discussion can be found at the end of this document.

Expense reductions. ACRL's FY21 net for the fiscal year mid-point is better than budget by 67% due in large part to cost savings of 32% or \$439,665 less than budgeted. The largest cost savings for ACRL in the first two quarters of FY21 are in salaries and benefits (as the search for ACRL's e.d. continues), outside professional services, travel and meal functions, and program support. When looking at expenses by three primary program areas, expense reductions to education including the ACRL and RBMS Conferences are at -89%, publications -54%, and membership -27%.

Revenue performance differed by project. Membership dues are 48% or \$84K better than budget as the 30% projected membership melt did not materialize and membership in the Diversity alliance is 105% or \$13K better than budgeted.

Revenue from ACRL's Trends & Statistics products are up 27% or \$11K ahead of budget, a timing issue as we are publishing two print editions in FY21 and had budgeted revenue for only one print edition. Expenses for Trends & Statistics are also higher than budgeted; however, this is also a timing issue as an additional inventory adjustment credit of \$34K will be posted in July when the 2021 print edition is published.

Total book revenues are down 35% or \$46K behind budget. Print sales and ebooks for individual use continue to lag budget, a trend of declining print sales exacerbated by the pandemic. While print sales still account for most of the revenue, sales are moving to institutional ebook sales, which are trending ahead.

For serial publications, revenue for C&RL News is up 10% or \$15.7K better than budget, as classified ad sales for ALA JobLIST (run jointly by staff of *American Libraries* and *C&RL News*) continue to exceed budget. This increase has held in subsequent months, reflecting a recovery in hiring that was stronger and sooner than anticipated. Online advertising revenue for sponsorships of newsletters and e-blasts recognized in the C&RL News budget are also up 36%

or \$14.7K from budget while print advertising revenue is down 26% or \$10K below budget. Subscription revenue is also down \$1K or 18% from budget.

Revenue for online continuing education continues to be strong, with an actual of \$42K which is 60% better than budget of \$26K, primarily due to strong attendance for our fall 2020 offerings. Among other Q2 offerings was another well-attended 3-part webcast series adapted from our popular in person Road Show Curricula: Open Educational Resources. Our monthly newsletter, *The Syllabus*, which began in January 2020, continues to promote all of ACRL's professional development offerings inside and outside of association membership.

ACRL's Consulting business has continued apace, successfully switching from in person retreats and external reviews to virtual. Q2 revenue shortfalls are related to timing of billing clients and not a lack of business.

FY21 Projections

ACRL TOTAL	FY21 PROJECTED	FY21 BUDGET	\$ VARIANCE FROM BUDGET
BEGINNING NET ASSET BALANCE	\$2,581,241	\$2,581,241	\$0
REVENUES	\$3,174,865	\$3,889,775	(\$714,910)
EXPENSES	\$2,838,134	\$4,213,488	(\$1,375,354)
NET	\$336,731	(\$323,713)	\$660,444
ENDING NET ASSET BALANCE	\$2,917,972	\$2,257,528	\$660,444

CHOICE TOTAL	FY21 PROJECTED	FY21 BUDGET	\$ VARIANCE FROM BUDGET
BEGINNING NET ASSET BALANCE	\$2,631,994	\$2,631,994	\$0
REVENUES	\$2,385,142	\$2,382,519	\$2,623
EXPENSES	\$2,344,387	\$2,370,051	\$25,664
NET	\$40,754	\$12,468	\$28,287
ENDING NET ASSET BALANCE	\$2,672,749	\$2,644,462	\$28,287

What follows is a narrative describing ACRLs' FY21 projections. For Choice discussion, see the end of this document.

Membership. The budgeted 30% membership melt did not materialize. Assuming the membership trend holds, we could end the year with an additional \$168,528 in dues revenue.

Publications: Serials. Reduced subscription revenue for *C&RL News* is a trend likely to continue through the end of the fiscal year due to decreasing numbers of non-member print subscribers. ALA JobLIST continues strong; for example May was again firmly in “normal” territory, up 366% from the previous year’s May, and exceeding the month’s sales budget by 44%. Because of the sustained stronger than expected ALA JobLIST classified ad sales over the past few months, we plan to revise our budgeted FY22 revenue for *C&RL News*.

Publications: Non serials. For ACRL non-serial titles we expect print sales and ebooks for individual use to continue to lag while royalties from institutional ebook sales will continue to trend ahead, with an overall projection of being \$21K behind budget. In addition, we are absorbing some significant costs associated with the move to ALA’s new warehousing and fulfillment vendor, an estimated nearly \$50K. We reduced and destroyed slow-moving inventory, which will increase costs in our inventory reserve adjustment, and that reduction will also decrease our inventory adjustment credit, ultimately reducing it by nearly \$40K.

Education: ACRL 2021 Conference. By far the biggest factor contributing to overall improved projections is the highly successful ACRL 2021 Conference, “Ascending into an Open Future.” Originally planned for Seattle, the Conference took place as a virtual-only event April 13 - 16, 2021. ACRL 2021 was in the FY21 budget as an in-person conference with lower than usual attendance in a higher-cost city. As the Covid-19 global pandemic progressed throughout 2020 and meeting restrictions remained in place, ACRL decided (per the Board-approved plan) in October to cancel the in-person conference and instead offer ACRL 2021 as an entirely virtual event in March 2021. Per the Operating Agreement, overhead was reduced by 50% when the event moved from in-person to fully virtual. Staff built a new budget for virtual ACRL 2021 budget in fall 2020, with nearly every budget line being revised.

Chaired by Beth McNeil, ACRL 2021 featured more than 300 live and on-demand programs on topics such as open access, information literacy, collection development, collaboration, equity, diversity, and inclusion, and social justice. The theme and the content of the event generated tremendous interest and Beth and her committee deserve to be congratulated on the largest ACRL Virtual event ever. 3,274 individuals registered for the ACRL 2021 Virtual Conference, a 5.5% increase from ACRL 2019 in Cleveland. Coupled with 387 exhibitors representing 93 companies, ACRL 2021’s total attendance was 3,661 individuals.

Overall, the conference registration numbers were much more like face-to-face event numbers than anticipated. We attribute this to the event’s solid reputation for content, more affordable and easier access virtually, and continuing efforts to deliver good value and effectively market the event. Exhibitor participation was about half of face-to-face in terms of number of companies participating, and we understand this is not unusual for virtual events; in fact, it exceeded our exhibit manager’s expectations of about 30% participation.

As a result of stronger than anticipated registration, exhibits, and sponsorships, coupled with expense savings, the ACRL 2021 Virtual Conference is projected to be a financial success, with

our projected net on par with past ACRL face-to-face conference conferences. This important revenue helps to support other ACRL member services, programs, and strategic initiatives.

Education: RBMS 2021 was originally planned to be an in-person conference held in Milwaukee, WI with more than 500 registrants and 40 companies exhibiting in the booksellers showcase. RBMS Leadership and ACRL Staff agreed to cancel the face-to-face event and plan for a virtual-only event as the Covid-19 global pandemic progressed. Staff reworked the budget in fall 2020, with nearly every budget line being revised. This year's theme of *Power, Resistance and Leadership* in the virtual format has generated record-breaking interest and we look forward to welcoming over 750 registrants and 59 bookseller companies to the largest-ever RBMS conference. The event critically examined the existing power structures that have shaped and continue to impact special collections and archives. As a result of stronger than anticipated registration and sponsorships this spring, coupled with significant expense savings, the RBMS 2021 virtual conference is expected to have the highest net to date.

Education: Workshops and Immersion. As with our ACRL and RBMS conferences, some of ACRL's popular licensed "RoadShow" workshops are now going "OffRoad" by switching to online, and we project a net near budget. The Information Literacy Immersion Program, planned in the approved budget for late July 2021 at Loyola University Chicago was cancelled due to COVID-19. The Immersion Facilitation team is working to offer virtual Immersion programming, hopefully by late summer or early fall.

Education: Online Continuing Education. While e-Learning programs were scaled back in Q3 to allow individuals to attend the ACRL 2021, RBMS 2021, and ALA Annual Conferences, we have several events on the e-Learning calendar for Q4 and expect to end the year at or above projected revenue. This includes a reprise of the popular 3-part webcast series Copyright and Course Reserves, another popular "Off Road Show" on Scholarly Communication, and the upcoming multi-week, online courses through Moodle: Developing Signature Pedagogies in Information Literacy (June) and A Practical Guide to Implementing UDL in Libraries (August).

Overhead to ALA. As ACRL misses its budgeted revenue and with the switch from in person to online events (where revenue is assessed at 50% of the overhead rate, per the operational practices of ALA in relation to its membership divisions), ACRL projects generating overhead to ALA of \$296,367, significantly less than the budgeted \$672,672.

Meetings and Travel. For future quarters of FY21 (March 1 - Aug 30, 2021) we project additional savings due to continued cancelation of budgeted travel and in person meetings. This includes expense reductions such as: \$21K due to cancelled travel for staff and officers (business meetings with associations, potential donors, governmental agencies, Chapter visits), \$20K due to cancelled in person Board Strategic Planning and Orientation Session in advance of ACRL2021, and \$45K due to ALA Annual Conference switch to virtual.

Payroll. Payroll *expenses* not reflected in the summary chart above will be incurred in salary/wages for 5-days of cancelled furlough August 2022 (estimated \$21K for ACRL and \$22.5K Choice). Payroll *savings* not reflected above of \$60K in salary and benefits while the ACRL e.d. search reopened and Malenfant continues in the interim position, in effect leaving a

position open. Additional payroll *savings* not reflected above are anticipated due to PPP loan forgiveness (estimated \$108,000 for ACRL and \$116,000 for Choice. The Payroll Protection Program loan received in FY20 is expected to be forgiven in coming months and units will see credit at that time. Per federal guidance, the loan amount can be forgiven if at least 60% of the proceeds were spent on payroll costs. Salary and employee portion of benefits during the 8-week covered period is approximately \$180,000 for ACRL, therefore 60% = \$108,000. For Choice approximately \$194,000, therefore 60%=\$116,000). ALA also received a second-draw PPP loan which may be forgiven and credited to units in the future.

Choice Performance Discussion FY21 Q2 and Full-year Forecast

The FY21 Q2 performance report appears to be a “rough and ready” document, containing good news overall (a \$320K positive variance to budget!!) but also some questionable entries that we continue to investigate. These are noted in the discussion below. Also included here are full-year forecast discussions and a summary of overall performance, shown in Table 7.

Table 1: Choice Unit Performance

February 2021							
CHOICE 404	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Revenue	1,181,010	1,288,045	107,035	9.06%	1,300,919	(12,874)	-0.99%
Expenses	1,270,366	1,057,260	213,106	16.78%	1,331,567	274,307	20.60%
TOTAL	(89,356)	230,785	320,141	358.28%	(30,648)	261,433	853.02%

REVENUES

Choice revenues through the first two quarters are more than holding their own against budget (ahead 9%) and are level with prior year, but performance varies widely among our three principal revenue streams. Subscriptions are running 12% below last year at this time, offset by a breakout performance for advertising and sponsored content, which finished the quarter almost 50% ahead of budget and 27% ahead of prior year. Details of each revenue stream are discussed below.

Table 2: Choice Unit Revenues

February 2021							
404 UNIT REVENUES							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Subscriptions	617,990	586,813	(31,177)	-5.04%	665,028	(78,215)	-11.76%
Advertising/Sponsored Content	298,736	443,571	144,835	48.48%	349,244	94,327	27.01%
Royalties	240,784	243,507	2,723	1.13%	257,284	(13,777)	-5.35%
Other \$	23,500	14,154	(9,346)	-39.77%	29,363	(15,209)	-51.80%
Total Revenue	1,181,010	1,288,045	107,035	9.06%	1,300,919	(12,874)	-0.99%

Subscriptions: Subscription revenue typically accounts for roughly half of all Choice revenue, but as we have noted previously, this stream—historically the core of our business and our brand—has been in decline for a decade. Straitened budgets and changing collection-development workflows have taken their toll on these and related properties. Through February, both *Choice* magazine and *Reviews on*

Cards have fallen by over 15% from a year ago, and while it is tempting to blame the decline on COVID-19, the pandemic is only one of the factors implicated in the erosion of these revenues. As you can see in Table 3, below, their decline was fully discounted in the budget long before COVID was part of our business environment.

Digital revenue fared little better. Choice Reviews is off 7% against budget and almost 10% below a year ago, and *Resources for College Libraries*, copublished with ProQuest, has not yet benefited from the increase that was forecast (and budgeted) to come from the relaunch of the *Bowker Book Analysis System* (BBAS), which is sold in bundles with RCL. Overall, then, at the midpoint of the year, subscriptions are running 5% below budget.

Table 3: Subscriptions

February 2021							
SUBSCRIPTIONS							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	173,862	174,330	468	0.27%	206,010	(31,680)	-15.38%
Choice cards	37,007	36,362	(645)	-1.74%	43,234	(6,872)	-15.89%
Subtotal Choice Print	210,869	210,692	(177)	-0.08%	249,244	(38,552)	-15.47%
Choice Reviews	312,621	290,105	(22,516)	-7.20%	320,949	(30,844)	-9.61%
Total Choice	523,490	500,797	(22,693)	-4.33%	570,193	(69,396)	-12.17%
ccAdvisor	4,500	15,739	11,239	249.76%	15,700	39	0.25%
Resources for College Libraries	90,000	70,277	(19,723)	-21.91%	79,135	(8,858)	-11.19%
TOTAL SUBSCRIPTIONS	617,990	586,813	(31,177)	-5.04%	665,028	(78,215)	-11.76%

Subscription Forecast: If earned revenues for our subscription products do not fully reflect the effects of the pandemic, cash receipts do, as they are the product of the current market conditions that form the basis for future earned revenue. Here the picture is bleak. Through May, *Choice* magazine cash is 30% below a year ago; *Cards*, 33%, and *Choice Reviews*, a more respectable 5%. These declines will be partially reflected in FY21 full-year performance, but inexorably they will take their full toll in later years, in FY22 and beyond. Based on this, we are projecting a \$107K miss (9%) against our FY21 subscription budget.

Advertising and Sponsored Content: Thus far this year, advertising and sponsored content (webinars, white papers, podcasts, newsletters, and eblasts) have been sources of strength for Choice, and together they have propelled our financial performance to levels more than offsetting the declines in subscriptions. Leading this movement, as usual, is our webinar program, which on a net basis, after both a 15% royalty to ACRL and sales commissions, is \$50K ahead of both budget and prior year. Doubtless the pandemic has contributed to the impressive growth in the program, both in terms of revenue and audience (24,170 registrations and 11,693 attendees (48%) through February of this year *versus* 14,578 registrations and 5,071 attendees (35%) a year ago), but it is also the strength of our webinar *brand*, which is increasingly attractive to advertisers. This year, Choice will present close to forty webinars overall (one in March attracted 9,079 registrations and 4,674 (51%) attendees), and advertisers are beginning to reach out proactively to Choice to inquire about openings in our webinar calendar.

Newsletters and eblasts are posting similar impressive gains against prior year, as we know from internal sources, but their outsized gains on the performance report (\$194K vs. \$106K in our internal systems) appear to be recording errors that we continue to investigate.

As regular readers of this column (sic) already know, the victims of our successes with sponsored content have been traditional space (print) and banner (digital) advertising, which continue to underperform. Of course, these trends are not unique to Choice; traditional forms of advertising are in decline throughout our sector, as advertisers find more effective ways of communicating with their customers. Through February, banner ads in *Choice Reviews* are ahead of budget solely because FY20 revenues that did not appear in last year's reports were carried forward to FY21, but print ads are 15% below budget and 44% (!) below prior year.

Table 4: Advertising and Sponsorships

February 2021							
ADVERTISING & SPONSORSHIPS (net)							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice magazine	95,500	81,071	(14,429)	-15.11%	144,104	(63,033)	-43.7%
Choice Reviews	14,325	26,600	12,275	85.69%	48,440	(21,840)	-45.1%
Content Marketing	109,825	208,998	99,173	90.30%	78,975	130,023	164.6%
ccAdvisor	2,984	2,129	(855)	-28.65%	6,018	(3,889)	-64.6%
Total	222,634	318,798	96,164	43.19%	277,537	41,261	14.9%
Webinars	76,102	124,773	48,671	63.95%	71,707	53,066	74.0%
TOTAL ADVERT & SPONSHIPS	298,736	443,571	144,835	48.48%	349,244	94,327	27.0%

Advertising and Sponsored Content Forecast: For this revenue class, our internal systems allow us to see total bookings through the end of the year, thus affording us a reliable basis for forecasting year-end results. Assuming that these figures are accurately reflected in the ALA year-end reports, we are anticipating a solid full-year performance, some 23% ahead of budget in combined advertising and sponsored content (including webinars) revenue. Webinars will end the year at \$250K (net), or 63% ahead of budget; white papers, 20%; podcasts, 22%, and eblasts and newsletters, as much as 47%. Print ads will miss budget by 25%, and *Choice Reviews* will end the year 35% ahead of budget, benefiting from the FY20 revenue carry-over.

Licensing: Royalty income is tracking budget closely and is only slightly behind prior year, this principally because of the \$11K reduction in quarterly *Books in Print* licensing payments, per our new contract with ProQuest. Whatever the variances, licensing revenue is fairly predictable, and we expect to end the year "on or close" to the budgeted \$501,568.

Table 5: Licensing

February 2021							
LICENSING							
Source	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Choice	650	198	(452)	-69.54%	391	(193)	-49.36%
Choice reviews	240,134	243,309	3,175	1.32%	248,893	(5,584)	-2.24%
RCL	0	0	0	#DIV/0!	8,000	(8,000)	-100.00%
Choice Reviews	0	0	0	#DIV/0!	0	0	#DIV/0!
TOTAL LICENSING	240,784	243,507	2,723	1.13%	257,284	(13,777)	-5.35%

Other Revenue: It is worth pointing out here that a core source of Other Revenue, the sale of remaindered (unreviewed) books, was a major victim of the pandemic. The flow of books from publishers to our offices virtually ceased during the early months of the crisis, followed by a reluctance on the part of our usual buyers to visit Choice and select books for purchase. The result was that FY20 book sales came to \$36,723, \$48,277 below budget and an almost equal amount below prior year. This trend looks to be continuing in FY21. Through February, book sales were at little more than \$14K, 37% below budget and 47% below this time a year ago, a period admittedly not yet affected by the pandemic. We expect to end the year with no more than \$25K in sales, 44% below budget. As a reminder of how deeply this decline has hurt Choice, call to mind that in FY18, our remaindered book sales were \$118K.

EXPENSES

Year-to-date expenses are well ahead of budget overall, bolstered by two questionable entries that may have understated actual expenses by as much as \$164K. In direct expenses (Table 6) the largest variance is the \$90K surplus in Outside Services. A superficial examination of the General Ledger appears to show that \$76,640 in ProQuest's reimbursements of FY20 RCL editorial costs (applied to Outside Services as negative expenses) have been credited to *both* FY20 and FY21. We are following up. In the meantime, backing that number out would increase direct spending through February to \$1,049,421 and reduce the variance to \$61,734, still a respectable performance. All other direct spending is within normal limits.

The other questionable entry is our overhead payment to ALA, which is fixed by the Operating Agreement at 13.25% of revenue. The February performance report shows overhead payments totaling only 6.5% of revenue, yielding an error in our favor (alas!) of \$87,489. Adding back both this and the \$76K of double counting (if indeed that is what it is) noted above increases total spending to \$1,221,389 and reduces our net income to \$66,656, still some \$156K favorable to budget.

Table 6: Direct Expenses

February 2021							
EXPENSES	Budget YTD	Actual YTD	Var	% Budget	Prior Year	Var	% Prior
Payroll and Related	750,716	716,076	34,640	4.61%	763,902	47,826	6.26%
Outside Services	96,416	6,401	90,015	93.36%	103,464	97,063	93.81%
Travel and Related	1,850	0	1,850	100.00%	9,987	9,987	100.00%
Meetings and Conferences	-	0	0	#DIV/0!	1,250	1,250	100.00%
Publication-related	138,605	142,203	(3,598)	-2.60%	133,791	(8,412)	-6.29%
Operating	123,568	108,101	15,467	12.52%	140,494	32,393	23.06%
TOTAL DIRECT EXPENSES	1,111,155	972,781	138,374	12.45%	1,152,888	180,107	15.62%

Expense Forecast: FY21 full-year expenses will benefit from a number of factors. Principal among these are the four weeks of furlough in this year, brought about by the crisis in ALA finances. The furloughs, representing staff pay cuts of approximately 7.5%, reduced our cost basis by over \$100,000. On top of this, an Association-wide hiring freeze caused by the same crisis postponed the replacement of a social sciences editor who left in FY20. The pandemic contributed factors of its own, chiefly the elimination of almost all travel and exhibits. Taken as a whole, we expect to end the year with total expenses of \$2,344,387, representing a savings of about \$26K to budget.

SUMMARY

Assuming we remain on track, Choice will finish the year in the black for the second year in a row. While it is tempting to look upon this as the beginning of a trend, we must bear in mind that these surpluses are the product of expense savings, largely the result of furloughs and hiring freezes. For its part, revenues continue to decline at an unhealthy rate (CAGR = -3.84% since FY15). Our efforts to turn our business around through the creation of new revenue streams has resulted in the generation of a “secondary” audience for Choice content comprising over 50,000 people, monetized by underwriting and sponsorships, but it has not been enough to offset the relentless erosion of subscription sales. Table 7, below, summarizes our forecast for full-year FY21.

Table 7: FY21 Full-year Forecast

		FY21B	FY21F	Var	%
TOTAL REVENUES		2,382,519	2,385,142	2,623	0.11%
TOTAL EXPENSES		2,370,051	2,344,387	25,664	1.08%
NET REVENUES		12,468	40,754	28,287	226.88%
REVENUE					
SUBSCRIPTIONS					
Choice magazine		347,724	338,692	(9,032)	-2.60%
Reviews on Cards		74,013	62,986	(11,027)	-14.90%
Subtotal: Choice Print		421,737	401,678	(20,059)	-4.76%
Choice Reviews		625,242	560,462	(64,781)	-10.36%
Subtotal: All Choice		1,046,979	962,139	(84,840)	-8.10%
Resources for College Libraries		140,000	125,000	(15,000)	-10.71%
ccAdvisor (Choice)		37,500	30,000	(7,500)	-20.00%
TOTAL SUBSCRIPTIONS		1,224,479	1,117,139	(107,340)	-8.77%
ADVERTISING & SPONSORED CONTENT					
Choice magazine net		191,000	143,250	(47,750)	-25.00%
Choice Reviews net		28,650	39,155	10,505	36.67%
Choice content marketing net		219,650	305,170	85,520	38.93%
ccAdvisor net		5,969	1,910	(4,059)	-68.00%
Webinars net		152,203	247,949	95,746	62.91%
TOTAL ADVERTISING & SPONSORED CONTENT		597,472	737,434	139,962	23.43%
ROYALTIES					
Choice (CCC, reprints, etc.)		11,300	1,300	(10,000)	-88.50%
Choice reviews		480,268	480,268	0	0.00%
Resources for College Libraries		10,000	10,000	0	0.00%
TOTAL ROYALTIES		501,568	491,568	(10,000)	-1.99%
MISCELLANEOUS SALES					
Misc. Sales		2,000	2,000	0	0.00%
EBSCO affiliate fee		12,000	12,000	0	0.00%
TOTAL MISC SALES		14,000	14,000	0	0.00%
MISCELLANEOUS REVENUE					
Remaindered books		45,000	25,000	(20,000)	-44.44%
TOTAL MISC REVENUE		45,000	25,000	(20,000)	-44.44%
TOTAL REVENUES		2,382,519	2,385,142	2,623	0.11%
EXPENSES					
Payroll and Related Expenses		1,511,776	1,511,776	0	0.00%
Outside Services		66,831	66,831	0	0.00%
Travel and Related Expenses		14,709	500	14,209	96.60%
Meetings and Conferences		12,697	0	12,697	100.00%
Publication-related Expenses		266,385	274,875	(8,490)	-3.19%
Operating Expenses		216,910	188,255	28,655	13.21%
TOTAL DIRECT EXPENSES		2,089,308	2,042,237	47,071	2.25%
TOTAL INDIRECT EXPENSES		(38,881)	(38,881)	0	0.00%
IUT/Overhead		315,684	316,031	(348)	-0.11%
IUT/Allocations (Liberty Square)		3,940	25,000	(21,060)	-534.52%
UBIT		0	0	0	
TOTAL OVERHEAD		319,624	341,031	(21,408)	-6.70%
TOTAL EXPENSES		2,370,051	2,344,387	25,664	1.08%

	FY21 Budget	FY21 Q2 Budget	FY21 Q2 Actual	FY21 \$ Variance	FY21 % Variance
Beginning Reserves					
Reserve Sept. 1: ACRL Operating	\$2,581,241	\$2,581,241	\$2,581,241	\$0	0%
Reserve Sept. 1: ACRL LTI	\$5,209,693	\$5,209,693	\$5,209,693	\$0	0%
Reserve Sept. 1: CHOICE Operating	\$2,631,994	\$2,631,994	\$2,631,994	\$0	0%
Reserve Sept. 1: CHOICE LTI	\$557,493	\$557,493	\$557,493	\$0	0%
Total	\$10,980,421	\$10,980,421	\$10,980,421	\$0	0%
Revenues					
Membership					
Dues	\$354,335	\$177,168	\$261,415	\$84,248	48%
Standards, Licensing Fees	\$850	\$425	\$0	(\$425)	-100%
Advisory	\$42,500	\$21,250	\$0	(\$21,250)	-100%
Awards	\$19,600	\$0	\$200	\$200	N/A
Special Events	\$15,125	\$3,025	\$0	(\$3,025)	-100%
Diversity Alliance & EDI	\$27,090	\$12,172	\$25,000	\$12,828	105%
Project Outcome	\$2,500	\$1,250	\$700	(\$550)	-44%
Subtotal	\$462,000	\$215,290	\$287,315	\$72,026	33%
Publications					
CHOICE	\$2,382,519	\$1,181,010	\$1,288,046	\$107,037	9%
C&RL	\$15,700	\$8,452	\$3,639	(\$4,813)	-57%
C&RL News	\$360,932	\$161,957	\$177,638	\$15,681	10%
RBM	\$26,907	\$13,454	\$12,967	(\$487)	-4%
Nonperiodical Publications	\$262,290	\$132,968	\$86,305	(\$46,663)	-35%
Library Statistics	\$120,397	\$41,088	\$52,215	\$11,127	27%
Subtotal	\$3,168,745	\$1,538,928	\$1,620,811	\$81,882	5%
Education					
Institutes & Liscensed Workshops	\$295,780	\$14,250	\$0	(\$14,250)	-100%
ACRL Conference	\$2,067,620	\$0	(\$10,825)	(\$10,825)	N/A
Preconferences & RBMS Conference	\$185,971	\$0	\$0	\$0	N/A
Annual Conference & MW Programs	\$16,000	\$0	\$1,000	\$1,000	N/A
Web-CE	\$76,178	\$38,091	\$68,104	\$30,013	79%
Subtotal	\$2,641,549	\$52,341	\$58,279	\$5,938	11%
Special Programs					
Friends of ACRL-Restricted	\$0	\$0	(\$350)	(\$350)	N/A
Friends of ACRL-Operating	\$0	\$0	\$0	\$0	N/A
Total Revenues					
Total Revenues ACRL	\$3,889,775	\$625,550	\$678,359	\$52,809	8%
Total Revenues CHOICE	\$2,382,519	\$1,181,010	\$1,288,046	\$107,037	9%
Total Revenues ACRL & Choice	\$6,272,294	\$1,806,559	\$1,966,405	\$159,846	9%

	FY21	FY21	FY21	FY21	FY21
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance
Expenses					
Membership					
Membership Services	(\$42,272)	\$24,872	\$12,046	(\$12,825)	-52%
Exec. Cttee. & Board	\$44,183	\$6,274	\$4,052	(\$2,221)	-35%
Advisory	\$35,466	\$17,729	\$9,147	(\$8,582)	-48%
Standards Distribution	\$1,286	\$143	\$0	(\$143)	-100%
Awards	\$18,920	\$38	(\$3,319)	(\$3,357)	-8834%
Chapters	\$7,866	\$2,577	\$0	(\$2,577)	-100%
Committees	\$5,620	\$573	\$3,313	\$2,740	479%
Sections	\$31,458	\$5,772	\$3,871	(\$1,901)	-33%
C&RL Over Revenue	\$15,762	\$1,160	\$5,634	\$4,473	386%
C&RL News Over Revenue	\$0	\$0	\$0	\$0	N/A
Liaisons to Higher Ed. Organizations	\$18,078	\$8,824	\$4,521	(\$4,302)	-49%
Special Events	\$14,460	\$5,693	\$0	(\$5,693)	-100%
Information Literacy	\$1,820	\$500	\$1,475	\$975	195%
Scholarly Communications	\$42,281	\$29,282	\$11,567	(\$17,715)	-60%
Value of Academic Libraries	\$2,307	\$141	\$0	(\$141)	-100%
Government Relations	\$17,605	\$8,505	\$5,667	(\$2,838)	-33%
Scholarships	\$101,999	\$0	\$0	\$0	N/A
Annual Conference Programs	\$30,590	\$0	\$0	\$0	N/A
New Roles & Changing Landscapes	\$2,701	\$2,045	\$3,000	\$955	47%
Diversity Alliance & EDI	\$43,704	\$3,375	\$3,534	\$160	5%
Project Outcome	\$62,037	\$30,786	\$43,304	\$12,519	41%
Subtotal	\$455,871	\$148,287	\$107,812	(\$40,474)	-27%
Publications					
CHOICE	\$2,370,053	\$1,270,364	\$1,057,260	(\$213,104)	-17%
C&RL	\$15,700	\$8,452	\$3,639	(\$4,813)	-57%
C&RL News	\$306,222	\$148,482	\$105,423	(\$43,059)	-29%
RBM	\$16,555	\$7,653	\$6,343	(\$1,310)	-17%
Nonperiodical Publications	\$127,696	\$60,164	\$41,364	(\$18,800)	-31%
Library Statistics	\$63,161	\$82,123	-\$16,454	(\$98,576)	-120%
Subtotal	\$2,899,387	\$1,577,238	\$1,197,576	(\$379,662)	-24%
Education					
Institutes & Liscensed Workshops	\$246,416	\$35,315	\$448	(\$34,867)	-99%
ACRL Conference	\$1,673,309	\$90,498	\$8,946	(\$81,553)	-90%
Preconferences & RBMS Conference	\$128,533	\$43,650	\$725	(\$42,925)	-98%
Web-CE	\$33,729	\$12,083	\$9,471	(\$2,612)	-22%
Subtotal	\$2,081,987	\$181,546	\$19,589	(\$161,957)	-89%
Special Programs					
Friends of ACRL-Restricted	\$0	\$0	(\$350)	(\$350)	N/A
Friends of ACRL-Operating	\$14,697	\$1,178	\$102	(\$1,076)	-91%
Subtotal	\$14,697	\$1,178	(\$248)	(\$1,426)	-121%
Unallocated Admin Expenses					
Unallocated Admin Expenses	\$1,131,599	\$717,835	\$648,235	(\$69,600)	-10%
Total Expenses					
Total Expenses ACRL	\$4,213,488	\$1,355,719	\$916,055	(\$439,665)	-32%
Total Expenses CHOICE	\$2,370,053	\$1,270,364	\$1,057,260	(\$213,104)	-17%
Total Expenses ACRL & Choice	\$6,583,541	\$2,626,084	\$1,973,314	(\$652,769)	-25%

	FY21	FY21	FY21	FY21	FY21
	Budget	Q2 Budget	Q2 Actual	\$ Variance	% Variance
Nets					
Total Net ACRL	(\$323,713)	(\$730,170)	(\$237,696)	\$492,474	67%
Total Net Choice	\$12,465	(\$89,355)	\$230,786	\$320,141	358%
Membership Net	\$6,129	\$67,003	\$179,503	\$112,500	-168%
Publications Net (without Choice)	\$256,892	\$51,045	\$192,448	\$141,403	277%
Education Net	\$559,562	(\$129,205)	\$38,690	\$167,894	130%
Operating Transfers					
ACRL	\$0	\$0	\$0	\$0	N/A
Choice	\$0	\$0	\$0	\$0	N/A
LTI Transfers, Gains, Losses					
ACRL	(\$81,374)	\$52,000	\$86,451	\$34,450	66%
Choice	\$51,797	\$4,479	\$35,217	\$30,738	686%
Ending Reserves					
ACRL Mandated Operating Reserve	\$990,533	\$990,533	\$990,533	\$0	0%
Reserve Aug 31: ACRL Operating	\$2,257,528	\$1,851,071	\$2,343,545	\$492,474	27%
Reserve Aug 31: ACRL LTI	\$5,128,319	\$5,261,694	\$5,296,144	\$34,450	1%
Reserve Aug 31: CHOICE Operating	\$2,644,459	\$2,542,639	\$2,862,780	\$320,141	13%
Reserve Aug 31: CHOICE LTI	\$609,290	\$561,971	\$592,709	\$30,738	5%
Total	\$10,639,596	\$10,217,376	\$11,095,179	\$877,803	9%

On November 16, 2020, the ACRL Board of Directors approved the ACRL Budget & Finance Committee's recommendation for the FY22 Assumptions for ACRL and Choice. Presented again for ease of reference.



FY2022 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 reviewed these draft assumptions on November 5, 2020. The Board will review, suggest revisions as needed, and approve the assumptions below at its 2020 Fall Board Virtual Meeting on November 16, 2020. Based on the approved budget assumptions, ACRL staff will prepare the preliminary FY22 budget for review by the Budget & Finance Committee at their winter meeting (anticipated near or during the 2021 ALA Midwinter Meeting, January 22-26).

General Overview: The economic climate and U.S. higher education

As we begin to prepare the FY22 budget for ACRL, the global economic outlook is largely influenced by the effects of the COVID-19 pandemic. The World Bank states that, "Current projections imply that the COVID-19 global recession will be the fourth (of eleven) deepest in this period and the most severe since the end of World War II."¹ Global GDP contraction is projected by the International Monetary Fund at -4.9%², the World Bank at -5.2%¹, and the Organization for Economic Co-operation and Development between -6% to -7.6%³. Although the U.S. Economy rebounded in the third quarter of 2020 (at an annual

¹ The World Bank, "Pandemic, Recession: The Global Economy in Crisis," June 2020. Accessed September 10, 2020. <https://www.worldbank.org/en/publication/global-economic-prospects>

² International Monetary Fund, "World Economic Outlook Update, June 2020: A Crisis Like No Other, An Uncertain Recovery," June 2020. Accessed September 9, 2020. <https://www.imf.org/en/Publications/WEO/Issues/2020/06/24/WEOUpdateJune2020>.

³ OECD, "OECD Economic Outlook, June 2020: The world economy on a tightrope," June 2020. Accessed September 10, 2020. <http://www.oecd.org/economic-outlook/june-2020/>

rate, GDP grew by 33.1 percent from July through September)⁴, economist do not expect this quarter's growth to continue for the fourth quarter. While it is expected that FY22 will be largely influenced by the effects of the 2020 global pandemic, other current events, including the November 2020 US election, racial justice movement, extreme weather events⁵, and wealth inequality⁶, will also influence the economic climate and outlook. The effects of the pandemic are expected to impact the economy for years⁷, and the global outlook is dependent on many unknown factors, including a potential new stimulus plan from Congress, the development and rollout of a vaccine and improved treatment, potential subsequent waves of the SARS-CoV-2 virus, and changing consumer behavior.

Higher education has been impacted by the pandemic, and the full extent is yet to be known. Before the pandemic, state spending on public colleges and universities was already well below the 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

⁴ U.S. Department of Commerce, Bureau of Economic Analysis, "Gross Domestic Product, Third Quarter 2020 (Advance Estimate)" October 29, 2020. <https://www.bea.gov/index.php/news/2020/gross-domestic-product-third-quarter-2020-advance-estimate> Accessed October 31, 2020.

⁵ University of Cambridge, "New approaches to help businesses tackle climate change," February 26, 2020. Accessed September 29, 2020. <https://www.cam.ac.uk/research/news/new-approaches-to-help-businesses-tackle-climate-change>

⁶ Juliana Menasce Horowitz, Ruth Igielnik, Rakesh Kochhar. "Trends in income and wealth inequality," Pew Research Center. January 9, 2020. Accessed September 28, 2020. <https://www.pewsocialtrends.org/2020/01/09/trends-in-income-and-wealth-inequality/>

⁷ Òscar Jordà, Sanjay R. Singh, and Alan M. Taylor. "The Long Economic Hangover of Pandemics," Finance & Development. International Monetary Fund. June 2020, Volume 57, Number 2. Accessed September 9, 2020. <https://www.imf.org/external/pubs/ft/fandd/2020/06/long-term-economic-impact-of-pandemics-jorda.htm>

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>

of cost savings measures, including tuition discounts to increase student enrollment and overall revenue, borrowing from endowments, and seeking additional federal and state funding.

The projected federal growth has gone from a projected 2.3% increase for 2020 to an 8.6% decrease in 2021.^{12 13} The Higher Education Price Index (which projects major cost factors for colleges and universities) is forecasting a 2.2% decrease in 2020, which is a decline from the estimated 2.6% increase from a year ago 2019.^{14 15} It should be noted that, unlike after previous economic downturns, state spending on higher education did not bounce back after the 2008 recession.¹⁶ 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.”¹⁷ 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.”¹⁸ “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.”¹⁹ 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

¹² “An Update to the Economic Outlook: 2019 to 2029,” *Congressional Budget Office*, August 21, 2019, <https://www.cbo.gov/publication/56542>.

¹³ “An Update to the Budget Outlook: 2020 to 2030,” *Congressional Budget Office*, September 2020, <https://www.cbo.gov/publication/55551>.

¹⁴ Higher Education Price Index (HEPI) Estimate for June 2020,” *Commonfund*, June 26, 2020. Accessed on September 28, 2020. <https://www.commonfund.org/index/higher-education-price-index-hepi-estimate-for-june-2020>.

¹⁵ “Higher Education Price Index (HEPI) Estimate for August 2019,” *Commonfund*, September 4, 2019. Accessed on September 24, 2019. <https://www.commonfund.org/news-research/index/hepi-estimate-august-2019/>.

¹⁶ 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/>.

¹⁷ 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>.

¹⁸ 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>.

¹⁹ 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

question the quality of the program remaining.²⁰ Financial challenges face higher education as public investment and tuition revenue are on the decline while labor and facility costs continue to rise²¹.

In a recent survey of college and university presidents, “55 percent of presidents described their institution as offering ‘predominantly online, with some in-person instruction.’”²² As institutions move from face-to-face to virtual classrooms, some students are expecting lowered tuition rates.²³ Some institutions have responded to this request by reducing tuition between 10% to 61%, delaying tuition hikes, adding incentives, and/or removing activity fees.^{24, 25} A handful of colleges are offering a free year of tuition.⁹ It is unknown how long the shift to virtual learning will be necessary or if this will be a lasting trend, but according to the Brookings Institution,²⁶ it is predicted that virtual and hybrid learning may continue as an option after the pandemic ends. Depending on the outcome of the US presidential elections, college tuition could become more affordable to students.²⁷ Candidate Biden has proposed making public college tuition-free for families earning \$125,000 or less “through a partnership, whereby the federal government would use funding to incentivize states to invest in their higher education institutions to eliminate tuition at those schools.”²⁸ Although total enrollment in degree-granting postsecondary institutions increased 27 percent from 2000 to 2018 (from 13.2 million to 16.6 million students), it was projected to increase by only 2 percent between 2018 and 2029 (from 16.6 million to

²⁰Ibid.

²¹ Chronicle of Higher Education (2019) Beyond Budgets, <https://connect.chronicle.com/ByndBdgtRT19>

²² Jonathan Turk, Maria Claudia Soler Salazar, Anna Marie Ramos. “College and University Presidents Respond to COVID-19 2020 Fall Term Survey,” *American Council on Education*, October 8, 2020, <https://www.acenet.edu/Research-Insights/Pages/Senior-Leaders/College-and-University-Presidents-Respond-to-COVID-19-2020-Fall-Term.aspx>

²³ Abigail Hess. “More than 93% of U.S. college students say tuition should be lowered if classes are online,” *CNBC*, July 27, 2020, <https://www.cnbc.com/2020/07/27/93percent-of-college-students-say-tuition-should-be-cut-for-online-classes.html>. Accessed September 11, 2020.

²⁴ Lilah Burke. “Rebates and Reversals,” *Insider Higher Ed*, July 24, 2020, <https://www.insidehighered.com/news/2020/07/24/some-colleges-discount-tuition-prices-online-fall>. Accessed September 11, 2020.

²⁵ Lilah Burke. “More Tuition Cuts,” *Inside Higher Ed*, August 14, 2020, <https://www.insidehighered.com/news/2020/08/14/colleges-continue-slash-tuition-response-pandemic>. Accessed September 11, 2020.

²⁶ John Villasenor. “Online college classes are here to stay. What does that mean for higher education?” *Brookings Institution*, June 1, 2020, <https://www.brookings.edu/blog/techtank/2020/06/01/online-college-classes-are-here-to-stay-what-does-that-mean-for-higher-education/>. Accessed September 11, 2020.

²⁷ Jillian Berman. “How a President Biden or a President Trump could affect the student-debt crisis and college affordability,” *MarketWatch*, September 21, 2020, <https://www.marketwatch.com/story/how-a-president-biden-or-a-president-trump-could-affect-the-student-debt-crisis-and-college-affordability-11600702994>. Accessed October 30, 2020.

²⁸ Jillian Berman. “Joe Biden’s free college plan could pay for itself within 10 years, Georgetown University analysis says,” *MarketWatch*, October 8, 2020, <https://www.marketwatch.com/story/new-analysis-estimates-the-financial-cost-and-benefits-of-bidens-free-college-plan-11601962724>. Accessed October 30, 2020.

17.0 million students).²⁹ This number is in line with high school graduation rate projections, which show the number of high school graduates increasing by 3% between 2014 and 2025.³⁰ A recent figure from Fitch Ratings, “cited preliminary data indicating enrollment across U.S. colleges and universities fell 3% this fall (2020) versus last year,” which is better than, “a 5 percent to 10 percent decline Fitch had been expecting.”³¹ Given the current economy, that increase may accelerate as past trends show that “enrollment increases rapidly during economic downturns. At the same time, state funding decreases and tuition rises at a faster rate”³². Whether enrollments increase or decrease next fall, it is unlikely that higher education will see a substantive increase in its funding, absent a new federal tuition-free program, which typically translates to no more or less funding for academic libraries.

Economic climate and academic libraries

Before the pandemic, ACRL membership numbers were 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. Closures are declining, but there are still a significant number of institutions that close each year. In 2019, there were 543 closed postsecondary institutions in the US; in 2018, 711; in 2017, 947; in 2016, 1,111.³³ According to the data through September 7, 2020, 129 institutions closed in 2020. The workforce is aging, and the pool of potential academic librarians is in decline as evidenced by the drop in MLIS degrees awarded. Since the decline began in 2010-11, MLS degrees decreased from 7,729 to 4,843 in 2016-17 or by -37%.³⁴ There was a slight 2% increase in MLS degrees granted between 2016-17 and 2017-18.¹⁸ Of the placements between 2013 and 2019, the number of placements in academic libraries decreased from 347 to 206, or by 41%.^{35, 36} The decline during and after the 2008 recession may be stabilizing, as the U.S. Bureau of Labor Statistics projects a 5% increase job outlook, which is higher than

²⁹ U. S. Department of Education: National Center for Education Statistics, “The Condition of Undergraduate Enrollment,” (May 2020). Accessed September 24, 2020. https://nces.ed.gov/programs/coe/indicator_cha.asp

³⁰ Western Interstate Commission for Higher Education, “Overall Graduate High School Trends,” Accessed September 20, 2019. <https://knocking.wiche.edu/nation-region-profile/>

³¹ Rick Seltzer. “Fitch: Negative Pressures Continue Into 2021 for Higher Ed.” *Insider Higher Ed*, October 29, 2020, <https://www.insidehighered.com/quicktakes/2020/10/29/fitch-negative-pressures-continue-2021-higher-ed>

³² State Higher Education Executive Officers Association. “State Higher Education Finance 2019 Report” Spring 2020 <https://shef.sheeo.org/> Accessed October 31, 2020.

³³ U. S. Department of Education, Office of Federal Student Aid, “Closed School Weekly/Monthly Reports,” Accessed September 24, 2020. <https://www2.ed.gov/offices/OSFAP/PEPS/closedschools.html>

³⁴ Institute of Education Sciences NCES, “Master’s degrees conferred by postsecondary institutions, by field of study: Selected years, 1970-71 through 2017-18,” accessed September 24, 2020, https://nces.ed.gov/programs/digest/d19/tables/dt19_323.10.asp?current=yes

³⁵ 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>

³⁶ 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>

the 4% job outlook for all occupations.³⁷ While job growth is indicated as fast as average again, it is a decline from the 6% growth listed in 2019 and the 9% in 2018.

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.³⁸

Fewer financial resources may also have contributed to the consolidation of vendors in the library marketplace.^{39, 40} Fewer vendors will mean a smaller pool of companies to provide sponsorships, rent exhibit space, support library and association programs. Because "the current model of large publishers dominating scholarly publishing and inflation grinding down library budgets continues,"⁴¹ 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 FY22 budgeted revenue expectations. We expect that library budgets and individual spending will continue to be reduced and thoughtfully considered. While we are still awaiting FY20 financial reports, data from FY19 show that revenues were declining before the pandemic. 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 will be held as a virtual conference around the same dates. It is

³⁷ Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Librarians, accessed September 24, 2020, last modified date September 1 2020, <https://www.bls.gov/ooh/education-training-and-library/librarians.htm#tab-6>

³⁸ 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>

³⁹ 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/>

⁴⁰ 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/>

⁴¹ 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

difficult to project at this early stage, but we expect to see reduced revenues and expenses for our flagship event.

The FY22 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 strategy⁴², FY22 is planned to be the first net neutral year for the organization. Strategies for ALA to achieve a net neutral by FY22 include two new revenue streams (CE and contributed revenue), the rollout of the LibLearnX event, and testing public markets for internal products.

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 "invest" a portion of this net asset balance in strategic programs and services that serve the 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 through investments in strategic initiatives been reduced to \$3,311,824 (FY19 August Final Close). We expect it to be further reduced to \$2,388,583 by FY20 close (per FY20 budget) but are pending financial reports that could verify actual.

As ACRL has strategically spent down its net asset balance and it is expected for the FY20 budget to have a greater deficit than planned, we are now looking to build a budget that balances expenses with revenue. During the June 2020 virtual meetings of the Board and Budget & Finance Committee, a list of over \$125,000 of cost savings was reviewed, and direction was given to staff to move forward with the budget cuts. Such investment in programs and services requires staffing support, and staff continues to look for ways to streamline procedures and automate processes where possible, freeing up more of their time for strategic initiatives and to accommodate work stoppage during 23 unpaid furlough days in FY21.

Going forward, the ACRL Board and Budget & Finance Committee will 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

⁴² 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>

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 FY22 is expected to be \$1,814,619 per the FY21 budget) is moving closer to the mandated operating reserve amount of \$1,060,858. 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 FY22.

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 in appreciation from its LTI to its operating budget to support strategic initiatives. ACRL will plan to complete this transfer again for FY20. The FY22 budget will include an interest transfer of \$135,000 from the endowment to the operating budget.

Choice FY22 Budget Assumptions

General Remarks

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 50%, from 3,500 the year of the Great Recession to 1,750 today, a remarkably predictable 6% a year.

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 50%, while royalties have declined by a steeper 22%, from \$640K in FY13 to about \$500K in this year's budget.

Recognizing these trends, in recent years we have been vigorously working to uncover alternate sources of revenue based around sponsorships of newsletters, podcasts, and webinars and the underwriting of white papers. During the same period that traditional advertising was shrinking by half, these sponsored-content initiatives have been steadily growing, from a scant \$70K in FY13 to a budgeted \$417K this year. Webinar sponsorships alone have generated gross revenue of over \$1MM 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: 181,775
- Choice newsletter subscribers: 14,435 (6 monthly newsletters)
- Webinar registrants: 35,702 (32 webinars)
- Webinar attendees: 15,343
- Webinar screenings on the Choice Media Channel (YouTube): 77,009
- The Authority File podcasts: 42,532 downloads and streams
- White paper downloads: 5,480 (6 reports)

So, as fiscal 2021 gets underway, Choice presents two faces to the outside world: the one, as a publisher of tools supporting the traditional collection-development process; the other, as a producer of a media portfolio engaging an audience roughly five times as large. Herein lies our dilemma. Despite the phenomenal success of our media program (a success dependent on the flow of free content), the former remains the mainstay of our business, bringing in over \$2MM, or 84% of budgeted FY21 unit revenues. The sponsored-content/media portion of the business will generate only 20% of that, some \$400K.

Enter COVID-19. It is still not clear to us how deeply the pandemic will affect our business, but as dire reports of budget shortfalls in higher education filter down through industry reports and the general media, we cannot but expect that it will further depress revenues. While to date we seen no losses that are at variance with historical performance, those, presumably, are coming soon. Here then, are our general assumptions regarding our three principal revenue streams for FY22: subscriptions, royalties (licensing), and advertising.

Subscriptions

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 the remaining subscriptions. Declines in renewal subscriptions will thus not be immediately apparent on the monthly performance reports, which show only earned income.

But of course a sharp downturn in cash does indeed serve as an indicator of things further down the road, and thus the amount of cash received during the initial months of the pandemic has been of value in forming assumptions around the FY22 budget. Since the beginning of the sequestration and the mass exodus of students from American colleges and universities in March of this year, cash receipts for both *Choice Reviews* and *Choice* magazine are down 17% from the same period (April to August) a year ago. Ordinarily one would assume this signals a dramatic downturn in subscriptions, but these figures are not so conclusive as they seem, for historically there is a wide variation in cash receipts in any one month. For instance, year-over-year April-to-August cash was down 19% for *Choice Reviews* in FY18, and *Choice* magazine suffered a 12% decline in cash during this same period in FY19, yet annual earned income for these products was off by only 1% (!) and 10%, respectively, in those years. So by themselves, these numbers do not portend the apocalypse, only the slow, relentless drip of a declining asset.

Having said that, 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 of each year and hence a large infusion of cash. Typically, November accounts 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 numbers 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 judgement about calendar 2022, as renewal rates are a reliable indicator of future revenue.

Our *Reviews on Cards* continue 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 12% in FY21, and we expect continued declines of this magnitude in FY22.

For its part, 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. We have little visibility and even less influence, over RCL sales, but absent any information to the contrary, we are projecting only a modest decline in revenue in FY22.

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. 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. For FY21, ProQuest licenses to Choice content have been budgeted at \$272,518. Should ProQuest suddenly shift course and allow its licenses to our reviews to expire in response to the pandemic (or for any other reason), the entire amount could become vulnerable within a twenty-four-month period. The probability of this type of sudden, wholesale loss is small and has not been factored in our assumptions for FY22, but it cannot be ruled out entirely. Nor is this risk confined to this one licensee.

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 \$450K (gross), fell to \$223K last year and is running at 66% of last year's performance thus far in FY21, well below budget. This trend, and its much smaller analogue in banner advertising in *Choice Reviews*, appears irreversible.

One as yet untested source of revenue is the recent introduction of advertising on Choice360.org, our newly relaunched customer-facing website. We are hopeful that the new site, which provides improved visibility of and easy access to the entire range of Choice content, may attract the interest of sponsors wishing to leverage their investment in Choice-created and produced webinars, podcasts, and white papers.

Webinars. Now in its eighth year, the Choice/ACRL webinar program is well established and continues to draw large and enthusiastic audiences, with lifetime-to date registrations approaching 140,000. 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. Fueled by COVID-associated cabin fever, FY20 saw registrations double and attendance grow by almost two-and-a-half times over the previous year. That trend appears to be continuing; by mid-October we have already reached budget in sponsor reservations for this fiscal year, and some sponsors are now cold-calling us with requests to book webcasts. So, we are forecasting revenues equal to or better than those of FY20 in both FY21 and FY22.

Podcasts. During this past year the popularity of our principal podcast, The Authority File, again accelerated rapidly, logging 42,532 listener sessions, an increase of 27% over the previous year. Even more impressive, figures for this September are up 61% (6,854 v 4,241 downloads and streams) over a year ago.

Spurred by this level of engagement, in June of this past year we launched a companion series to The Authority File, this one a serial-style podcast, in narrative format, highlighting individual library stories. Release of this new series, Patron Driven, had been planned to coincide with the ALA Annual Conference, attended by considerable on-site fanfare, but the cancellation of the live event and the resulting fanfare-less mid-summer release of its first “season” (sic), dampened initial uptake. First-season listenership of this five-part program has now reached 600, and we are in the early stages of planning a second season, contingent upon finding corporate sponsorship.

Financially, The Authority File has already exceeded its FY21 budget in sponsor reservations, with indications that the only impediment to growth in FY22 may be the limitation of staff time. We are actively exploring outsourcing post-production in order to accommodate more sponsored programming.

White Papers. Finally, 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 FY22 we will assume two white papers, with gross revenue of \$30,000.

Expenses

Expense assumptions have been made without the benefit of financial data for the fiscal year ending 31 August 2020 (see below). In the absence of this data, we have made certain *pro forma* assumptions. 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 over the past five years (\$362K in direct spending reductions between FY15 and FY19), payroll now accounts for about 70% of our direct spending. Aside from staffing, then, there are few other areas to cut. If the continued ALA strategy to contain costs is pursued through furloughs or other personnel reductions, this will mean a reduction in revenue.

For all other direct expenses, we have taken FY21B as the base and subjected it to an annual increase of 1.75%, reflecting our current low rate of inflation. This assumption is subject to substantial restatement as the economy recovers. 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.

It remains to say how difficult it has been to create assumptions around financial performance a year from now in the absence of any financial data later than March of this year. The failure of the attempt to outsource the Accounting group, and the lack of auditable financial statements that has resulted, have introduced an unprecedented and unacceptable amount of uncertainty into the entire budgeting process.

With these points in mind, Choice *pro forma* assumptions regarding the FY22 budget can be found on page 23.

ACRL General Assumptions

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.
- + 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. ALA/ACRL expects that the executive director vacancy will be filled by FY22, and the ED salary will be included in the FY22 budget. 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

- \$2,500 will be budgeted for potential VAL activities in consultation with the chair of the VAL committee. (*Project 3703*)

Student Learning

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

Objectives

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

Expenses

- \$2,500 will be budgeted for potential SLILC activities in consultation with the chair of the SLILC committee (*Project 3711*).
- \$5,000 will be budgeted for maintenance and development of the Information Literacy Sandbox (*Project 3711*).
- One Immersion Program will be offered in FY22 if pandemic conditions improve: the redesigned Immersion curriculum which integrates content from the separate tracks into one offering. (*Projects 3830*). The program will break even or net a small profit. We are also planning on offering at least one regional Immersion program at a location to be determined (*Project 3834*). This change addresses the trend toward making more regional programming available. 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

- \$2,500 will be budgeted for scholarly communication activities in consultation with the chair of the Research and Scholarly Environment Committee. (*Project 3702*)
- \$30,000 will be budgeted for research grants to practitioner-scholar academic librarians to carry out research on key questions identified by the Spring 2019 action-oriented research agenda. These will be awarded through a competitive selection process (6-10 grants of \$3,000 - \$5,000 each); (*Project 3702*) Could consider reducing but this supports ACRL's EDI initiatives.
- An additional \$29,257 is budgeted to pay the following:
 - o \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704)
 - o \$6,750 for SPARC dues;
 - o \$5,000 for Open Access Working Group;
 - o \$497 for COUNTER dues;
 - o \$2,000 for OpenCon2021, 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

- \$2,500 will be budgeted as a placeholder for new initiatives to support this goal. (*Project 3403*)

Equity, Diversity and Inclusion

Revenues

- + \$16,500 in revenues from the ACRL Diversity Alliance will be budgeted. 48 institutions @ \$500. Number of institutions based on 75% of 2020 membership (Project 3402).

Expenses

- \$1,500 in ongoing costs to support for 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 to increase support from one to two Spectrum Scholars. The Board approved at its 2018 Fall Meeting. (Project 3838).

Enabling programs and services: Member Engagement

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

Membership Services

Revenues

- + These are preliminary estimates based on partial FY20 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 FY20 February actual, the most current membership data available, then adjusted down to reflect decreases in FY20, FY21 and adjusted for an expected decline in non-conference years. First, ALA has projected a 9% membership decline for FY20. Second, initial FY21 revenue (projected based on the August 2019 membership of 9,313 , a number which excludes the 206 non-dues paying members in FY19) was adjusted to reflect a mandated ALA-wide 30% reduction in dues revenue in FY21 (which would reduce the number of members by 29%). Third, as FY22 will be a non-conference year for ACRL. historically membership decreases by 4.10%. Therefore, FY22 membership will be budgeted at a total membership of 6,304 paying members. This reflects all three declines enumerated above: the projected 9% membership decrease in FY20, projected membership decreases of 29% in FY21, and 4.10% decrease as a non-conference year. ACRL may increase dues slightly in FY22 (if the Board implements an increase based on a possible change to the HEPI index). The initial personal membership rate for FY22 will based on FY21 HEPI and then updated to reflect the final FY21 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).
- ACRL will budget \$4,500 (updated number in assumptions to match \$4,500 at MW19) to print *C&RL News* wraps welcoming new, reinstated, and renewing members and encouraging lapsing members to renew. (Project 3200)
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/2
- 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)
- Funds estimated at \$63,022 will be budgeted for a FY22 Board Strategic Planning and Orientation Session. 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, which consists of 21 awards. (Project 3206)

- Administrative fees will be allocated to 4429 instead of 4490, saving approximately \$600 in overhead.

Chapters

Expenses

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

Committees

Expenses

- Committees are allowed up to \$150 each. Based on historical requests, \$1,200 will be budgeted.
- Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4Sections 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 less 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):
 - 2022 RBMS Conference scholarships @ \$18,000 reduced to \$13,000
 - Immersion Programs @ \$12,000; reduced to \$10,000 if pandemic conditions improve and a F2F program is held in FY22
 - E-learning scholarships @ \$1,000: eliminated
 - 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 FY22, non-periodical publications will be able to recover costs and net a small-medium excess 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 in FY22. (Project 3400)

Expenses

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

Library Statistics (Project 3202)

Revenues

- + In FY22 the redesigned ACRL data product (including the Academic Library Facilities survey data and the ACRL Academic Library Trends and Statistics survey data) will launch. Net revenue is projected to be \$32,725 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 FY22 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 FY22 due to current inventory and lack of sales in FY20 and most likely FY21.

C&RL (Project 3300)

Revenues

- + For FY22, we are assuming that ad revenues will drop by approximately 20% to \$9,000 due to the continued impact of the COVID-19 pandemic/ recovery. (Project 3300)

Expenses

- Online hosting and labor expenses should remain steady with FY20 actual/ FY21 budget. (Project 3300)

C&RL News (Project 3302)

Overview

- The below budget assumptions are based on continuing to publish *C&RL News* in print at 11 issues per year. Staff are examining other possible models for the magazine due to the economic downturn.

Revenues

- + Subscriptions: Subscriptions dropped approximately 15% between FY19 and FY20. We will budget a 20% drop from FY20 actual for FY22 due to an anticipated smaller number of renewals due to the pandemic. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print product ads: We anticipate an approximately 25% decline in print advertising over FY20 actual due to the ongoing impact of the pandemic and at this time will budget \$50,000 for this line.
- + Online product ads: Revenue from banner ads on the C&RL News website and table of contents alert sponsorships should hold reasonably steady at between \$12,000 and \$15,000.
- + Online ads: Online advertising on which we pay overhead, including eblasts and newsletter sponsorships, should remain steady at approximately \$80,000.
- + Classified ad revenues will be budgeted with a moderate increase over FY21, assuming that job openings consistently recover through FY20. Job ad sales grew steadily from 2010 through 2017, then declined slightly in 2018 and 2019 as the job market plateaued. In 2020, ads suffered a massive drop as the COVID pandemic hit the U.S., down 70% to 80% for much of the year until showing signs of recovery as autumn approached. 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 the possibility of new ALA policies restricting the ads JobLIST is allowed to publish—restrictions JobLIST's for-profit competitors don't face—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)

- \$19,350 will be budgeted for ALA JobLIST's ongoing operating expenses, a monthly fee to the platform provider (assumes a small increase in the fee for the contract renewal in December 2021). (*Project 3302*)
- C&RL News page counts will remain at FY20 levels, pending revenues and expenses. (*Project 3302*)
- Slight increases in printing and postage are anticipated. (*Project 3302*)
- Online hosting expenses are anticipated to remain steady at FY20 actual/ FY21 budget levels. (*Project 3302*)

RBM (Project 3303)

Revenues

- + Subscriptions dropped approximately 10% between FY19 and FY20. At this time, we will budget a similar drop for FY22 unless we see a material change in FY20 subscriptions year to date. Small annual subscription price increases have been implemented which will partially offset smaller number of subscribers.
- + Print and online advertising revenue should be on par with FY20 actual/ FY21 budget.

Expenses

- Online hosting expenses will remain at FY20 actual/ FY21 budget levels following the transition to Open Journal Systems in FY17. (*Project 3303*)
- Slight increases in printing and postage are anticipated. (*Project 3303*)
- Page counts should remain at FY20 levels. (*Project 3303*)

CHOICE

Keeping in mind the points made in the overview section, here are the following *pro forma* assumptions regarding the FY22 budget. (All percentages are to FY21 budget unless otherwise noted):

CHOICE Revenue

- + *Choice Reviews* subscription revenue will fall by 2%.
- + *Choice* magazine subscription revenue will fall by 7%; *Reviews on Cards*, by 10%
- + Subscriptions to *Resources for College Libraries* will be in line with FY21B performance, at around \$135,000. RCL licensing will remain at \$20K for the use of RCL content in ProQuest's eBook Central.
- + Net (to Choice) revenue for *ccAdvisor* will be budgeted at around \$39K for combined subscriptions and advertising.
- + Advertising net revenues:

- We are assuming continued weakness in *Choice* magazine advertising, yielding a 15% drop to approximately \$165,000 in gross revenue. Banner ads in *Choice Reviews* will drop by 5%.
- Content marketing:
 - Newsletters and eblasts: 2% growth
 - White papers: flat to FY21B
 - Podcasts: 5% growth
- Gross webinar revenue will be budgeted conservatively at around \$190,000, gross. Assuming the current financial split with ACRL (85/15) for webinars, this delivers around \$160K to Choice before sales commissions. Subject to restatement as the year progresses
- + 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 at FY21B levels, adjusted for inflation.

CHOICE Bottom Line

- Revenues will be down approximately 3%.
- Assuming no furloughs, expenses will rise by approximately 8% over FY21, which saw a 9% decline in payroll owing to 23 days of furlough
- For FY22, net revenue may be as high as (-\$260K), requiring a further draw-down from the Choice reserve fund, currently at about \$2.4MM.

Enabling programs and services: Education**ACRL 2023 Conference (Project 3801)*****Revenues***

- + All revenues pertaining to ACRL 2021 will be recognized in April 2021 after the conference is held.

Expenses

- FY22 is a non-conference year for ACRL, which typically means that it is a “spend down” year as we expend funds to prepare for the ACRL 2023 conference without revenues to offset these

expenses. Staff salaries and benefits as well as certain deposit and other planning expenses will be budgeted.

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 63rd 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 FY22. We project the number of multi-week course offerings to stay the same or decrease slightly from FY21 levels and expect webcast offerings to stay the same from FY21 levels. We anticipate total revenues will be a little down or even with FY21 actuals. (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 rates for e-Learning webcasts, as well as the “frequent learner program,” 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

- + ACRL will continue to license full-day workshops to institutions, chapters, and consortia upon request, as allowed and deemed safe based on the pandemic outlook. 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 Learning. These programs will be offered on a cost-recovery basis and should generate a modest net. (Project 3341)

- + We project the number of in-person workshops delivered to begin increasing from FY21 levels with the anticipation that large group gatherings may become safer. (Project 3341)
- + ACRL will also offer new virtual RoadShow offerings based on the current workshop topics, developed in FY21. 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. (Project 3341)
- + \$10,000 in partial revenue for subsidized RoadShow (Tent. Projects 3702, 3703, 3711).

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 FY22, ACRL will budget for 3 new presenters to shadow one workshop each in FY22.
- \$20,000 each year to support curriculum development of new workshops and curriculum refreshes of existing workshops.
- Bulk of expenses paid for subsidized RoadShows to HBCU, tribal colleges, and other minority-serving institutions. Continue offering 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) * (\$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). (Tent. Projects 3702, 3703, 3711)

Enabling programs and services: Advocacy

Strengthening partnerships with other organizations (Project 3501)

Expenses

- \$5,000 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)
- 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 new options (e.g. sponsorships, 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 FY20 level.
- \$5,000 will be budgeted for contract services as needed. (Project 0000)
- Staffing costs for existing staff will be budgeted as directed by ALA Finance. (Project 0000)

- A small amount of money will be budgeted for replacement printers as needed. (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.

Expenses—CHOICE

- See *Choice* expenses.

ALA Relationship

Long-term investment

- + ACRL's general overhead payment to ALA will be budgeted at FY21 levels as policy requires, currently estimated at about \$811,598 (FY19 final actual).

Expenses—CHOICE

- CHOICE's general overhead payment to ALA will be budgeted at approximately \$334,014 in FY21, based on FY19 actual (final close).



To: ACRL Budget and Finance Committee, ACRL Board of Directors

From: Kara Malenfant, ACRL Interim Executive Director; Allison Payne, ACRL Program Manager for Strategic Initiatives

Date: June 17, 2021

Re: Overview of Preliminary FY22 Budget

Executive Summary

ACRL	FY22	FY20	FY20	FY20	FY18	FY18	FY18
	Budget	Actual	\$ Variance	% Variance	Actual	\$ Variance	% Variance
Revenues	\$2,118,309	\$1,639,469	\$478,840	29.21%	2,691,183	(\$572,874)	-21%
Expenses	\$2,967,796	\$2,370,053	\$597,743	25.22%	\$3,423,873	(\$456,077)	-13%
NET	(\$849,487)	(\$730,584)	(\$118,903)	16.28%	(\$732,690)	(\$116,797)	16%
Ending balance	\$1,408,041	\$2,581,241	(\$1,173,200)	-45.45%	\$3,430,256	(\$2,022,215)	-59%
Mandated Reserve	\$952,599	\$1,028,604	(\$76,005)	-7.39%	\$933,236	\$19,363	2%

Even years shown to reflect non-conference years.

Choice	FY22	FY21	FY21	FY21	FY20	FY20	FY20
	Budget	Actual	\$ Variance	% Variance	Actual	\$ Variance	% Variance
Revenues	\$2,242,842	\$2,382,519	(\$139,677)	-5.86%	2,485,767	(\$242,925)	-10%
Expenses	\$2,487,276	\$2,375,977	\$111,299	4.68%	\$2,425,753	\$61,523	3%
NET	(\$244,434)	\$6,542	(\$250,976)	-3836.38%	\$60,014	(\$304,448)	-507%
Ending balance	\$2,394,102	\$2,638,536	(\$244,434)	-9.26%	\$2,631,994	(\$237,892)	-9%

ACRL Preliminary FY22 Budget Overview

The preliminary FY22 budget (Doc 7.1) was developed by staff based on the FY22 budget assumptions (Doc 16.0) that were reviewed and approved by the ACRL Budget & Finance Committee and ACRL Board of Directors in Fall 2020. The Board and Budget & Finance Committee typically review the preliminary budget at Midwinter and take action at Annual. As financial reports have been delayed, the Board and B&F will review at Annual and take action in late summer.

For those new to the ACRL budget, it is important to remember that ACRL's finances need to be considered as a two-year cycle; fiscal years ending in an even number are expected to have some deficit to cover the planning expenses for the next ACRL Conference. Fiscal years ending in an odd number would typically show

net revenues that cover all planning expenses from the previous year, as well as excess revenues to support member programs and services.

Net Asset Balance

To better situate a discussion of preliminary FY22 revenues and expenses, first let's consider the FY22 ending net asset balance (NAB). In the preliminary budget it is at \$1,408,041 or \$339,414 **below** the Budget & Finance Committee's "high-risk" scenario (Doc 18.0) and \$455,442 above the mandated operating reserve¹. Through a combination of increasing revenues and decreasing expenses, ACRL will need to reduce the year-end net in immediate fiscal years to ensure its long-term sustainability. While the budgeted year-end net is concerning, the projected year-end net for FY21 is \$660,444 better than budget (Doc 6.0), which would increase the FY22 budgeted year-end net to \$2,068,485 bringing the NAB above the high-risk scenario but below the mid-risk recommendation. Additionally, the Board and Budget and Finance Committee have practiced careful financial stewardship by reviewing the budget annually and having more fulsome discussions during the spend-down years.

Prior to spending down the net asset balance, ACRL has kept a larger beginning balance. ACRL has done 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 cancelation or major disruption to attendance, there would be money on hand to sustain the organization. As another point of comparison, the Council of Higher Ed Management Association executive directors recently shared their net asset balance policies, and many were more conservative than ALA's (Doc 19.0).

Investment Budget History

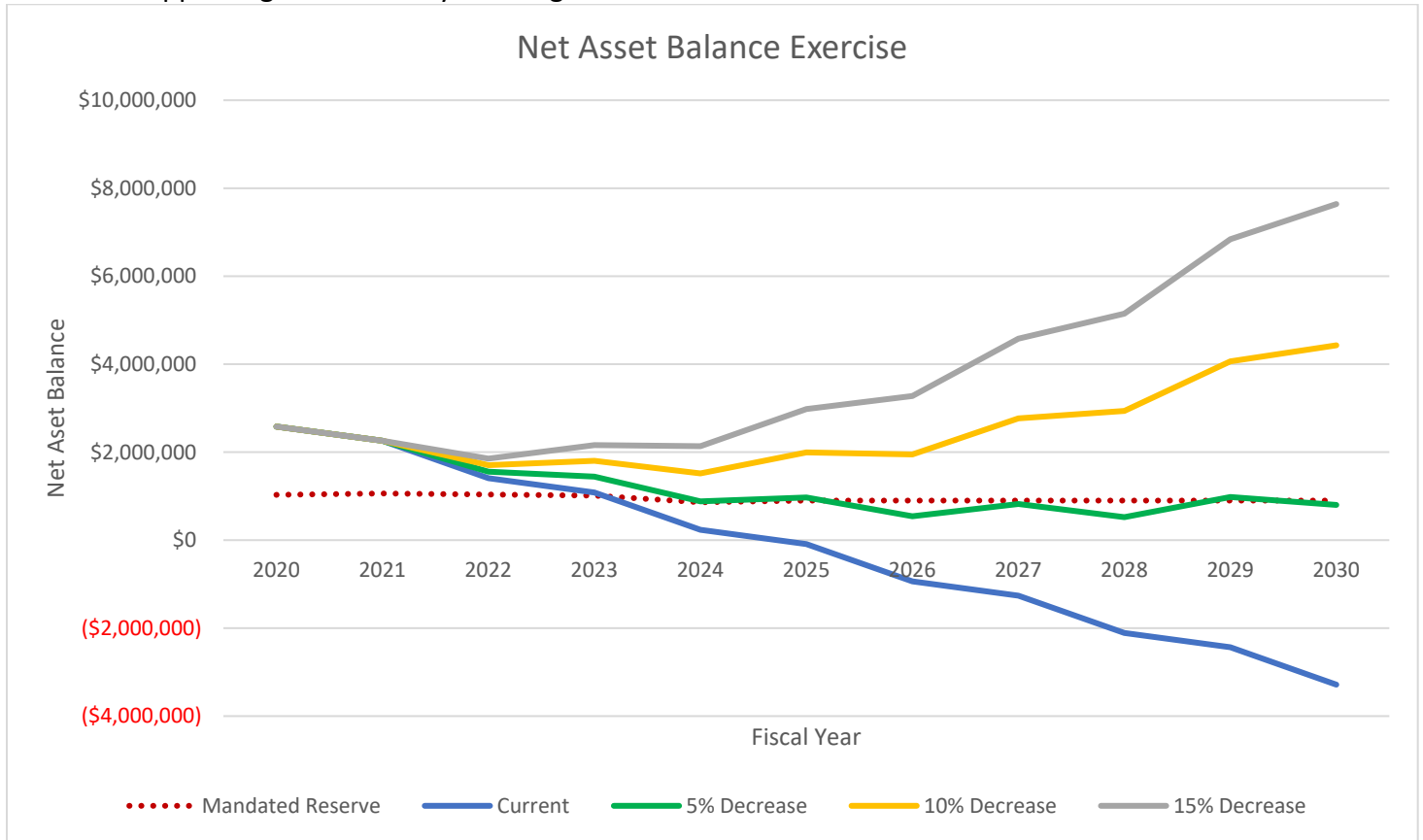
After reviewing the FY15 net asset balance the Budget & Finance Committee, Board, and staff agreed that more of this money needed to be put to work investing in programs and services that meet member needs, as well as setting some aside in ACRL's Long Term Investment to increase that particular revenue stream. Over the last few years, ACRL put that money to work investing in programs, such as a research agenda on the value of academic libraries, services/education (including developing a database/sandbox) around use of the new Framework for Information Literacy for Higher Education, development of a research agenda for scholarly communications, investment in Project Outcome for Academic Libraries, developing curriculum for RoadShows, investments in scholarships to ACRL professional development events (in addition to those donated by individuals), investments in ACRL's LTI, and a transfer to CHOICE to support the development of new products.

At the end of FY15, ACRL's net asset balance was sizeable; it had increased to \$5 million. This was the result of careful stewardship, increasingly successful biennial conferences, and some frugality brought on by the Great Recession of 2008. 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.

Projected Net Asset Balance Exercise

The following chart projects ACRL's net asset balance for several scenarios for reduced expenses. The exercise was completed with the assumption that revenues will stay the same as FY21 and FY22. Per ACRL policy, ACRL will maintain a mandated Reserve Fund equal to at least 25 percent of the average annual expenditures excluding CHOICE over the four most recently completed years. The Board/B&F should use this as one point of data when approving future fiscal year budgets.



Funding for the Future

As the preceding chart illustrate, spending down the NAB indefinitely is not a sustainable model. In recent years, the Board and Budget and Finance Committee have carefully monitored investment spending and have signaled an interest in conducting financial modeling exercises to identify strategic programs and services. On June 3, 2021, the Board held a Priority Setting meeting to begin discussing short-term goals for the organization. This conversation, in addition to those held during Board and Budget and Finance Committee meetings in June, will help identify areas of potential cost savings and investment for FY22 and future fiscal years.

Staff have prepared a several documents to help the Board and Budget and Finance Committee strategically review FY22 spending. Documents include:

- Doc 7.1 FY22 Budget (executive summary and project detail):** Typically, the Board does not see the individual project detail, and this is only reviewed by the ACRL Budget and Finance Committee. As we are asking the Board to have a deeper role in creating the FY22 budget, the Board is being presented with the full FY22 budget packet. The Executive Summary is included in the first three pages and

provides an overview of revenues and expenses in the three main areas (membership dues and services, publications, and professional development). Following the Executive Summary are the budgets for the individual projects and programs. Historical data is included for comparison to the last five fiscal years.

- **Docs 15.0 & 15.1 Five-year Financial Plan:** ACRL submitted to ALA a five-year financial plan with the assumption to grow overall revenue by 5% and reduce overall expenses by 15%. Growth and expense projections were based off the FY21 budget. The goal of increasing revenue steadily is to return to pre-pandemic levels. The five-year plan includes no furloughs and a 2% increase for staff. This five-year plan is just one data point and future years' growth/reduction will be approved by the Board/B&F per the annual budget cycle process (ACRL Guide to Policies and Procedures: 6.8 Budget Calendar).
- **Doc 13.0 & 13.1 FY22 Funding for the Future:** Doc 13.1 includes a high-level summary of major expenses in the preliminary FY22 budget. During the June meetings, we request that the Board and Budget and Finance Committee discuss these major expenses, ask questions, and seek additional information to understand the impact of these programs and services to the profession and members. Specific questions to help guide the conversation for the Board/B&F are included in Doc 13.0.

Preliminary FY22 Revenues

Revenue sources that generate a net beyond their own expenses are very limited in an even, non-conference year.

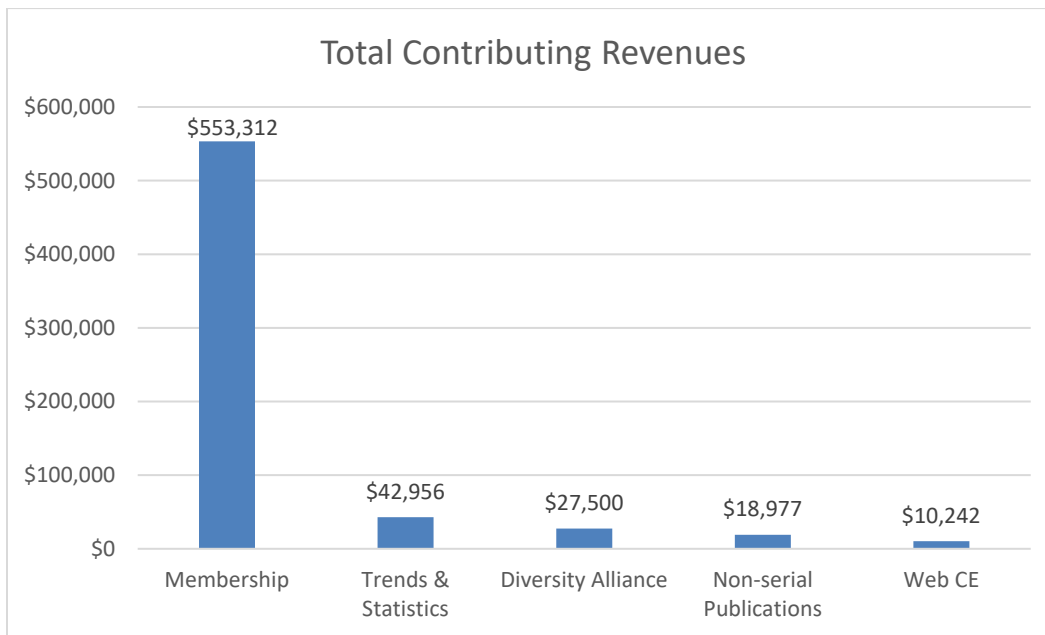


Chart shows revenues and includes areas with net revenues that will cover other programs and services and/or contribute to the net asset balance for future years. While other professional development and publications have significant gross revenues, their net revenues are offset by project expenses.

As we consider ACRL's three standard revenue streams, here is how we projected for FY22.

- **Membership**

- In recent years, the number of ACRL members has been in a steady decline despite more efforts at retention. Due to the decreases in membership during the pandemic, ACRL is projecting a rebound with increased membership for FY22. The FY22 revenue was projected based on an increase of 5% on the August 2020 membership of 8,575 (excluding 200 non-dues paying members). ACRL has historically increased dues slightly up to the HEPI index but no increase is included in this draft budget as the Board has not yet acted on a dues increase.
- Because FY21 membership has been higher than expected, staff are currently reviewing the anticipated landscape for future months and considering whether to expect an even higher rate of increase and include higher revenue in the final FY22 budget.
- **Publications:**
 - Except for Trends and Statistics, publications are budgeted as declining from FY21. ACRL hopes to grow publications revenues to return to pre-pandemic levels, however some shifts in purchasing trends maybe longer term.
 - 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”) allows division journal advertising 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 about \$65,000 to the budget to pay ALA overhead on the many online opportunities that we have created to support advertising.
 - At Midwinter 2020, the Board approved to transition *C&RL News* to an online-only publication model beginning with the January 2022 issue. The cessation of print is reflected in the FY22 budget.
 - Because of the sustained stronger than expected ALA JobLIST classified ad sales in FY21, staff plan to revise that portion of budgeted FY22 revenue for *C&RL News* at about 85% of normal, or a \$60K increase from what is reflected now in the preliminary budget.
 - Online sales of ACRL Metrics and the new facilities survey database are expected to increase, and we are hoping that a new financial arrangement with the vendor will benefit ACRL’s bottom line.
- **Education:**
 - When compared to FY18, education is budgeted to decrease by 29%. Like with other revenue streams, it is expected that education will see gradual growth to rebuild to pre-pandemic levels. FY22 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.
 - As a non-conference year, revenues for the ACRL Conference in Pittsburgh will be deferred to FY23.
 - Staff will be reviewing the anticipated landscape for in person events and considering whether to increase revenue for the RBMS22 conference for the FY22 budget.
 - Based on how strong revenue has for ACRL eLearning webcasts and online courses, staff are reviewing the anticipated landscape for fall and winter and considering whether to increase revenue for the FY22 budget.
 - Because of the increased appetite for online events in FY21, staff are considering capacity for and interest in offering an online institute in spring 2022 for a few hundred people on a narrow topic TBD. This may be added to the final FY22 budget.

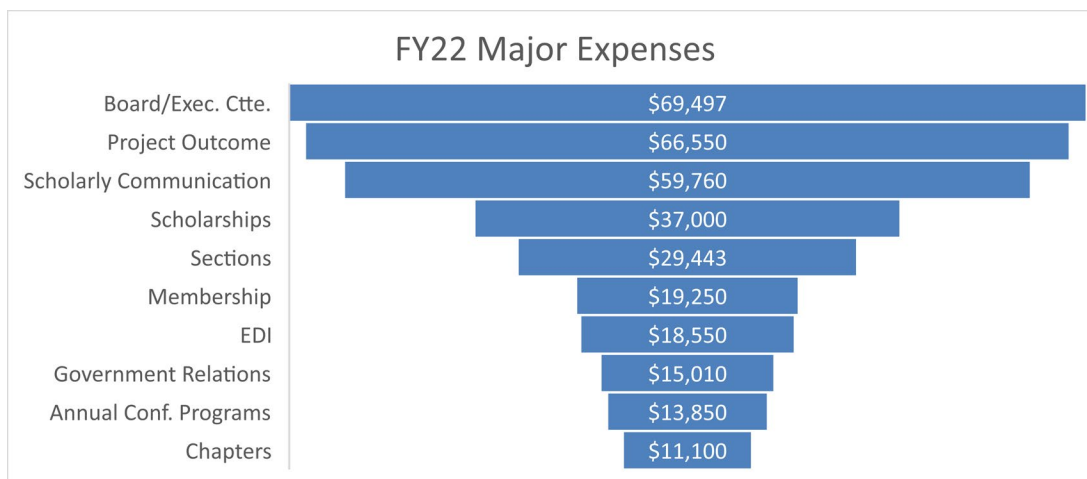
It is evident how dependent ACRL is on revenue from its professional development programs, especially its biennial conference. To offset dependency on a single revenue area, ACRL must continue to seek for ways to diversify its revenues. ACRL looks to expand newer revenue streams in areas such as licensed 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 FY22, 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.

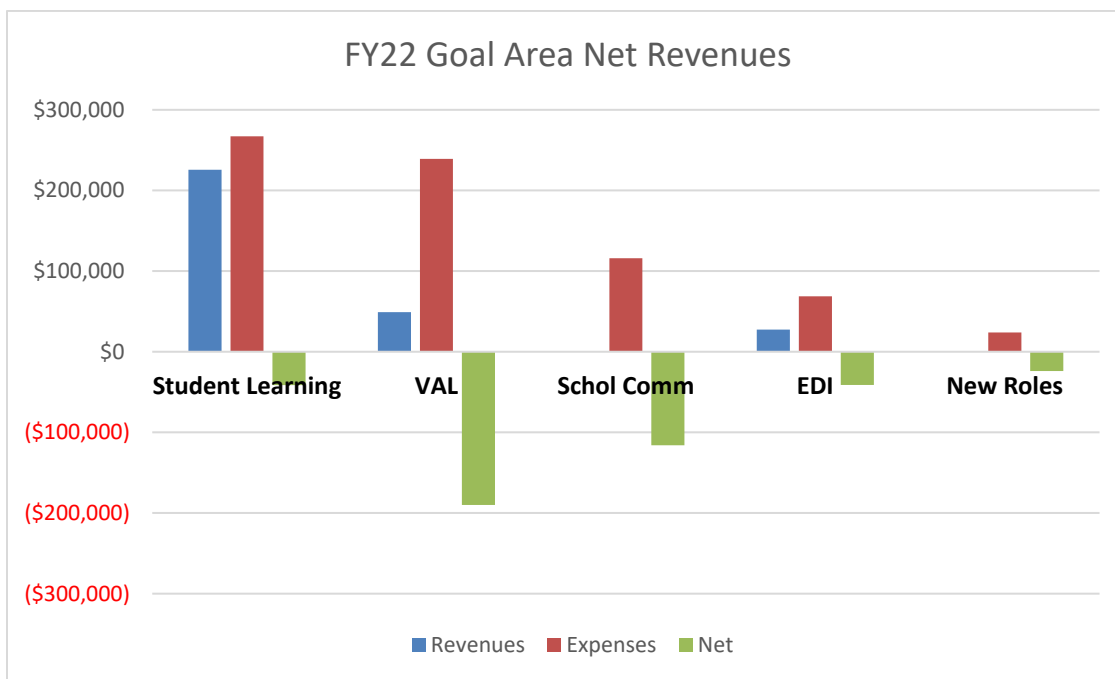
Preliminary FY22 Expenses

In early June, ALA Finance staff informed all units (offices, roundtables and divisions) that in order to reduce the gap between revenue and expenses, they will include a placeholder reduction to expenses of \$175,000 in the preliminary FY22 budget to be presented to BARC. To distribute this reduction equitably, all units have been directed to reduce their budgets by 10% of travel (or its equivalent in another line). For ACRL, this means reducing our FY22 expenses by at least \$3,300.

In this preliminary FY22 budget, ACRL continues to spend down of the net asset balance. Just as the libraries ACRL serves have had to prioritize programs/services, ACRL will need to do the same. 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 Board and Budget and Finance Committee are being asked to closely examine major expenses in the FY22 budget. Specific initiatives included in the FY21 budget are articulated in the Budget Assumptions (Doc 16.0) and relate primarily to funding programmatic initiatives that support ACRL's Plan for Excellence strategic goal areas, its Core Commitment to Equity, Diversity, and Inclusion, and invest in its enabling programs and services.



Expense totals above are for programs that are not-self-supporting and are funded from the net asset balance. To allow the Board/B&F to better understand direct costs, totals only include program expenses and do not include salaries/benefits.



Above chart includes total program revenues and expenses (with salaries/benefits). Each goal area includes the rollup of all supporting projects (e.g., Student Learning includes Immersion budgets.).

The FY22 budget provides support for many of these initiatives:

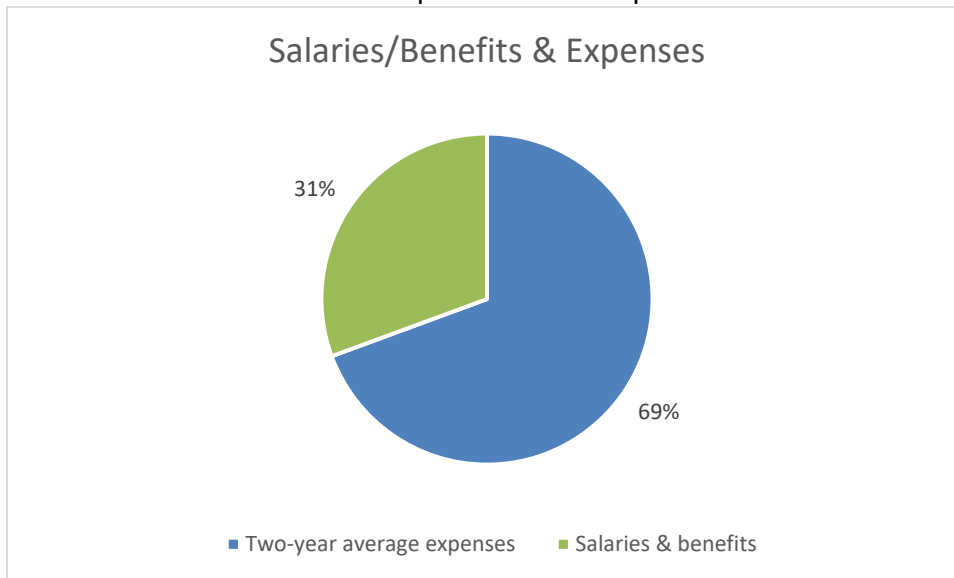
- \$ 116K to support the Research and Scholarly Environment goal which includes \$30K being made available for research grants, \$2K for 1 OpenCon scholarship, \$26K to pay for ACRL's membership in other organizations including \$30K for the Library Copyright Alliance (\$15K shown in Govt. Relations Project 3704);
- more than \$1445K is budgeted to further ACRL's Value of Academic Libraries initiatives, which includes \$104K for Project Outcome;
- more than \$267K 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 \$23K is budgeted to support ACRL's new roles and changing landscape initiative.
- \$37,000 is budgeted for scholarships, which includes support for RBMS Conference, and Immersion program, as well as \$14K to support two Spectrum Scholars and \$3K to support three ALA Emerging Leaders;
- Over \$68K to support ACRL's Core Commitment to Equity, Diversity and Inclusion.
- \$20K 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).

While the salaries and benefits are budgeted to the individual projects, the following chart shows ACRL's total salaries and benefits when compared to total expenses for FY22.



Historical context for FY22 budget

Note: figures mentioned below can be found at the end of this document.

As we consider the FY22 preliminary budget, it is helpful to consider it in its historical context.

Figure 1 shows ACRL's net revenues since FY2013. The peaks are the years in which ACRL held its major conference; the valleys are the even years without the conference revenues. On this chart, ACRL's peak net revenue was in FY13 with net revenues of \$681,788, which is still a drop from the high in FY07 of net revenues of \$866,939. Since then, net revenues in conference years have been about the same during non-spend down year, although this comparison becomes more complicated as ACRL had been intentionally spending down its net asset balance. The decline of revenues from ACRL's publishing and dues revenue has contributed to the declining net.

Figure 2 shows ACRL and CHOICE overhead to ALA, since FY13. Overhead rates can vary slightly year-to-year and the current overhead rate is 26.5%. Per the ALA policy outlined in the ACRL Guide to Policies and Procedures, "Revenues from registration fees are assessed at 100% (which includes the face-to-face ACRL Conference) of the ALA overhead composite rate. ACRL pricing of revenue producing activities must incorporate the cost of these charges." and, "overhead will be assessed at 50% (which includes registration from the virtual ACRL Conference) of the ALA composite rate on revenue from net sales of materials, subscriptions, advertising (except in those publications which are provided to division members as a prerequisite of membership, including those that are reformatted, and other miscellaneous fees." Choice currently pays 50% of the overhead rate, and with this rate for FY22, Choice has budgeted a net revenue of (\$224,064). It is also important to note that in addition to the overhead Choice pays ALA, Choice also assumes all expenses for its own building, equipment, technology, and office expenses.

Figure 3 shows ACRL Conference revenue trends. Gross revenues and attendance has increased up until FY17, and net revenues, which take into consideration the expenses for both years of the two-year conference cycle, fluctuate, having declined from a high of \$642,298 for the 2005 Conference in Minneapolis to \$348,773 for the 2003 Conference in Charlotte, then increased to \$597,621 for the 2015 Conference in Portland, and decreased

back to \$475,320 for the 2017 Conference in Baltimore and dropped again to \$288,712 for the 2019 Conference in Cleveland. The net of the 2019 Conference was 11.2% of conference revenues. Future conference budgets should consider budgeting for net revenues of at least 10-15% of total revenues to ensure a steady income stream. ACRL has been fortunate to routinely exceed budgeted revenue targets and hold the line on costs, which has led to our healthy net revenues, but as we look to budget for future conferences, it may be prudent to increase our targeted net.

Figure 4 demonstrates the fluctuations of publishing revenues. Historically, subscription and ad revenues covered all publication expenses and also subsidized member programs. With the move to Open Access and decline in subscriptions *C&RL* and *C&RL News* switched to needing a subsidy from member dues. Because *C&RL* online ad revenue does not generate enough income to fully support the open access digital publication, the shift to print-only reduces expenses in FY22 starting with the January 2023 issue. By 2012, *C&RL News* had boosted its revenues with new advertising opportunities, such as ACRL Delivers and ACRL Update, and saw an increase in classified ad revenues, returning the *C&RL News* project to one with positive net revenues. In FY18, we reconsidered which advertising we were paying ALA overhead on since “advertising in journals that are perquisites of membership are overhead-exempt” but other advertising revenue is not. Since more of ACRL’s advertising now appears in various digital newsletters, etc., we reclassified that revenue as being subject to overhead, which made the *C&RL News* a deficit budget for the first time since 2010. For FY22, we are budgeting for a negative net revenue for *C&RL News*, as it transitions to an online-only publication.

Figure 5 shows membership dues revenues for FY10 to FY19. The positive effect of the dues increase, approved in 2005 is quite evident. That dues increase also created a new member rate for students, which the Board reduced to \$5 effective with FY18 and ending FY22. As of November 30, 2019, ACRL student membership has increased 74.6% (+468) over August 2017 and now stands at 1,095, which is 11.5% of all ACRL personal members.. Of concern is the fact that, although small, regular dues increases have stabilized dues revenue, ACRL membership continues to decline. We will continue to work to articulate ACRL’s value proposition in a way that resonates with potential members and builds on ALA’s recruitment of academic and research librarians. In FY20, ALA hired a new membership director, and has restructured its membership offices to form one unit: Member Relations & Services (MRS), which is focusing on providing services to both members and customers, and building relationships and articulating value propositions to drive membership for ALA. ACRL is eager to work with ALA MRS to explore joint recruitment and retention opportunities, especially in light of the ALA Pivot Strategy goal to increase overall membership by 5% and increase membership in a division from 65% to 75%.

Figure 6 shows the comparison of revenues/expenses by the three major categories for the last 5 years. The charts show the increasing dependence on net revenues from ACRL’s educational programs, especially the ACRL Conference, to support the organization. As traditionally abundant sources of contributing revenues (i.e., membership dues and publications) decline, ACRL will need to conserve expenses and seek new entrepreneurial lines of revenues.

Choice FY22 Budget Overview:

1. Trends

The Choice FY22 budget is based on the discussion of key business trends presented in “FY22 Budget Assumptions.” Those trends, abundantly confirmed by our forecast for FY21 full-year results, continue to identify

the diminished use of reviews in the collection-development process as the key driver of Choice financial results. Fully 70% of our revenues come from the sale of our reviews, through either subscriptions to our proprietary products or licensing to major platform providers. During the past six years, those revenues have been falling at an annualized rate of 5%, resulting in an overall revenue decline of about 4% per year (CAGR = -3.84%)

Table 1. Revenue Trends

REVENUE	FY21F	FY20	FY19	FY18	FY17	FY16	FY15	CAGR
Subscriptions	1,105,000	1,258,734	1,306,130	1,377,992	1,393,621	1,458,007	1,571,401	-5.70%
Royalties	491,568	505,219	521,691	530,091	646,542	621,371	622,767	-3.87%
Subtotal Reviews	1,596,568	1,763,953	1,827,821	1,908,083	2,040,163	2,079,378	2,194,168	-5.16%
%	67%	71%	73%	68%	69%	72%	73%	
Adv. & Spons. Content	737,434	670,500	599,110	693,590	725,476	654,429	662,474	1.8%
TOTAL	2,372,002	2,485,765	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390	-3.93%

Our efforts to buffer these declines and remake Choice through the creation of new content and revenue streams have been successful in their own right—attracting an audience of about 50,000 people to our podcasts, webinars, and white papers—and sponsorships of these programs have become an important and growing part of our portfolio. This is best illustrated by the fact that in FY15, advertising and sponsored content revenues stood at 30% of review income. In FY21, that percentage grew to 46%. Still, when all is said and done, that growth is averaging only 2% a year and is not enough to counter the declines in our review products.

In the final analysis, it has been cost containment, not revenue growth, that has kept Choice finances in a reasonable condition. And of course, with the benefit (sic) of a hiring freeze and four weeks of furlough, our operating balance will likely finish this year in positive territory. But FY22 promises no such blanket remedy. As you will see as you study the FY22 budget, some hard decisions lie ahead, decisions that will necessarily need to be reflected in revisions to the current numbers.

Table 2. Choice FY22 Budget Summary as of 11 June 2021

	FY22B	FY21F	FY20	FY19
TOTAL REVENUES	2,236,929	2,385,142	2,485,765	2,520,864
TOTAL EXPENSES	2,460,992	2,344,387	2,425,753	2,698,854
NET REVENUES	(224,064)	40,754	60,012	(177,990)

2. Revenue

2.1 Subscriptions

Already the victim of market forces, our subscription products have suffered additional losses as the result of the COVID-19 pandemic. *Choice* magazine, in particular, has seen a dramatic decline in circulation, one that has only increased as the current year has progressed, from an 11% year-over-year drop in September to a 27% drop in May. Cash receipts, the best indication of future earnings, are off almost 30% year-over-year through this same period. *Choice Reviews on Cards* circulation is currently running 28% below a year ago and 33% less in cash. Only *Choice Reviews* is holding its own, down 5% in cash and 9% in circulation. These factors have provided a framework for the FY22 budget for our flagship products, but because earned income for subscriptions is buffered by accrual accounting, the full impact of the cash shortfalls described above will not simultaneously be reflected in our income statements. Even so, given the continued erosion of our subscription business, we plan to revisit—

and lower—budgeted revenues for our review products after the ALA Annual conference. The revisions we will be making are shown in Table 3, below, as “FY22 RevB.”

For its part, 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. We have little visibility and even less influence, over RCL sales, but in the continuing hope that the launch of the Bowker Book Analysis System will boost RCL sales, with which it is bundled, we have budgeted for a small increase in FY22.

Circulation, and thus revenue, for *ccAdvisor* has varied little over the course of the past four years, largely on the strength of the agreement with the Center for Research Libraries, which provides the database as a member benefit and thus anchors this product’s revenue base. On the assumption that this license will renew both this summer (for FY21) and next (for FY22), we have budgeted for flat sales.

Table 3: Budgeted and Revised FY22 Subscription Revenue

	FY22 RevB	FY22B	Var	FY21F	FY20
<i>Choice</i> magazine	263,500	306,739	(43,239)	310,000	413,039
<i>Reviews on Cards</i>	55,250	60,955	(5,705)	65,000	74,101
Subtotal: <i>Choice</i> Print	318,750	367,694	(48,944)	375,000	487,140
<i>Choice Reviews</i>	529,000	543,124	(14,124)	575,000	622,735
Subtotal: All <i>Choice</i>	847,750	910,818	(63,068)	950,000	1,109,875
<i>Resources for College Libraries</i>	130,000	130,000	0	125,000	122,282
<i>ccAdvisor</i> (Choice)	33,000	33,000	0	30,000	26,577
TOTAL	1,010,750	1,073,818	(63,068)	1,105,000	1,258,734

2.2 Third-party Licenses

Our licenses with the major platform providers and aggregators provide us with a fairly reliable stream of income, and to date, we have received no notification of license cancellations. We have projected revised FY22 royalty income at \$466,510, a small decline based on a reduction in the *Books in Print* license fee.

2.3 Advertising and Sponsorships

Advertising and sponsored content, comprising numerous activities that are budgeted in several different projects, is the growth portion of our business. In light of our recent financial results, it is becoming clear that the current FY22 advertising budget, which was created several months ago, understates the revenue potential in some areas. As before, we have provided revised figures in Table 4, below, and it will be on these revised figures, totaling an additional \$95K in revenue, that the discussion here is based.

2.3.1 Traditional Advertising. We have noted previously the precipitous decline we are seeing in traditional advertising, with interest in digital advertising (banner ads) rapidly migrating to more interactive forms of customer engagement and several publishers openly stating to us that they will no longer produce print advertisements. During FY21, ads in *Choice* magazine have fallen to historic lows, and we do not expect that this situation will improve, so for FY22B, we have held magazine advertising (project #3907) flat to this year. Similarly, banner ads in *Choice Reviews* (project #3913) will remain level with the amount budgeted in FY21, \$35,000. (The overage that you see for *Choice Reviews* in the FY21 forecast below is due entirely to the temporary crediting of revenues from ads in the relaunched Choice360.org to this project.)

2.3.2 Content Marketing. The term *content marketing* encompasses a wide variety of Choice programs supported by sponsors and underwriters. It includes newsletters, eBlasts, white papers, case studies, and

The Authority File podcast series. (Our webinars are also sponsored content but are separately recorded in order to conform with ALA financial reporting requirements.) Collectively, these are tracked and accounted for at project #3914, which is now budgeted to generate \$281,725 in net revenue.

2.3.2.1 Newsletters and eBlasts. Over the past year we have added three newsletters, bringing to eleven the total number of these sponsored products. As we have done so, the aggregate number of “subscribers” has gradually grown to over 19,000, 20% above this time a year ago. Based on this encouraging performance, we are budgeting \$60,000 in gross sales for newsletters for FY22, roughly equal to FY21 but 30% higher than FY20. eBlasts, responsible for the lion’s share of this category, are conservatively slated to generate \$140,000, bringing to \$200,000 the combined revenue from these two product lines.

2.3.2.2 White Papers. Because our white paper program is more labor- and time-intensive than any other part of our content marketing program, its growth potential is limited, restrained both by resource issues at Choice and by sponsor participation. The longer sales cycle this project entails, and the substantial editorial effort involved in identifying and commissioning authors, developing the topic, and editing the manuscript, are serving to cap the number of publications we publish to two a year. For FY22 we will assume two white papers, with gross revenue of \$40,000.

2.3.2.3 Case Studies. Case studies are a new program at Choice. Unlike the white papers, which are conceived, developed, and written independent of any input from the sponsor (other than to suggest topics), case studies are content marketing in the traditional sense of the word: documents written to the specifications of the sponsor and thus clearly presented as “advertorials.” Our first case studies, documenting how libraries drawn from four Carnegie classes are incorporating their experiences of the past year into new library procedures, will be published on Choice360 this summer. For next year we have budgeted for one such series for \$20,000.

2.3.2.4 The Authority File. Podcast revenue has grown consistently since its inception and as of this writing has garnered \$36,550 in gross sales this year, some 14% above a year ago. Driven largely by concerns that we are reaching the maximum number of episodes we are capable of producing with current staff, forty-eight, we have capped the FY22 budget at \$35,000, or roughly even with this year. If demand should increase, we shall, of course, redeploy resources to address this contingency.

2.3.3 Choice360. The relaunch of Choice 360.org has driven a substantial increase in traffic and engagement with our content. By way of example, during this past May user sessions and page views were over *three times* that of a year ago. Beginning in FY22, Choice360 will be expected to generate revenue to cover its costs, and for accounting purposes it will have a dedicated financial project (#3919) of its own. Anticipated revenues include a modest number of banner ads on the site but also sponsorships of webinars and podcasts in Toward Inclusive Excellence, our new content vertical on racial and social justice. Collectively, project 3919 gross revenues are budgeted for \$35,000.

2.3.4 Webinars. The “large and enthusiastic audiences” referred to in the budget assumptions document only grew larger and more enthusiastic in FY21, during which our thirty-five webinars to date have so far garnered over forty-five thousand registrations and twenty-one thousand viewers, with six webinars yet to come. Gross receipts for this year will top \$300,000. While we are optimistic about our prospects for next year, we dare not assume that we will reach this figure again. Perhaps conservatively, the revised budget (project #3909) will call for gross sales of \$262,500, yielding \$213,084 net to Choice after payment of royalties and sales commissions.

Table 4: Budgeted and Revised FY22 Advertising Revenue

	FY22 RevB	FY22B	Var	FY21F	FY20
Choice magazine net	143,250	143,250	0	143,250	220,610
Choice Reviews net	33,425	28,650	4,775	39,155	58,469
Choice content marketing net	281,725	233,975	47,750	305,170	204,196
ccAdvisor net	4,775	4,775	0	1,910	6,418
Choice360 net	33,425	33,425	0		
Webinars net	213,084	170,467	42,617	247,949	180,807
TOTAL	709,684	614,542	95,142	737,434	670,500

2.4 Other Revenue

Virtually all miscellaneous revenue comes from two sources: (1) a lump-sum payment of \$12,000 in affiliate fees, paid by EBSCO for the programming in *Choice Reviews* that allows users to deposit books from CR directly into their GOBI carts, and (2) \$45,000 budgeted for the sale of books received at Choice but not sent for review. This latter stream has been severely damaged by COVID-19, initially because in the spring of 2020 publishers sent fewer books for review and then later, and more persistently, by the reluctance of booksellers to purchase inventory from us. The \$45,000 budget in this category is thus an exercise in optimism regarding the post-COVID environment. Along with some miscellaneous fees for permissions, Other Revenue is budgeted to contribute a total of \$59,500 overall in FY22.

2.5 Revenue Overview

The revised revenue estimates discussed above lowered subscription and royalty revenues and increased advertising, for a net gain of \$9,516, 5.4% below our forecast for FY21.

Table 5: Budgeted and Revised FY22 Revenue

	FY22 RevB	FY22B	Var	FY21F	FY20
TOTAL SUBSCRIPTIONS	1,010,750	1,073,818	(63,068)	1,105,000	1,258,734
TOTAL ADVERTISING & SPONSORED CONTENT	709,684	614,542	95,142	737,434	670,500
TOTAL ROYALTIES	466,510	489,068	(22,558)	491,568	505,219
TOTAL OTHER REVENUE	59,500	59,500	0	39,000	51,312
TOTAL REVENUES	2,246,444	2,236,928	9,516	2,373,002	2,485,765

3. Expenses

With revenues falling at about 5% a year, it is to cost containment that we must look for financial stability. Some of this work has already been done. Between FY15 and FY20, Choice reduced spending on travel, conferences, publication, and operations—that is, items not related to payroll and contractors—by 44%, driven by a staff-wide search for ways to do their jobs more efficiently. But these expense categories constitute only about 30% of Choice direct spending, leaving us with limited options for further cost containment. The FY22 expense budget is thus still very much a work in progress.

Important points include:

- Payroll: the lifting of furloughs means that payroll spending will return to levels last seen in FY19, prior to the financial crisis at ALA. We continue to budget for one open position, to be filled when the hiring freeze is lifted.

- Outside Services: Some \$37K has been allocated for contractor and contributor payments for Toward Inclusive Excellence and for writing the case studies, but these are offset by the sponsorship revenue they bring in.
- Travel, Meetings, and Conferences. The prospect of a live ALA Annual conference has prompted us to budget for exhibiting at that event and for attendance by six staff members. These expenses can easily be reduced, or even eliminated, at need. Attendance and exhibiting at the Charleston Conference, the second-most important event on our travel schedule, has been eliminated.
- Publication-related Expenses. Over the past six years we have reduced the costs required to produce our products by 45%. The FY22 budget in this category is the lowest in a decade.
- Operating Expenses: Budgeted operating expenses will also be at or near the lowest in a decade. I have been unsuccessful in obtaining depreciation figures for our technology spending from ALA Finance, so the budgeted figure in line #5530, \$40,937, is an estimate only. FY22 should be the last year we are depreciating the cost of developing *Choice Reviews*, so the number may very well be lower than this.
- Overhead payments have been calculated using the current rate of 13.25%. In FY22, we anticipate contributing almost \$300K to the ALA General Fund while continuing to pay all the expenses associated with our unit with the exception of Finance and Human Resources.
- In the absence of direction from ALA Finance, allocations for the loan assumed for ownership of our offices is also an estimate.

Table 6. Budgeted FY22 Expenses

	FY22B	FY21F	FY20	FY19
Payroll and Related Expenses	1,633,743	1,511,776	1,508,575	1,665,237
Outside Services	74,281	66,831	86,062	101,658
Travel and Related Expenses	11,350	500	10,271	41,543
Meetings and Conferences	13,000	0	1,250	11,771
Publication-related Expenses	246,975	274,875	274,467	260,373
Operating Expenses	206,359	188,255	244,113	308,930
TOTAL DIRECT EXPENSES	2,185,708	2,042,237	2,124,738	2,389,512
TOTAL INDIRECT EXPENSES	(37,348)	(38,881)	(57,597)	(63,083)
IUT/Overhead	296,393	314,423	329,364	334,014
IUT/Allocations (Liberty Square)	16,240	25,000	29,248	38,411
UBIT		0	0	0
TOTAL OVERHEAD	312,633	339,423	358,612	372,425
TOTAL EXPENSES	2,460,993	2,342,779	2,425,753	2,698,854

4. Summing Up

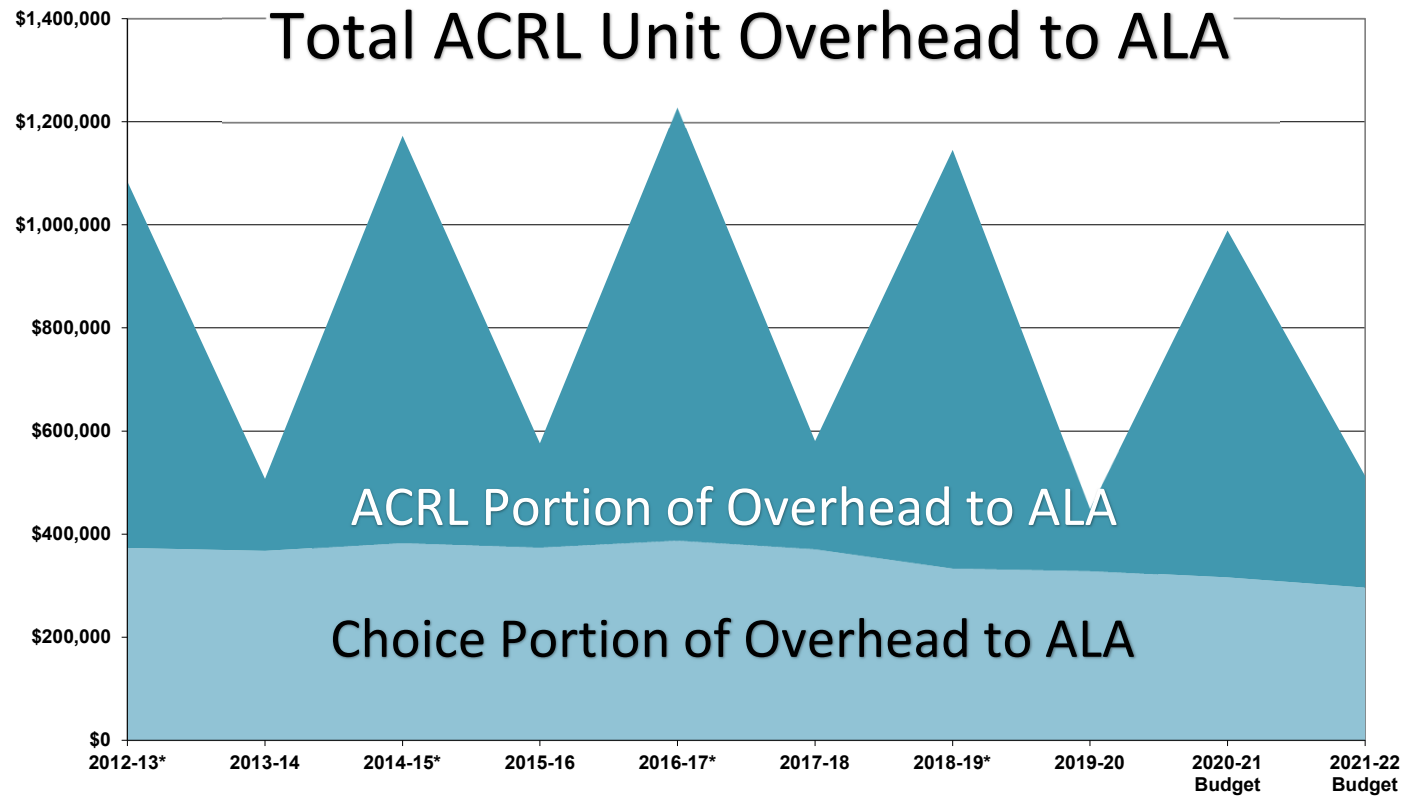
The budget submitted to ALA in May of this year anticipates a shortfall of \$224,064 (Table 2) against a net asset balance, at the beginning of FY21, of some \$2.632MM. Clearly, the unit is in no immediate danger, either financially or operationally, and we continue to innovate our way toward a balanced budget and a positive contribution to the mission of the Association. That said, the current budget shortfall needs to be considered against the health of the Association as a whole.

FIGURE 1
Net Revenue
(excluding CHOICE)



*ACRL Conference years

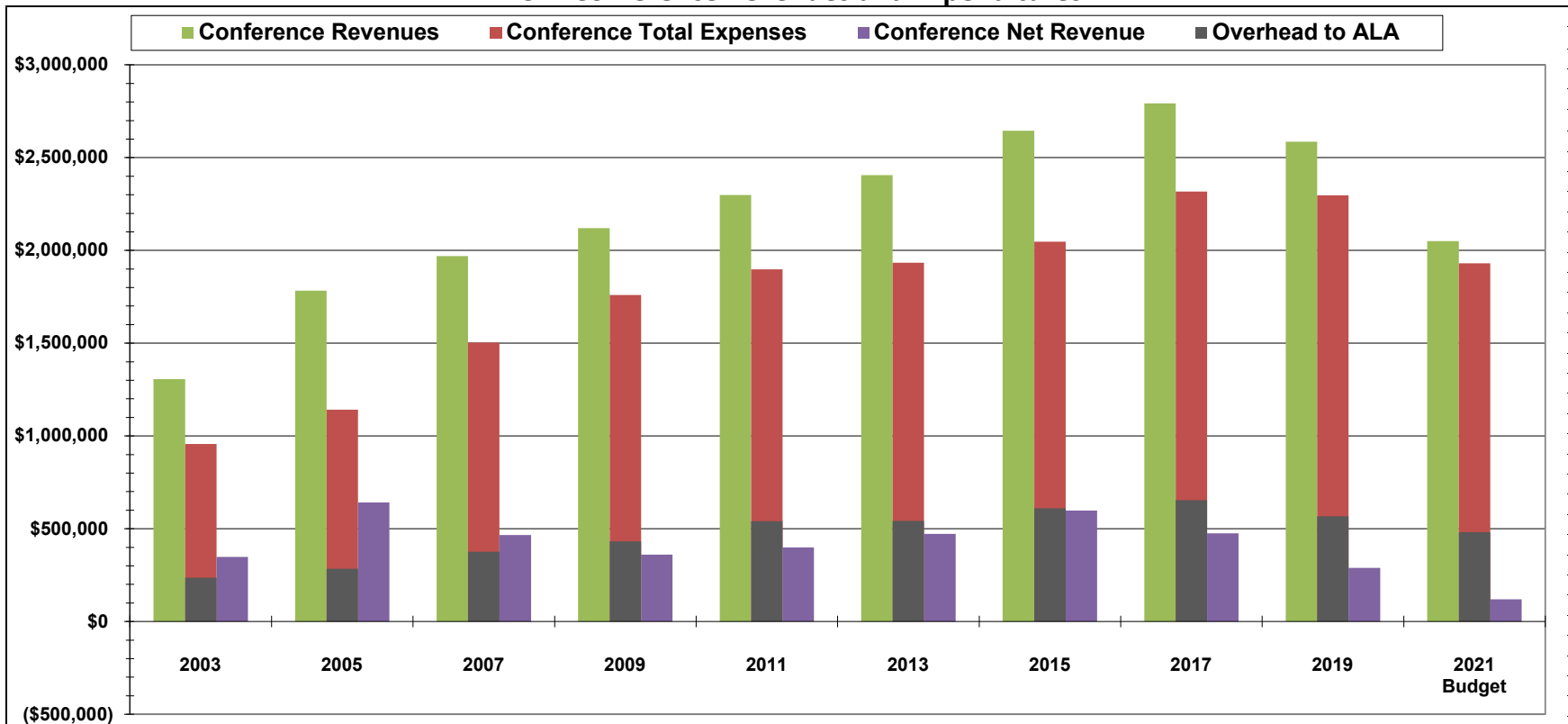
FIGURE 2
ACRL and CHOICE Overhead to ALA



	2012-13*	2013-14	2014-15*	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21 Budget	2021-22 Budget	10-year Total as Budgeted
ACRL Overhead to ALA (without Choice)	\$710,497	\$140,002	\$789,448	\$201,328	\$840,744	\$209,386	\$811,598	\$119,797	\$672,672	\$216,215	\$4,711,687
Choice Overhead to ALA	\$373,132	\$367,338	\$383,209	\$374,640	\$388,206	\$371,353	\$334,014	\$329,364	\$316,031	\$296,393	\$3,533,680
Total Overhead to ALA	\$1,083,629	\$507,340	\$1,172,657	\$575,968	\$1,228,950	\$580,739	\$1,145,612	\$449,161	\$988,703	\$512,608	\$8,245,367

*ACRL Conference Years

FIGURE 3
ACRL Conference Revenues and Expenditures



	2003	2005	2007	2009	2011	2013	2015	2017	2019	2021 Budget
Conference Revenues	\$1,306,375	\$1,783,625	\$1,969,819	\$2,120,018	\$2,298,469	\$2,405,866	\$2,644,921	\$2,792,296	\$2,586,298	\$2,050,108
Conference Total Expenses	\$957,603	\$1,141,326	\$1,503,058	\$1,759,944	\$1,898,648	\$1,933,542	\$2,047,300	\$2,316,976	\$2,297,586	\$1,930,528
Conference Net Revenue	\$348,773	\$642,298	\$466,761	\$360,074	\$399,821	\$472,324	\$597,621	\$475,320	\$288,712	\$119,580
Overhead to ALA	\$236,814	\$285,173	\$376,674	\$431,354	\$540,835	\$542,973	\$610,221	\$653,947	\$566,931	\$481,404
Net Revenue % over expenses	26.7%	36.0%	23.7%	17.0%	17.4%	19.6%	22.6%	17.0%	11.2%	5.8%
ALA Overhead Rates	19.6%	18.8%	21.5%	23.9%	26.1%	25.5%	25.4%	26.4%	26.5%	26.5%

FIGURE 4
Publications Net Revenues
(excluding CHOICE)

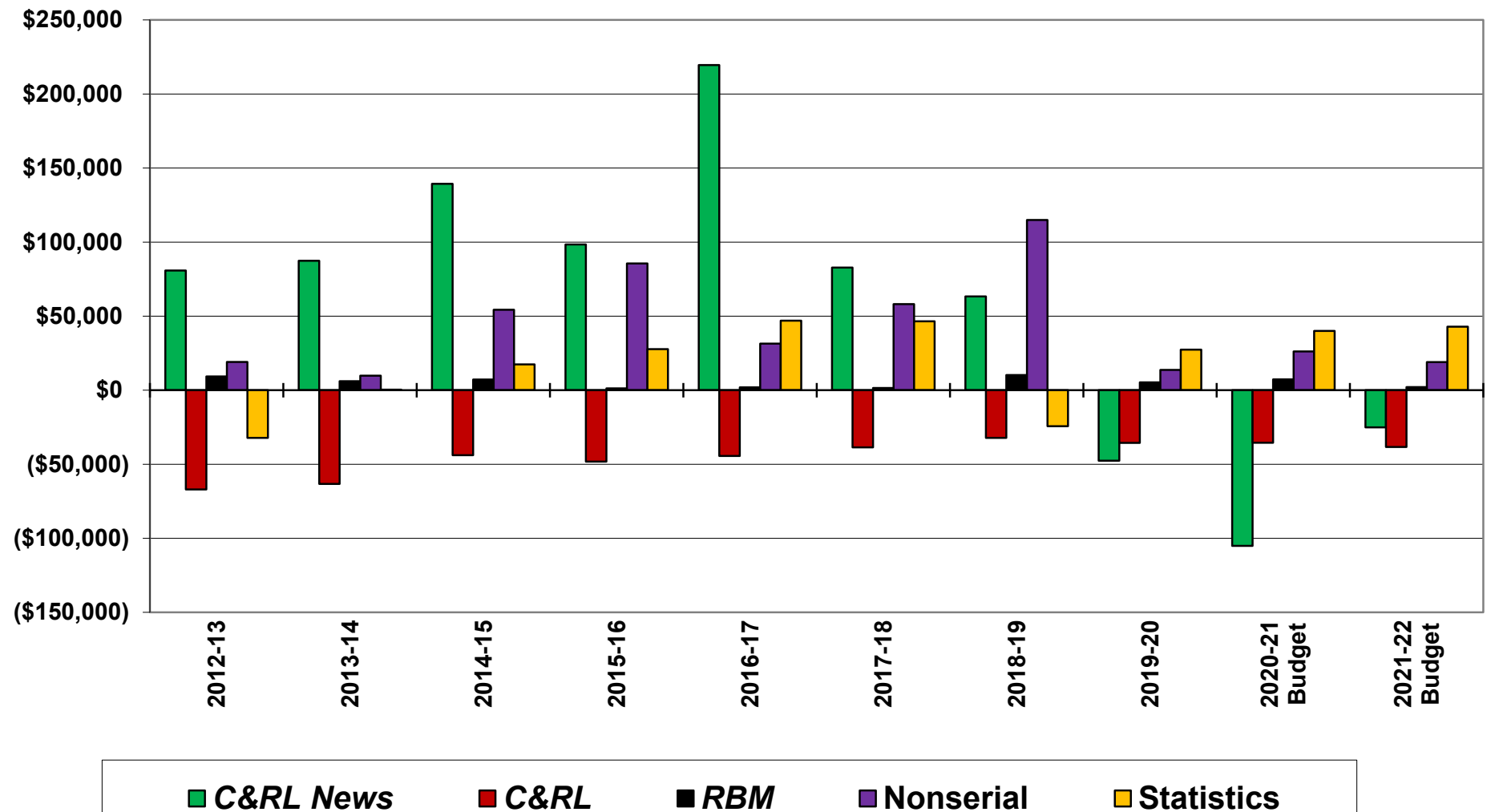
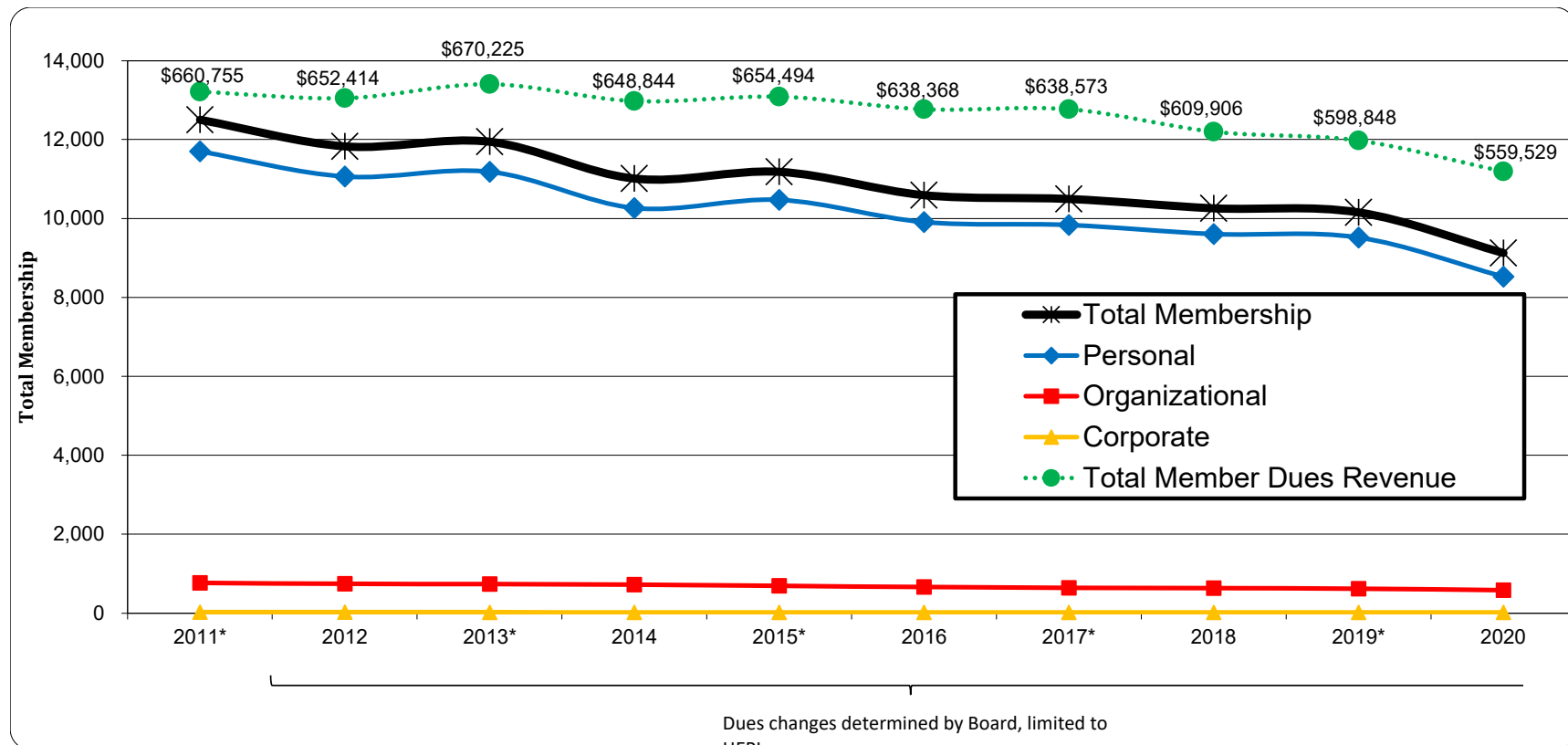


FIGURE 5
ACRL Membership by Type



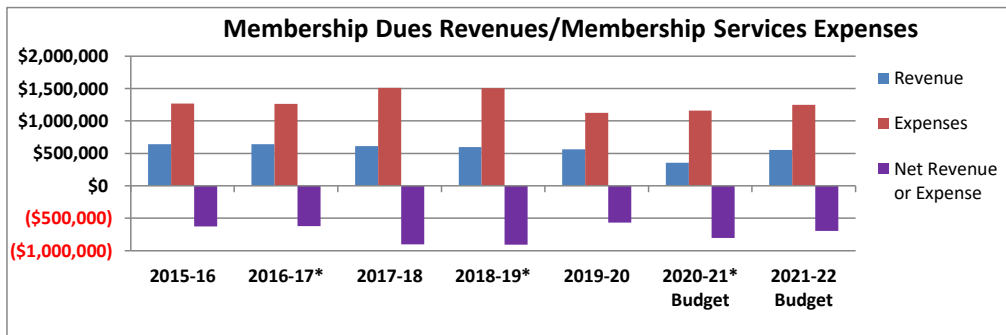
Dues changes determined by Board, limited to
HEDL

	2011*	2012	2013*	2014	2015*	2016	2017*	2018	2019*	2020
Personal	11,705	11,062	11,187	10,269	10,472	9,910	9,837	9,608	9,519	8,524
-Regular	10,257	9,827	10,170	9,474	9,674	9,178	9,054	8,526	8,313	7,450
-Retired	118	119	98	115	137	152	156	162	163	153
-Student	1,330	1,116	919	680	661	580	627	920	1,043	921
Organizational	768	742	734	721	690	664	640	634	619	583
Corporate	27	25	23	20	19	18	18	18	19	21
Total Membership	12,500	11,829	11,944	11,010	11,181	10,592	10,495	10,260	10,157	9,128
Total Member Dues Revenue	\$660,755	\$652,414	\$670,225	\$648,844	\$654,494	\$638,368	\$638,573	\$609,906	\$598,848	\$559,529

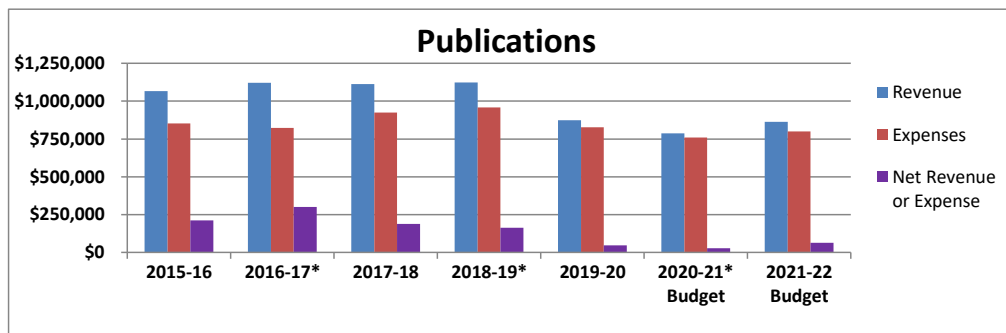
Figures for 2012 were impacted by “clean-ups” of ALA’s membership database. Errors related to duplicate records or resulting from member-type conversions (e.g., from Student to Regular membership status) that occurred over a number of years were removed from the database.

* ACRL Conference Years

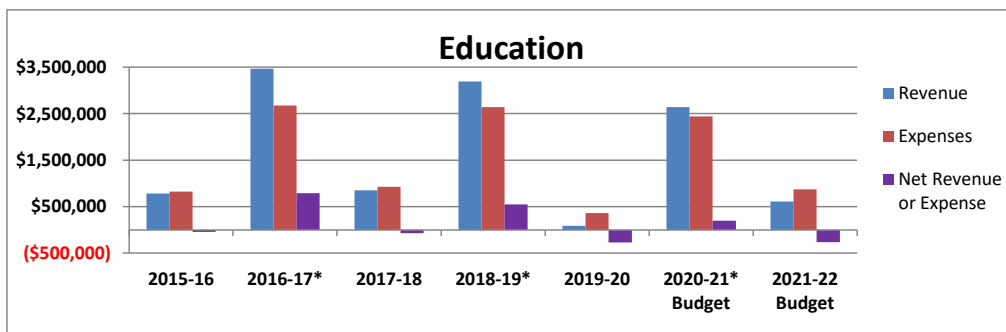
FIGURE 6
Budget Sources
Net Revenues by Major Budget Category



Year	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21* Budget	2021-22 Budget
Revenue	\$638,368	\$638,573	\$609,906	\$598,848	\$559,529	\$354,335	\$553,312
Expenses	\$1,265,331	\$1,260,188	\$1,509,366	\$1,505,733	\$1,124,254	\$1,159,452	\$1,246,493
Net Revenue or Expense	(\$626,963)	(\$621,615)	(\$899,459)	(\$906,885)	(\$564,725)	(\$805,117)	(\$693,181)



Year	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21* Budget	2021-22 Budget
Revenue	\$1,066,550	\$1,122,023	\$1,112,864	\$1,122,334	\$873,468	\$786,226	\$863,348
Expenses	\$853,622	\$822,190	\$923,936	\$958,184	\$827,117	\$758,659	\$799,315
Net Revenue or Expense	\$212,928	\$299,833	\$188,928	\$164,150	\$46,351	\$27,567	\$64,033



Year	2015-16	2016-17*	2017-18	2018-19*	2019-20	2020-21* Budget	2021-22 Budget
Revenue	\$782,420	\$3,465,272	\$854,426	\$3,189,671	\$91,360	\$2,641,549	\$609,749
Expenses	\$822,567	\$2,676,945	\$925,211	\$2,640,251	\$361,149	\$2,439,465	\$873,706
Net Revenue or Expense	(\$40,147)	\$788,326	(\$70,785)	\$549,420	(\$269,789)	\$202,084	(\$263,957)

NOTE: Varying amounts of actual Publications expenses are reflected as Membership Services expenses, depending on whether a subscription equivalent subvention was required for a membership perquisite serial (*C&RL* and *C&RL News*). These subventions included \$48,271, \$44,455, \$38,594, \$32,209, and \$35,603 for *C&RL* for the years from FY16–FY20, respectively, as well as \$35,531 and \$38,357 budgeted for *C&RL* in FY21 and FY22, and \$47,606 for *C&RL News* in FY20 and \$105,155 and \$25,064 budgeted for *C&RL News* in FY21 and FY22.

*ACRL Conference Year

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		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	\$2,581,241	\$2,257,528
5	Reserve Sept. 1: ACRL LTIs	\$3,567,882	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,388,667
6	Reserve Sept. 1: CHOICE Operating	\$2,648,059	\$2,533,295	\$2,926,294	\$2,571,980	\$2,631,994	\$2,638,536
7	Reserve Sept. 1: CHOICE LTI	\$849,196	\$880,574	\$572,349	\$538,536	\$557,493	\$557,493
8	Total	\$11,454,522	\$12,281,840	\$11,885,689	\$11,376,356	\$11,294,394	\$10,842,223
9							
10	Revenues						
11							
12	Membership						
13	Dues	\$638,573	\$609,906	\$598,848	\$559,529	\$354,335	\$553,312
14	Standards, Licensing Fees	\$1,802	\$2,704	\$38,714	\$204	\$850	\$250
15	Advisory	\$82,350	\$27,050	\$33,490	\$73,975	\$42,500	\$42,500
16	Awards	\$16,300	\$17,450	\$20,750	\$13,036	\$19,600	\$0
17	Special Events	\$21,729	\$31,282	\$34,887	\$12,300	\$15,125	\$15,125
18	Diversity Alliance	\$17,450	\$25,500	\$29,930	\$14,000	\$27,090	\$27,500
19	Project Outcome	\$0	\$0	\$37,250	\$1,500	\$2,500	\$6,525
20	Subtotal	\$778,204	\$713,892	\$793,870	\$674,544	\$462,000	\$645,212
21							
22	Publications						
23	CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,485,767	\$2,382,519	\$2,242,842
24	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$12,640
25	C&RL News	\$648,554	\$569,964	\$613,958	\$464,730	\$400,932	\$410,832
26	RBM	\$34,661	\$22,871	\$29,870	\$27,365	\$26,907	\$23,756
27	Nonperiodical Publications	\$288,126	\$388,475	\$338,897	\$275,831	\$262,290	\$266,120
28	Library Statistics	\$129,540	\$116,797	\$123,554	\$86,561	\$120,397	\$150,000
29	Subtotal	\$4,062,517	\$3,926,148	\$3,643,197	\$3,359,235	\$3,208,745	\$3,106,190
30							
31	Education						
32	Institutes & Liscensed Workshops	\$277,048	\$421,728	\$308,921	\$39,305	\$295,780	\$350,850
33	ACRL Conference	\$2,815,296	\$36,635	\$2,549,663	(\$39,552)	\$2,067,620	(\$24,000)
34	Preconferences & RBMS Conference	\$238,601	\$265,297	\$223,245	\$7,160	\$185,971	\$185,971
35	Annual Conference & MW Programs	\$16,300	\$19,350	\$14,000	\$500	\$16,000	\$16,000
36	Web-CE	\$118,027	\$121,416	\$103,698	\$84,217	\$76,178	\$80,928
37	Subtotal	\$3,465,272	\$864,426	\$3,199,528	\$91,630	\$2,641,549	\$609,749
38							
39	Special Programs						
40	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$0	\$8,206	\$30,640	TBD
41	Friends of ACRL-Operating	\$2,500	\$0	\$0	(\$173)	\$0	\$0
42							
43	Post-approval Budget Change: Classified Ads	N/A	N/A	N/A	N/A	(\$40,000)	N/A
44							
45	Total Revenues						
46	Total Revenues ACRL	\$5,367,999	\$2,691,183	\$5,115,731	\$1,639,469	\$3,889,775	\$2,118,309
47	Total Revenues CHOICE	\$2,940,494	\$2,813,283	\$2,520,863	\$2,485,767	\$2,382,519	\$2,242,842
48	Total Revenues ACRL & Choice	\$8,305,994	\$5,504,466	\$7,636,595	\$4,125,409	\$6,312,294	\$4,361,151
49							

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
50	Expenses						
51							
52	Membership						
53	Membership Services*	\$157,152	\$200,336	\$49,671	(\$30,473)	\$28,130	(\$15,211)
54	Exec. Cttee. & Board	\$190,578	\$212,181	\$232,282	\$190,825	\$144,926	\$204,434
55	Advisory	\$111,170	\$100,632	\$60,706	\$96,548	\$52,844	\$56,136
56	Standards Distribution	\$10,190	\$15,293	\$8,592	\$1,053	\$3,753	\$10,719
57	Awards	\$38,163	\$47,571	\$48,676	\$41,038	\$48,160	\$28,220
58	Chapters	\$10,417	\$27,541	\$18,636	\$17,287	\$18,897	\$31,387
59	Committees	\$109,318	\$153,752	\$134,130	\$137,392	\$120,872	\$151,213
60	Sections	\$94,308	\$128,865	\$117,292	\$130,178	\$110,169	\$125,974
61	C&RL Over Revenue	\$44,455	\$38,594	\$32,209	\$35,603	\$35,531	\$38,357
62	C&RL News Over Revenue	\$0	\$0	\$0	\$47,606	\$105,155	\$25,064
63	Liaisons to Higher Ed. Organizations	\$51,730	\$43,951	\$41,205	\$25,803	\$28,838	\$33,662
64	Special Events	\$32,306	\$36,513	\$40,849	\$12,107	\$20,955	\$22,284
65	Information Literacy	\$51,071	\$37,333	\$44,503	\$10,493	\$8,076	\$51,999
66	Scholarly Communications	\$71,476	\$119,856	\$155,076	\$87,024	\$77,871	\$115,999
67	Value of Academic Libraries	\$110,646	\$118,069	\$57,851	\$31,246	\$34,977	\$45,581
68	Government Relations	\$36,459	\$56,668	\$42,629	\$35,495	\$32,472	\$44,731
69	Scholarships	\$81,270	\$40,845	\$82,580	\$2,500	\$102,000	\$37,000
70	Annual Conference Programs	\$43,920	\$35,012	\$41,123	\$26,389	\$49,080	\$41,757
71	New Roles & Changing Landscapes	\$0	\$13,896	\$7,236	\$16,532	\$7,731	\$23,965
72	Diversity Alliance	\$16,429	\$32,770	\$42,920	\$15,152	\$55,578	\$68,668
73	Project Outcome	\$0	\$49,690	\$247,565	\$194,456	\$73,437	\$104,554
74	Subtotal	\$1,261,058	\$1,509,368	\$1,505,733	\$1,124,254	\$1,159,452	\$1,246,493
75							
76	Publications						
77	CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,425,753	\$2,375,977	\$2,487,276
78	C&RL	\$21,142	\$14,758	\$16,054	\$18,981	\$15,700	\$12,640
79	C&RL News	\$429,039	\$487,139	\$550,606	\$464,730	\$400,932	\$410,832
80	RBM	\$32,744	\$21,400	\$19,622	\$22,066	\$19,579	\$21,656
81	Nonperiodical Publications	\$256,695	\$330,329	\$223,970	\$262,137	\$236,141	\$247,143
82	Library Statistics	\$82,569	\$70,310	\$147,932	\$59,202	\$80,383	\$107,044
83	Subtotal	\$3,877,448	\$3,869,220	\$3,657,038	\$3,252,870	\$3,128,712	\$3,286,591
84							
85	Education						
86	Institutes & Liscensed Workshops	\$279,929	\$367,138	\$293,394	\$92,101	\$303,136	\$338,021
87	ACRL Conference	\$2,166,094	\$238,096	\$2,093,753	\$155,844	\$1,908,030	\$283,106
88	Preconferences & RBMS Conference	\$179,508	\$243,900	\$203,473	\$53,364	\$173,716	\$181,893
89	Web-CE	\$51,415	\$76,078	\$49,631	\$59,841	\$54,583	\$70,686
90	Subtotal	\$2,676,945	\$925,212	\$2,640,251	\$361,149	\$2,439,465	\$873,706
91							
92	Special Programs						
93	Friends of ACRL-Restricted	\$66,070	(\$9,737)	\$67,820	\$8,206	\$60,000	\$60,000
94	Friends of ACRL-Operating	\$60,245	\$65,357	\$129,998	\$57,532	\$118,987	\$48,282
95	Subtotal	\$126,315	\$55,620	\$197,818	\$65,738	\$178,987	\$108,282
96							
97	Post-approval Budget Change: Travel & Meeting	N/A	N/A	N/A	N/A	(\$257,151)	N/A
98							
99	Total Expenses						
100	Total Expenses ACRL	\$4,820,438	\$3,423,873	\$5,234,167	\$2,370,053	\$4,213,488	\$2,967,796
101	Total Expenses CHOICE	\$3,055,258	\$2,945,284	\$2,698,854	\$2,425,753	\$2,375,977	\$2,487,276
102	Total Expenses ACRL & Choice	\$7,875,696	\$6,369,157	\$7,933,021	\$4,795,806	\$6,846,616	\$5,455,072
103							

	A	B	C	D	E	F	G
1		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
2		Actual	Actual	Actual	Actual	Budget	Budget
104	Nets						
105	Total Net ACRL	\$547,562	(\$732,690)	(\$118,436)	(\$730,584)	(\$323,713)	(\$849,487)
106	Total Net Choice	(\$114,764)	(\$132,001)	(\$177,990)	\$60,014	\$6,542	(\$244,434)
107							
108	Membership Net	(\$482,854)	(\$795,476)	(\$711,863)	(\$449,711)	(\$697,452)	(\$601,281)
109	Publications Net (without Choice)	\$299,833	\$188,929	\$164,150	\$46,351	\$73,491	\$64,033
110	Education Net	\$788,327	(\$60,786)	\$559,276	(\$269,519)	\$202,084	(\$263,957)
111							
112	Operating Transfers						
113	ACRL	(\$250,000)	(\$525,000)	\$0	\$157,096	\$135,000	\$135,000
114	Choice	\$40,539	\$525,000	(\$176,324)	\$43,987	\$0	\$0
115							
116	LTI Transfers, Gains, Losses						
117	ACRL	\$362,143	\$776,761	(\$2,770)	\$569,651	(\$135,000)	(\$135,000)
118	Choice	\$31,378	(\$308,226)	(\$33,813)	\$62,944	TBD	TBD
119							
120	Ending Reserves						
121	ACRL Mandated Operating Reserve	\$886,316	\$933,236	\$989,273	\$1,028,604	\$1,060,695	\$952,599
122	Reserve Aug 31: ACRL Operating	\$4,686,947	\$3,430,256	\$3,311,824	\$2,581,241	\$2,257,528	\$1,408,041
123	Reserve Aug 31: ACRL LTIs	\$4,180,025	\$4,956,786	\$4,954,016	\$5,523,667	\$5,388,667	\$5,253,667
124	Reserve Aug 31: CHOICE Operating	\$2,573,834	\$2,926,294	\$2,571,979	\$2,631,994	\$2,638,536	\$2,394,102
125	Reserve Aug 31: CHOICE LTI	\$880,574	\$572,348	\$538,536	\$557,493	\$557,493	\$557,493
126	Total	\$12,321,379	\$11,885,684	\$11,376,356	\$11,294,394	\$10,842,223	\$9,613,302

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3		Revenues	\$0	\$0	\$0	\$0	\$0		\$0
4									
5	5000	SALARIES & WAGES	(2,208)	(1,780)	(4,872)	1,350	0	Salaries: Memo only; will be allocated to programs at year end.	\$7,749
6	5001	WAGES/TEMPORARY EMPLOYEES			2,195				
7	5002	OVERTIME WAGES	2,180	1,780	2,607	0	1,500	Anticipated overtime for ALA Conferences plus 15% benefits. Adjusted based on actual.	\$1,500
8	5005	ATTRITION FACTOR				0	0		\$0
9	5009	ACCRUED VACATION WAGES				0	0		\$0
10	5010	EMPLOYEE BENEFITS	(0)	0	(0)	426	349,887	Benefits of Line 5000 & 5002. Memo only: will be allocated to programs at year end.	\$2,580
11	5011	LIFE INSURANCE				0	0		\$0
12	5012	DISABILITY INSURANCE				0	0		\$0
13	5013	WORKERS COMP INSURANCE				0	0		\$0
14	5014	ANNUITY/EMPLOYER CONTRIBUTION				0	0		\$0
15	5015	TUITION REIMBURSEMENT				0	0		\$0
16	5016	PROFESSIONAL MEMBERSHIPS	2,052	3,022	1,094	2,480	2,000	ASAE (\$325) memberships for Exec. Director. Assn. Forum memberships for 6 exempt staff (\$175 ALA discounted rate), PCMA (\$360), MPI (\$370), AFP (\$370). Reduced based on past actuals.	\$2,000
17	5019	HEALTH INSURANCE				0	0		\$0
18	5020	FICA/EMPLOYER CONTRIBUTION				0	0		\$0
19	5021	UNEMPLOYMENT COMPENSATION TAX				0	0		\$0
20	5032	RELOCATION EXPENSE							
21	5040	POST RETIREMENT BENEFITS							
22	5041	BLUE CROSS REFUND							
23	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	2,500		\$2,500

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
24	5110	PROFESSIONAL SERVICES	28			0	0		\$0
25	5120	LEGAL FEES				0	0		\$0
26	5121	AUDIT/TAX FEES				0	0		\$0
27	5122	BANK S/C				0	0		\$0
28	5130	LOBBYING / CONSULTING							
29	5140	EQUIP/FURN REPAIRS			49	100	100	Shared	\$100
30	5141	MAINTENANCE AGREEMENTS							
31	5150	MESSANGER SERVICE	136	371	83	300	300	Messenger service	\$300
32	5151	DUPLICATION/OUTSIDE				0			
33	5210	TRANSPORTATION	4,677	7,972	3,918	6,000	4,300	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. For FY22, removed \$2,300 for travel to IFLA. Staff travel for association business.	\$500
34	5212	LODGING & MEALS	6,915	4,901	1,815	4,800	3,400	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. Removed \$2,000 for ED IFLA attendance.	\$350
35	5214	ENTERTAINMENT			128	0	0		\$0
36	5216	BUSINESS MEETINGS	1,019	826	420	1,000	750	Business meetings and registration fees.	\$750
37	5219	UNALLOCATED AMERICAN EXPRESS							
38	5300	FACILITIES RENT				0	0		\$0
39	5301	CONFERENCE EQUIPMENT RENTAL	603			100	100	Conference equipment rental	\$100
40	5302	MEAL FUNCTIONS	1,253	1,256	1,612	1,000	1,000	Meal Functions - Group meals Executive Director hosts to conduct association business during travel.	\$1,000
41	5303	EXHIBITS				0	0	Exhibits in 3200	\$0
42	5304	SPEAKER/GUEST EXPENSE				0	0		\$0
43	5305	SPEAKER/GUEST HONORARIUM				0	0		\$0
44	5306	AWARDS			0	0	0		\$0
45	5307	SECURITY SERVICES				0	0		\$0
46	5308	SPECIAL TRANSPORTATION				0	0		\$0
47	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0		\$0
48	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
49	5350	PROGRAM ALLOCATION		0	(400)	0	0		\$0
50	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
51	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	Typesetting for ACRL letterhead, envelopes, business cards, etc.	\$0
52	5402	PRINTING-OUTSIDE	2,224	852	1,512	2,000	1,600	Outside printing of ACRL letterhead, envelopes, business cards, etc. @ \$1,300	\$1,600
53	5403	BINDING-OUTSIDE				0	0	-Share of ACRL Briefing Book (1/3 of \$700)	\$0
54	5404	DESIGN SERVICE-OUTSIDE				0	0	Design service	\$0
55	5406	REVIEW SERVICE				0	0		\$0
56	5410	MAIL SERVICE-OUTSIDE	225			0	0		\$0
57	5411	ADVERTISING/SPACE				0	0	Advertising/space for recruitment	\$0

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
58	5412	ADVERTISING/DIRECT				0	0		\$0
59	5413	MAIL LIST RENTAL				0	0		\$0
60	5414	SUPPLIES/PRODUCTION			345	0	0		\$0
61	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE				0	0		\$0
62	5416	ADVERTISING PRODUCTION COST				0	0		\$0
63	5420	COPYRIGHT FEES				0	0	General Copyright Fees	\$0
64	5430	WEB OPERATING EXPENSES	3,120	710	1,749	6,076	4,000	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 \$72/mo and Pro Webinar at \$2,040/mo).	\$4,212
65	5431	WEBINAR/WEBCASTS/WEB CE EXP			72	0	0		\$0
66	5432	PURCHASED INVENTORY				0	0		\$0
67	5433	ORDER PROCESSING/FULFILLMENT				0	0		\$0
68	5480	COST OF SALES				0	0		\$0
69	5490	INVENTORY ADJUSTMENT				0	0		\$0
70	5499	INVENTORY RESERVE ADJUSTMENT				0	0		\$0
71	5030	STAFF RECRUITMENT/RELOCATION	712			0	0		\$0
72	5031	STAFF DEVELOPMENT	15,075	17,520	16,191	18,000	17,000	Staff Development for area workshops and seminars; 1.5% of staff salaries and the \$10,000 extra per Executive Committee action to increase ways in which ACRL can reward staff performance. Reduced by \$2K for FY22.	\$15,000
73	5500	SUPPLIES/OPERATING	2,355	3,041	1,105	3,500	3,000	Supplies for the ACRL office. Includes computer supplies and paper, and specialized materials for office operations.	\$3,000
74	5501	EQUIPMENT & SOFTWARE/MINOR	3,098	2,239	6,831	3,000	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
75	5502	REFERENCE MATERIAL/PERIODICALS				100	0	Reference materials and subscriptions to professional journals.	\$0
76	5510	INSURANCE				0	0		\$0
77	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
78	5521	SPACE RENT				0	0		\$0
79	5522	TELEPHONE/FAX	734	791	996	800	770	Reimbursement for Remote Access at ALA MW & AC. MW: 3 staff * 35 = \$105. AC: 5 staff * 35 = \$175. ED cell reimbursement: 12 * 35 = \$420.	\$700
80	5523	POSTAGE/E-MAIL	10	1,759	603	100	1,000	Postage	\$1,000
81	5525	UTILITIES				0	0		\$0
82	5530	DEPRECIATION F/E	0	0	(0)	1,000	1,000	Depreciation	\$1,000
83	5531	DEPRECIATION BUILDING				0	0		\$0
84	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
85	5533	DO NOT USE N/S Intangible Assets							
86	5540	ROYALTY EXPENSE	230	51		0	0		\$0
87	5541	COLLECTION EXPENSE							
88	5543	BAD DEBT EXPENSE				0	0		\$0
89	5544	INTEREST EXPENSE				0	0		\$0
90	5545	TAXES/PROPERTY				0	0		\$0
91	5550	PROMOTION				0	0		\$0
92	5560	ORG SUPPORT/CONTRIBUTION	5,000			0	0	ACRL contribution to the LTI fund shown on Exec. Summary. No planned transfer from operating to LTI for FY22.	\$0
93	5599	MISC EXPENSE	(59,111)	(49,602)	(42,522)	(60,424)	(54,452)	Portion of ACRL operating expenses allocated to CHOICE at same % as salary matrix	(\$67,174)

	A	B	C	D	E	F	G	H	I
1	General & Administrative 0000								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
94								Reverse out charges to projects (memo includes CHOICE amount)	
95								-\$67,611	
96	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
97	5901	IUT/CPU				0	0		\$0
98	5902	IUT/DATA PROC				0	0		\$0
99	5903	IUT/SUBS PROC				0	0		\$0
100	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
101	5905	IUT/TELEPHONE	2,163	1,826	1,553	2,000	0	IUT telephone; ALA moving to VoIP	\$0
102	5906	IUT/ORDER BILLING				0	0		\$0
103	5908	IUT/MAINTENANCE				0	0		\$0
104	5909	IUT/DIST CTR	532	688	552	750	750	IUT distribution	\$750
105	5910	IUT/REPRO CTR	6,979	1,777	2,367	2,500	2,000	IUT reprographics	\$2,000
106	5912	IUT-Copyediting/Proofreading				0	0		\$0
107	5913	IUT-Composition/Alteration				0	0		\$0
108	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
109	5941	IUT/CHOICE				(12,726)	(8,710)	Transfer from CHOICE	\$10,766
110	5942	IUT/ADVERTISING				0	0		\$0
111	5999	IUT/MISC				0	0		\$0
112	5911	IUT/OVERHEAD				0	0		\$0
113	5998	IUT/ALLOCATIONS				0	0		\$0
114	5600	TAXES/INCOME							
115	Expenses		(0)	0	0	(15,768)	341,512		\$0
116									
117	Net		0	(0)	(0)	15,768	(341,512)		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Membership FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4000	DUES/PERSONAL	\$635,258	\$606,636	\$595,758	\$532,441	\$295,672	<p>Personal memberships for FY21 are expected to total 8,167 (but only 7,967 are dues paying members in FY22). As a conference year also affected by the COVID-19 pandemic, FY21 personal membership is projected to decrease 7% from FY19. Students represent 10.7% (852) of personal (paying) members and retired members represent 3.6% (294). Total cash receipts: (6,828 x \$68 = \$464,304) + (294 x \$44 = \$12,936) + (852 x \$5 = \$4,260) = \$481,500. This is the number used to calculate FY21 deferred revenue which appears in the first quarter of FY22. Four of the 12 months of 2021 are part of FY22 (Sept.-Dec.). Therefore, 95% of 4/12 of the 2021 dues are deferred in FY20 (.335 x \$481,500) = \$161,336.</p> <p>Personal memberships in FY2022 are expected to increase over the FY21 level by 5% to 8,575 (of which 8,375 are paying members). Total cash receipts: (7,177 x \$69 = \$495,239) + (302 x \$45 = \$13,590) + (896 x \$5 = \$4,481) = \$513,309. Eight of the 12 months of 2021 are part of FY2022 (Jan.-Aug.). Therefore, 8/12 (or .667) of the 2021 dues are recognized in FY2021 (the rest, or 4/12 (or.333), is deferred: 8/12 of \$513,309 = \$342,377.</p>	\$479,648
4	4001	DUES/ORGANIZATIONAL				\$75,660	\$55,648	<p>Organizational members for 2021 are expected to decline 7% from FY20 to 564 (564 x \$125 = \$70,500). Four months (Sept.-Dec. 2021) are part of FY2022. 4/12 of \$70,500 = \$23,477.</p> <p>Organizational members for 2022 are expected to increase by 5% (28) over 2021 to 592. Total cash receipts: 592 X \$125 = \$74,025. Eight of the 12 months of 2022 are part of FY22 (Jan.-Aug.). Therefore, 8/12 (or .667) of the dues are recognized in FY22 (the rest or 4/12 [or .333] are deferred to FY23) 8/12 of \$74,025 = \$49,375.</p>	\$70,649
5	4002	DUES/SPECIAL				\$0	\$0	Special Member Dues, based on 2019 actual	\$0
6	4003	DUES/LIFE MEMBERS-CURRENT	\$3,195	\$3,150	\$2,985	\$3,063	\$2,910	Life member dues revenues. In August 2022, life dues are expected to total \$2,910 which is a 2.5% decrease from FY19.	\$2,910
7	4004	DUES/CNTNUNG MBRS & DIV TRFR	\$120	\$120	\$105	\$120	\$105	Continuing members dues revenues. In August 2022, continuing member dues are expected to total \$105 which no change from FY19.	\$105
8	4100	SALES/BOOKS				\$0	\$0		\$0
9	4429	OVRRD-EXMPT REVENUE/DIVISIONS				\$0	\$0		\$0

A	B		C	D	E	F	G	H	I
1	ACRL Membership FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
10	4430	MISCELLANEOUS FEES	\$0			\$0	\$0		\$0
11	4490	MISCELLANEOUS REVENUE				\$0	\$0		\$0
12	TOTAL REVENUES		\$638,573	\$609,906	\$598,848	\$611,284	\$354,335	\$0	\$553,312
13									
14	5000	SALARIES & WAGES	\$47,110	\$57,764	\$59,484	\$65,814	\$52,800	Salaries calculated % of ACRL total salaries detailed in the salary matrix	\$55,717
15	5001	WAGES/TEMPORARY EMPLOYEES							
16	5002	OVERTIME WAGES				\$0			
17	5005	ATTRITION FACTOR				\$0	\$0		\$0
18	5009	ACCRUED VACATION WAGES				\$0	\$0		\$0
19	5010	EMPLOYEE BENEFITS	\$14,395	\$17,329	\$18,303	\$20,773	\$17,602	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$18,551
20	5110	PROFESSIONAL SERVICES	\$43,429	\$54,740	\$24,222	\$5,000	\$16,800		\$0
21	5120	LEGAL FEES				\$0	\$0		\$0
22	5121	AUDIT/TAX FEES				\$0	\$0		\$0
23	5122	BANK S/C	\$15,624	\$13,420	\$14,383	\$12,226	\$10,276	Bank service fees (2.9% of dues)	\$16,046
24	5130	LOBBYING / CONSULTING							
25	5302	MEAL FUNCTIONS	\$4,722	\$4,206	\$9,793	\$4,465	\$8,000	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
26	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				\$0	\$0		\$0
27	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				\$0	\$0		\$0
28	5350	PROGRAM ALLOCATION	\$20,352	\$37,605	\$37,594	\$10,000	\$47,000	Strategic initiatives (\$15,000) Three Emerging Leader sponsorship (\$1,000 x 3 = \$3,000)	\$18,000
29	5400	EDITORIAL/PROOFREADING/OUTSIDE				\$0	\$0		\$0
30	5401	TYPESETTING/COMPOSITION-OUTSD				\$0	\$0		\$0
31	5402	PRINTING-OUTSIDE	\$4,421	\$3,703	\$4,764	\$4,500	\$4,500	Outside printing of C&RL News wraps (new, reinstated, lapsing members); based on historical figures	\$4,500
32	5430	WEB OPERATING EXPENSES	\$1,199	\$89	\$0	\$0	\$0		\$0
33	5500	SUPPLIES/OPERATING	\$1,238	\$6,298	\$1,228	\$200	\$1,250		\$500

	A	B	C	D	E	F	G	H	I
1	ACRL Membership FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
34	5521	SPACE RENT				\$0	\$0		\$0
35	5522	TELEPHONE/FAX				\$0	\$0		\$0
36	5523	POSTAGE/E-MAIL				\$0	\$550	Postage (based on FY19 actual)	\$550
37	5545	TAXES/PROPERTY				\$0	\$0		\$0
38	5550	PROMOTION				\$0	\$0		\$0
39	5560	ORG SUPPORT/CONTRIBUTION				\$0	\$0	Long-term investment fund interest (Proj 3657) to fund strategic initiatives. Note: at request of ALA Finance, this now shown in 5904.	\$0
	5599	MISC EXPENSE	\$2,944	\$2,377	\$2,153	\$3,044	\$2,817	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.	\$3,140
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
42	5901	IUT/CPU				\$0	\$0		\$0
43	5902	IUT/DATA PROC	\$360	\$405	\$405	\$405	\$405	IUT-data processing (mailing labels for C&RL News wraps) (Based on FY18 actual)	\$405
44	5903	IUT/SUBS PROC				\$0	\$0		\$0
45	5904	TRANSFER TO/FROM ENDOWMENT			-\$125,000	-\$157,096	-\$135,000	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.	(\$135,000)
	5905	IUT/TELEPHONE				\$0	\$0	IUT-telephone (based on FY19 actual)	\$0
47	5906	IUT/ORDER BILLING				\$0	\$0		\$0
48	5908	IUT/MAINTENANCE				\$0	\$0		\$0
49	5909	IUT/DIST CTR	\$346	\$355	\$547	\$355	\$550	IUT-distribution (based on FY19 actual)	\$550
50	5910	IUT/REPRO CTR	\$784	\$159	\$576	\$160	\$580	IUT-reprographics (based on FY19 actual)	\$580
51	5912	IUT-Copyediting/Proofreading				\$0	\$0		\$0
52	5600	TAXES/INCOME							
53	Expenses		\$156,923	\$198,449	\$48,452	-\$30,154	\$28,130		(\$15,211)
54									
55	Net		\$481,650	\$411,457	\$550,396	\$641,438	\$326,205		\$568,523

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee.		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4490	MISCELLANEOUS REVENUE				0	0		\$0
4	Revenues		0	0	0	0	0		\$0
5									
6	5000	SALARIES & WAGES	71,685	92,253	85,020	97,548	75,555	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$89,710
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	21,905	27,674	26,191	30,790	25,188	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$29,869
12	5011	LIFE INSURANCE							
13	5041	BLUE CROSS REFUND							
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
15	5110	PROFESSIONAL SERVICES	12,573	9,348	33,250	10,000	3,000	SPOS Facilitator \$3,000	\$3,000
16	5120	LEGAL FEES				0	0		\$0
17	5121	AUDIT/TAX FEES				0	0		\$0
18	5122	BANK S/C				0	0		\$0
19	5130	LOBBYING / CONSULTING							
20	5140	EQUIP/FURN REPAIRS				0	0		\$0
21	5141	MAINTENANCE AGREEMENTS							
22	5150	MESSENGER SERVICE	274	557	629	700	700	Shipping of Board documents to conference. 1/3 of briefing book shipment.	\$700
23	5151	DUPLICATION/OUTSIDE				0		Shipment to MW and AC \$200 x 2 = \$400	
								Total transportation expenses for the SPOS, President and ED liaison travel, and President-Elect and ED training at ASAE.	
								SPOS (Chicago): 13 Board members air travel + 1 facilitator+ 8 committee chairs/vice-chairs 22 ppl X \$450 (\$400 flight, \$50 for luggage fees) = \$9,900. Local ground transportation 22 X \$50 = \$1,100. Reimbursements for mileage to airport and airport parking/staff local travel as needed. 22 ppl x \$50 = \$1,100. (\$12,100 total)	
			17,045	21,807	18,202	16,700	2,800	ARL/CNI/ACLS for ACRL Board President and Executive Director. 6 air travel trips at \$300 plus \$50 for luggage fees = \$2,800. Local ground transportation, mileage and parking reimbursement 6 trips x \$100 = \$600. (\$2,700 total)	
								ASAE: Air travel for Executive Director and President elect to attend meeting. 2 ppl x (\$400 per flight) = \$800. Local transporation: 2 ppl x \$50 = \$100. Reimbursement for mileage and parking: 2 ppl x \$50 = \$100. (\$1,000 total)	
24	5210	TRANSPORTATION							\$15,800

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee. FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
								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.	
			23,409	20,136	23,333	31,050	13,925	SPOS: 30 ppl @ 90 total room nights X \$195 = \$17,550. Meal reimbursement 30 x 2 x \$50 per diem = \$3,000. (\$20,550 total) 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) 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) ACRL suite at AC: \$340/night/5 nights = \$1,700	\$28,050
25	5212	LODGING & MEALS							
26	5214	ENTERTAINMENT				0	0		\$0
27	5216	BUSINESS MEETINGS	1,990	1,990	2,429	2,095	2,095	Registration fees for ASAE symposium	\$2,095
28	5219	UNALLOCATED AMERICAN EXPRESS					0		\$0
29	5300	FACILITIES RENT				0	0	SPOS facility rental. Included in hotel contract (tent.).	\$0
30	5301	CONFERENCE EQUIPMENT RENTAL	6,823	4,353	2,050	5,650	1,650	SPOS: Wifi, projector, flip charts/easels, laptop, six extension cords, labor costs, taxes, service fee & delivery fee: SPOS total = \$5,500	\$5,500
								Board meals @ AC: AC Board orientation catered breakfast for 10 ppl @ \$50 ea = \$500. Optional group dinner 15 ppl @ \$45 person = \$600. Board lunch in the suite 16 ppl @ \$75 ea = \$1,200. \$150 for ED and Pres Inaugural banquet tickets. (\$2,525 total) Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4. SPOS meals at hotel plus social event. Wed: catered breakfast for 10 ppl @ \$40 ea = \$400; catered lunch for 10 ppl @ \$68 ea = \$680; 2 catered break for 32 ppl @ \$25 ea = \$1,600; group dinner and event for 32 ppl @ \$75 per person = \$2,400. Thurs: catered breakfast and break for 32 ppl @ \$40 ea = \$1,280; catered lunch for 32 ppl @ \$68 ea = \$2,176; 2 catered break for 32 ppl @ \$25 ea = \$1,600; group dinner w activity tbd for 32 ppl @ \$140 = \$4,480. Fri: catered breakfast for 32 ppl @ \$40 ea = \$1,280; catered lunch for 32 ppl @ \$68 ea = \$2,176, catered break for 32 ppl @ \$25 ea = \$800. (\$18,872 total)	\$22,647
31	5302	MEAL FUNCTIONS							

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee.		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
32	5303	EXHIBITS				0	0		\$0
33	5304	SPEAKER/GUEST EXPENSE				0	0	President's Program speaker expenses (\$4,000) (now reflected in Project 3835)	\$0
34	5305	SPEAKER/GUEST HONORARIUM				0	0	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)	\$0
35	5306	AWARDS				0	0		\$0
36	5307	SECURITY SERVICES				0	0		\$0
37	5308	SPECIAL TRANSPORTATION				0	0		\$0
38	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0	President's Program speaker honorarium (\$2,000) (non-librarian) (now reflected in Project 3835)	\$0
39	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
40	5350	PROGRAM ALLOCATION	397		139	100	100	Board program expenses. Leadership Council moved to 5212.	\$100
41	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
42	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
43	5402	PRINTING-OUTSIDE	263	162	170	333	333	Printing-outside- 1/3 share of \$700 ACRL Briefing Book Business cards for ACRL Presidents-\$100	\$333
44	5403	BINDING-OUTSIDE				0	0		\$0
45	5414	SUPPLIES/PRODUCTION				0	0		\$0
46	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE				0	0	Board photos	\$0
47	5416	ADVERTISING PRODUCTION COST				0	0		\$0
48	5420	COPYRIGHT FEES				207	207	HBR article copyright fees for Board orientation packet. \$207	\$207
49	5430	WEB OPERATING EXPENSES	1,149	1,684	0	0	0	Zoom license fees moved to 0000.	\$0
50	5431	WEBINAR/WEBCASTS/WEB CE EXP			0	0	0		\$0
51	5031	STAFF DEVELOPMENT				0	0		\$0
52	5500	SUPPLIES/OPERATING	1,185	1,173	850	750	750	Supplies for Leadership Council (\$200), five Board meetings, and gifts for departing Board members.	\$1,200
53	5501	EQUIPMENT & SOFTWARE/MINOR				0	0		\$0
54	5502	REFERENCE MATERIAL/PERIODICALS				0	0	Reference Materials	\$0
55	5510	INSURANCE				0	0		\$0
56	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
57	5521	SPACE RENT				0	0		\$0
58	5522	TELEPHONE/FAX				0	0		\$0
59	5523	POSTAGE/E-MAIL				0	0		\$0
60	5525	UTILITIES				0	0		\$0
61	5530	DEPRECIATION F/E	310	310	579	0	0		\$0
62	5531	DEPRECIATION BUILDING				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Board/Exec. Cttee. FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
63	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
64	5599	MISC EXPENSE	4,479	3,796	3,116	4,657	4,032	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.	\$5,055
65	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
66	5901	IUT/CPU				0	0		\$0
67	5902	IUT/DATA PROC				0	0	IUT-Data Processing	\$0
68	5903	IUT/SUBS PROC				0	0	Salaries calculated at % of total ACRL salaries as shown in salary matrix.	\$0
69	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
70	5905	IUT/TELEPHONE				0	0	IUT-Telephone	\$0
71	5906	IUT/ORDER BILLING				0	0		\$0
72	5908	IUT/MAINTENANCE				0	0		\$0
73	5909	IUT/DIST CTR	9		68	20	20	IUT-Distribution	\$68
74	5910	IUT/REPRO CTR	2	3,253	21	100	100	IUT-Reprographics	\$100
75	5912	IUT-Copyediting/Proofreading				0	0		\$0
76	5913	IUT-Composition/Alteration				0	0		\$0
77	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
78	5941	IUT/CHOICE				0	0		\$0
79	5942	IUT/ADVERTISING				0	0		\$0
80	5999	IUT/MISC				0	0		\$0
81	5911	IUT/OVERHEAD				0	0		\$0
82	5998	IUT/ALLOCATIONS				0	0		\$0
83	5600	TAXES/INCOME							
84	Expenses		190,578	212,181	232,282	223,581	144,926		\$204,434
85									
86	Net		(190,578)	(212,181)	(232,282)	(223,581)	(144,926)		(\$204,434)

	A	B	C	D	E	F	G	H	I
1	ACRL Trends & Statistics FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4003	DUES/LIFE MEMBERS-CURRENT				0	0		\$0
4	4004	DUES/CNTNUNG MBRS & DIV TRFR				0	0		\$0
5	4100	SALES/BOOKS	85,111	43,222	56,609	43,120	38,916		\$0
6	4600	ASSETS RELEASED FROM RESTRICTION				0	0		\$0
7	4601	RETURNS/CREDITS	(9,035)	(1,769)	(5,691)	(2,000)	(2,000)		\$0
8	4602	SALES/BOOKS-DISCOUNT	(863)	(41)		0	0		\$0
9	4101	SALES/PAMPHLETS				0	0		\$0
10	4102	SALES - AUDIOVISUAL				0	0		\$0
11	4103	SALES - ONLINE	52,333	75,385	72,188	116,117	83,034	ACRL Metrics subscribers (\$300 x 500) = \$150,000	\$150,000
12	4104	SALES/RENTL MAIL LISTS				0	0		\$0
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
14	4400	DONATIONS/HONORARIA				0	0		\$0
15	4420	INT/DIV				0	0		\$0
16	4421	ROYALTIES	1,993	0	447	0	447		\$0
17	4422	ENDOWMENT GAIN/LOSS-REALIZED							
18	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
19	4429	OVRRD-EXMPT REVENUE/DIVISIONS				0	0		\$0
20	4430	MISCELLANEOUS FEES				0	0		\$0
21	4490	MISCELLANEOUS REVENUE				0	0		\$0
22	Revenues		129,540	116,797	123,554	157,237	120,397		\$150,000

	A	B	C	D	E	F	G	H	I
1	ACRL Trends & Statistics FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
23									
24	5000	SALARIES & WAGES	10,417	12,173	14,535	19,465	12,916	Salaries @ % of ACRL salaries per salary matrix	\$22,581
25	5001	WAGES/TEMPORARY EMPLOYEES							
26	5002	OVERTIME WAGES				0			
27	5009	ACCRUED VACATION WAGES				0	0		\$0
28	5010	EMPLOYEE BENEFITS	3,183	3,652	4,477	6,144	4,306	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$7,518
29	5032	RELOCATION EXPENSE							
30	5040	POST RETIREMENT BENEFITS							
31	5041	BLUE CROSS REFUND							
32	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
33	5110	PROFESSIONAL SERVICES	84,500	51,000	54,500	50,000	68,000	Professional Services - ESP (\$5,000); Survey Monkey (\$3,879); Azure (\$2,400); Proximo (\$3,712); Payback to PLA (\$21,500)	\$36,491
34	5120	LEGAL FEES				0	0		\$0
35	5121	AUDIT/TAX FEES				0	0		\$0
36	5122	BANK S/C	776	527	666	527	666	Bank service charge (based on FY19 actual)	\$666
37	5130	LOBBYING / CONSULTING							
38	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
39	5402	PRINTING-OUTSIDE	4,123	1,022	2,539	842	1,359	Outside printing –	
40	5403	BINDING-OUTSIDE		21	0	0	0		\$0
41	5414	SUPPLIES/PRODUCTION				0	0		\$0
42	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		23	38	23	38	Pre-Press/Photographic (FY19 actual)	\$38
43	5416	ADVERTISING PRODUCTION COST				0	0		\$0
44	5420	COPYRIGHT FEES				0	0	Copyright fees (FY18 actual)	\$0
45	5430	WEB OPERATING EXPENSES	5,000		15,131	30,000	30,000	Web hosting (AWS - \$3,000)	\$3,000
46	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
47	5432	PURCHASED INVENTORY				0	0		\$0
48	5433	ORDER PROCESSING/FULFILLMENT	4,016	4,448	7,108	1,984	1,790	Transaction fee (4.6% x line 4100)	\$1,790
49	5480	COST OF SALES	19,868	10,237	69,307	12,936	11,675	Cost of sales, calculated as 30% of sales (line 4100)	\$11,675
50	5490	INVENTORY ADJUSTMENT	(74,642)	(32,319)	(37,556)	(50,865)	(69,397)	Inventory adjustment. Total of lines 5110, 5400, 5402, 5415, and 5420	
51	5499	INVENTORY RESERVE ADJUSTMENT	4,794	1,488		1,035	934	Calculated as 2.4% of line 4100	\$934
52	5030	STAFF RECRUITMENT/RELOCATION				0	0		\$0
53	5522	TELEPHONE/FAX				0	0		\$0
54	5523	POSTAGE/E-MAIL	1,878	173	250	173	250	Postage (print edition discontinued)	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Trends & Statistics FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
55	5530	DEPR/FURN & EQUIPMENT							
56	5540	ROYALTY EXPENSE				0	0	No royalties will be paid in FY18 as ALA store is a benefit available to all ALA units	\$0
57	5541	COLLECTION EXPENSE							
58	5543	BAD DEBT EXPENSE	1,100	1,211	0	1,578	1,204	Bad debt (1% of gross revenues)	\$1,204
59	5544	INTEREST EXPENSE				0	0		\$0
60	5545	TAXES/PROPERTY				0	0		\$0
61	5550	PROMOTION				0	0		\$0
62	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
63	5599	MISC EXPENSE	651	502	527	913	689	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.	\$1,272
64	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
65	5942	IUT/ADVERTISING				0	0		\$0
66	5999	IUT/MISC				0	0		\$0
67	5911	IUT/OVERHEAD	16,836	15,417	16,312	20,910	15,953	IUT-Overhead: 50 % ALA rate	\$19,875
68	5998	IUT/ALLOCATIONS				0	0		\$0
69	5600	TAXES/INCOME							
70	Expenses		82,499	69,574	147,833	95,665	80,383		\$107,044
71									
72	Net		47,040	47,222	(24,280)	61,572	40,014		\$42,956

	A	B	C	D	E	F	G	H	I
1	ACRL Advisory Services FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS				0	0		\$0
4	4430	MISCELLANEOUS FEES	0			0	0		\$0
			82,350	27,050	33,490	88,500	42,500	Revenue for consulting services: • 1 full external reviews x \$9500/review • 1 peer feedback on internal self-study reports x \$3000/peer review • 2 one-day strategic planning retreats x \$9000/retreat • 1 half-day facilitation retreats x \$3000/retreat • 1 one-day team building retreats x \$9000/retreat • 0 one-year strategic planning quarterly follow-ups x \$3000/follow-ups	\$42,500
5	4490	MISCELLANEOUS REVENUE							
6	Revenues		82,350	27,050	33,490	88,500	42,500		\$42,500
7									
8	5000	SALARIES & WAGES	39,653	50,047	15,582	14,821	13,033	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	\$15,450
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	12,114	15,013	4,800	4,678	4,345	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,144
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
			43,500	26,825	34,255	81,475	27,200	Consultant Services • Consulting svcs manager \$9,000 • 1 full external reviews: 1 adjuncts x \$3000 (assumes 1 visit by staff) • 1 peer feedback on internal self-study reports: 1 adjuncts x \$1200 • 1 one-day strategic planning retreats: 2 adjuncts x \$3000 • 1 half-day facilitation retreats: 1 adjuncts x \$2000 • 1 one-day team building retreats: 2 adjuncts x \$3000 • 0 one-year strategic planning quarterly follow-ups: 0 adjuncts x \$1200	\$27,200
15	5110	PROFESSIONAL SERVICES							

	A	B	C	D	E	F	G	H	I
1	ACRL Advisory Services FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
16	5210	TRANSPORTATION	42	2,550	43	1,500	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
17	5212	LODGING & MEALS	(894)	72	902	300	300	Lodging & Meals	\$300
18	5501	EQUIPMENT & SOFTWARE/MINOR				0	0		\$0
19	5502	REFERENCE MATERIAL/PERIODICALS				0	0	Reference material	\$0
20	5560	ORG SUPPORT/CONTRIBUTION				(35,025)	0		\$0
21	5599	MISC EXPENSE	2,478	2,059	565	761	695	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.	\$871
22	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
23	5905	IUT/TELEPHONE				0	0	Telephone (based on last year's actual)	\$0
24	5906	IUT/ORDER BILLING				0	0		\$0
25	5908	IUT/MAINTENANCE				0	0		\$0
26	5909	IUT/DIST CTR	5			0	0	Postage(based on last year's actual)	\$0
27	5910	IUT/REPRO CTR	41			40	40	Copying (based on last year's actual)	\$40
28	5999	IUT/MISC				0	0		\$0
29	5911	IUT/OVERHEAD	10,870	3,571	4,437	11,726	5,631	IUT-General Overhead IUT 50% of ALA General overhead rate on revenue from consulting fees (line 4490).	\$5,631
30	5998	IUT/ALLOCATIONS				0	0		\$0
31	5600	TAXES/INCOME							
32	Expenses		107,809	100,136	60,584	80,276	52,744		\$56,136
33									
34	Net		(25,459)	(73,086)	(27,094)	8,224	(10,244)		(13,636)

	A	B	C	D	E	F	G	H	I
1	ACRL Standards Distribution FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4400	DONATIONS/HONORARIA				0	0		\$0
4	4420	INT/DIV				0	0		\$0
5	4421	ROYALTIES			165	0	0		\$0
6	4422	ENDOWMENT GAIN/LOSS-REALIZED							
7	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
8	4429	OVHRD-EXMPT REVENUE/DIVISIONS	1,802	2,204	1,299	4,000	850	Overhead exempt revenue for standards distribution and Framework booklets. Expect very negligible revenue in FY22 unless things like RoadShows etc resume on an in-person model after the pandemic.	\$250
9	4430	MISCELLANEOUS FEES				0	0		\$0
10	4490	MISCELLANEOUS REVENUE		500		0	0		\$0
11	Revenues		1,802	2,704	1,464	4,000	850		\$250
12									
13	5000	SALARIES & WAGES	5,421	7,585	2,082		1,850	Salaries % of ACRL total salaries listed in the salary matrix	\$7,473
14	5009	ACCRUED VACATION WAGES				0	0		\$0
15	5010	EMPLOYEE BENEFITS	1,657	2,276	641	0	617	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$2,488

	A	B	C	D	E	F	G	H	I
1	ACRL Standards Distribution		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
16	5121	AUDIT/TAX FEES				0	0		\$0
17	5122	BANK S/C	51	71	39	0	0		\$0
18	5130	LOBBYING / CONSULTING							
19	5140	EQUIP/FURN REPAIRS				0	0		\$0
20	5141	MAINTENANCE AGREEMENTS							
21	5150	MESSANGER SERVICE		23	66	0	37	FedEx mailing of standards booklets (based on FY19 actual) - reduced by 50% from FY21 budget due to c-19. Might as well keep this for FY22 in case sales rebound a tad.	\$37
22	5216	BUSINESS MEETINGS				0	0		\$0
23	5350	PROGRAM ALLOCATION				0	0		\$0
24	5400	EDITORIAL/PROOFREADING/OUTSIDE		102		0	0		\$0
25	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
26	5402	PRINTING-OUTSIDE	2,533	4,580	5,522	2,500	1,000	Printing of standards, guidelines/framework. Dgeting very small amount for printing due to existing invetory and lack of sales in FY20 and likely most of FY21.	\$250
27	5522	TELEPHONE/FAX				0	0		\$0
28	5523	POSTAGE/E-MAIL	60	140		150	0	Mailing of booklets now in 5150 and 5909.	\$0
29	5525	UTILITIES				0	0		\$0
30	5530	DEPRECIATION F/E	23	25	14	0	0		\$0
31	5531	DEPRECIATION BUILDING				0	0		\$0
32	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
33	5599	MISC EXPENSE	339	312	75	383	99	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.	\$421
34	5908	IUT/MAINTENANCE				0	0		\$0
35	5909	IUT/DIST CTR	106	180	153	200	100	IUT-Distribution (UPS or USPS mailing of booklets, based on FY19 actual and historical). Reduced further due to lack of anticipated sales in FY22.	\$50
36	5910	IUT/REPRO CTR				50	50	IUT - Reprographics (printing expenses in 5402, using local printers for regional workshops). Don't expect expenses in this line if FY22.	\$0
37	5912	IUT-Copyediting/Proofreading				0	0		\$0
38	5999	IUT/MISC				0	0	IUT-Misc.	\$0
39	Expenses		10,190	15,293	8,592	3,283	3,753		\$10,719
40									
41	Net		(8,388)	(12,589)	(7,128)	717	(2,903)		(\$10,469)

	A	B	C	D	E	F	G	H	I
1	ACRL Awards FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4400	DONATIONS/HONORARIA	11,500	13,250	16,250	12,000	14,500	<p>AWARD PROGRAM PAUSED FOR FY22 - NO DONATIONS FOR AWARDS</p> <p>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 SCELCL 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;</p> <p>All other awards given directly to winners by donors</p>	\$0
4	4429	OVRHD-EXMPT REVENUE/DIVISIONS			4,500	0	0	<p>AWARD PROGRAM PAUSED FOR FY22 - NO ADMIN FEES FOR AWARDS</p> <p>Normal Administrative Fees:</p> <p>\$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:</p>	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Awards FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
5	4430	MISCELLANEOUS FEES				0	0		\$0
6	4490	MISCELLANEOUS REVENUE	4,800	4,200	0	4,600	5,100		\$0
7	Revenues		16,300	17,450	20,750	16,600	19,600		\$0
8									
9	5000	SALARIES & WAGES	15,576	22,820	24,676	25,083	21,929	Salaries % of ACRL total salaries listed in the salary matrix	\$20,204
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES				0			
12	5005	ATTRITION FACTOR				0	0		\$0
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS	4,759	6,846	7,602	7,917	7,311	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,727
15	5121	AUDIT/TAX FEES				0	0		\$0
16	5122	BANK S/C		192	248	0	0		\$0
17	5130	LOBBYING / CONSULTING							
18	5140	EQUIP/FURN REPAIRS				0	0		\$0
19	5141	MAINTENANCE AGREEMENTS							
20	5150	MESSANGER SERVICE	49	159	14	0	0		\$0
21	5151	DUPLICATION/OUTSIDE				0			
22	5210	TRANSPORTATION	662		9	0	0		\$0
23	5212	LODGING & MEALS	874			0	0		\$0
24	5304	SPEAKER/GUEST EXPENSE				0	0	0	\$0
25	5305	SPEAKER/GUEST HONORARIUM				0	0	0	\$0
26	5306	AWARDS	11,674	13,054	14,350	12,100	14,600	<p>AWARD PROGRAM PAUSED FOR FY22 - NO PRIZES OR DIRECT EXPENSES FOR AWARDS</p> <p>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;</p> <p>Normal Award Production: \$600 for Excellence Award pieces (Crystal Cave) \$1,600 for award plaques (Scribes)</p> <p>All other awards given directly to recipients by donors</p>	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Awards FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
27	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
28	5350	PROGRAM ALLOCATION	3,464	3,383	1,139	3,000	3,000	Travel funds for ACRL officers to attend Excellence Award ceremonies on recipients' campuses.	\$0
29	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
30	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
31	5402	PRINTING-OUTSIDE				0	0		\$0
32	5522	TELEPHONE/FAX				0	0		\$0
33	5523	POSTAGE/E-MAIL				0	0		\$0
34	5525	UTILITIES				0	0		\$0
35	5530	DEPRECIATION F/E	67	76	168	0	0		\$0
36	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
37	5599	MISC EXPENSE	973	939	894	1,157	1,170	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.	\$1,139
38	5903	IUT/SUBS PROC				0	0		\$0
39	5904	TRANSFER TO/FROM ENDOWMENT			(500)	0	0		\$0
40	5905	IUT/TELEPHONE				0	0	IUT-Telephone	\$0
41	5906	IUT/ORDER BILLING				0	0		\$0
42	5908	IUT/MAINTENANCE				0	0		\$0
43	5909	IUT/DIST CTR	65	101	76	150	150		\$150
44	5910	IUT/REPRO CTR				0	0		\$0
45	5942	IUT/ADVERTISING				0	0		\$0
46	5999	IUT/MISC				0	0	IUT-Misc.	\$0
47	5911	IUT/OVERHEAD			0	0	0		\$0
48	5998	IUT/ALLOCATIONS				0	0		\$0
49	5600	TAXES/INCOME							
50	Expenses		38,163	47,571	48,676	49,407	48,160		\$28,220
51									
52	Net		(21,863)	(30,121)	(27,926)	(32,807)	(28,560)		(\$28,220)

	A	B	C	D	E	F	G	H	I
1	ACRL Chapters FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES							
4	4490	MISCELLANEOUS REVENUE							
5	Revenues		0	0	0	0	0		\$0
6									
7	5000	SALARIES & WAGES	3,776	14,720	9,309		8,273	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.	\$14,505
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES					0		\$0
10	5005	ATTRITION FACTOR					0		\$0
11	5009	ACCRUED VACATION WAGES					0		\$0
12	5010	EMPLOYEE BENEFITS	1,155	4,416	2,868		2,758	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$4,830
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		4,000	Travel for ACRL officer speakers \$400 per event; ten programs maximum. 5 visits approved in FY21.	\$4,000
17	5212	LODGING & MEALS	1,247	522	714		2,600	Lodging & meals for ACRL officer speakers. 10 trips max @ 1 night ea @ \$160 per night 10 trips max @ \$50 per diem for 2 days ea. 5 visits approved in FY21.	\$2,600
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		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
1	ACRL Chapters FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 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		0		\$0
37	5531	DEPRECIATION BUILDING					0		\$0
38	5560	ORG SUPPORT/CONTRIBUTION					0		\$0
39	5599	MISC EXPENSE	236	605	337		441	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.	\$817
40	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
41	5905	IUT/TELEPHONE					10	IUT-Telephone	\$10
42	5906	IUT/ORDER BILLING					0		\$0
43	5908	IUT/MAINTENANCE					0		\$0
44	5909	IUT/DIST CTR	76	115	27		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	0	22,707		\$31,387
49									
50	Net		(10,417)	(27,541)	(18,636)	0	(22,707)		(\$31,387)

	A	B	C	D	E	F	G	H	I
1	ACRL Committees & Interest Groups FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED							
4	4400	DONATIONS/HONORARIA	1,000						
5	4420	INT/DIV							
6	4421	ROYALTIES							
7	4422	ENDOWMENT GAIN/LOSS-REALIZED							
8	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
9	4429	OVHRD-EXMPT REVENUE/DIVISIONS							
10	4430	MISCELLANEOUS FEES							
11	4490	MISCELLANEOUS REVENUE							
12	Revenues		1,000	0	0	0	0		\$0
13									
14	5000	SALARIES & WAGES	71,085	109,859	97,264		86,436	Salaries % of ACRL total salaries listed in salary matrix	\$107,215
15	5001	WAGES/TEMPORARY EMPLOYEES							
16	5002	OVERTIME WAGES					0		\$0
17	5005	ATTRITION FACTOR					0		\$0
18	5009	ACCRUED VACATION WAGES					0		\$0
19	5010	EMPLOYEE BENEFITS	21,722	32,956	29,963		28,816	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$35,698
20	5011	LIFE INSURANCE							
21	5121	AUDIT/TAX FEES					0		\$0
22	5122	BANK S/C	29				0		\$0
23	5130	LOBBYING / CONSULTING							
24	5140	EQUIP/FURN REPAIRS					0		\$0
25	5141	MAINTENANCE AGREEMENTS							
26	5150	MESSENGER SERVICE	57				55	Messenger Service - share of Briefing Book shipping	\$55
27	5302	MEAL FUNCTIONS	4,722	4,206	2,469		4,464	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
28	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
29	5400	EDITORIAL/PROOFREADING/OUTSIDE					0		\$0
30	5401	TYPESETTING/COMPOSITION-OUTSD					0		\$0
31	5402	PRINTING-OUTSIDE	151	162	155		233	Outside printing - (share of \$700 ACRL Briefing Book)	\$233
32	5420	COPYRIGHT FEES					0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Committees & Interest Groups FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
33	5430	WEB OPERATING EXPENSES	1,149	1,682			0	Zoom license fees moved to 0000.	\$0
34	5500	SUPPLIES/OPERATING	310				100		\$100
35	5523	POSTAGE/E-MAIL					0	Postage/Outside	\$0
36	5525	UTILITIES					0		\$0
37	5530	DEPRECIATION F/E	307	368	663		0	0	\$0
38	5560	ORG SUPPORT/CONTRIBUTION					0		\$0
			4,442	4,519	3,525		4,612	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.	\$6,042
39	5599	MISC EXPENSE							
40	5908	IUT/MAINTENANCE					0		\$0
41	5909	IUT/DIST CTR	4				10	IUT- Distribution	\$10
42	5910	IUT/REPRO CTR			91		10	IUT-Reprographics	\$10
43	5998	IUT/ALLOCATIONS					0		\$0
44	5600	TAXES/INCOME							
45	Expenses		105,432	153,752	134,130	0	125,336	0	\$151,213
46									
47	Net		(104,432)	(153,752)	(134,130)	0	(125,336)	0	(\$151,213)

	A	B	C	D	E	F	G	H	I
1	ACRL Sections FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4142	ADVERTISING/CLASSIFIED				0	0		\$0
4	4200	REGISTRATION FEES		3,550		0	0		\$0
5	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
6	4400	DONATIONS/HONORARIA	2,500			0	0		\$0
7	4420	INT/DIV				0	0		\$0
8	4490	MISCELLANEOUS REVENUE				0	0		\$0
9	Revenues		2,500	3,550	0	0	0		\$0
10									
11	5000	SALARIES & WAGES	47,612	69,323	66,426	71,829	59,031	Salaries calculated at % of total ACRL salaries per time study.	\$68,319
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	14,549	20,796	20,463	22,672	19,680	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$22,747
14	5121	AUDIT/TAX FEES				0	0		\$0
15	5122	BANK S/C	71		(1)	350	350	Bank service fee.	\$350
16	5130	LOBBYING / CONSULTING							
17	5150	MESSENGER SERVICE		21		0	0		\$0
18	5212	LODGING & MEALS		200		0	0		\$0
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0		\$0
20	5302	MEAL FUNCTIONS	4,722	4,206	2,469	4,464	0	Leadership Council catering for Annual Conference split between 3200, 3201, 3250, 3275. Budget based on average of previous years: \$5,000/4	\$1,250
21	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
22	5350	PROGRAM ALLOCATION	22,966	28,377	25,069	27,943	27,943	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	\$29,443
23	5402	PRINTING-OUTSIDE		236		0	0		\$0
24	5430	WEB OPERATING EXPENSES	1,149	1,681		0	0	Zoom license fees moved to 0000.	\$0
25	5031	STAFF DEVELOPMENT				0	0		\$0
26	5500	SUPPLIES/OPERATING	55	0		0	0		\$0
27	5530	DEPRECIATION F/E	206	232	453	0	0		\$0
28	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
29	5599	MISC EXPENSE	2,975	2,851	2,407	3,501	3,150	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.	\$3,850
30	5909	IUT/DIST CTR	4	4	6	15	15	IUT-Distribution	\$15
31	5942	IUT/ADVERTISING				0	0	IUT-Advertising	\$0
32	5999	IUT/MISC				0	0		\$0
33	5911	IUT/OVERHEAD		937		0	0		\$0
34	5998	IUT/ALLOCATIONS				0	0		\$0
35	5600	TAXES/INCOME							\$0
36	Expenses		94,308	128,865	117,292	130,774	110,169		\$125,974
37									
38	Net		(91,808)	(125,315)	(117,292)	(130,774)	(110,169)		(\$125,974)

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 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)		(300)	Advertising representatives' commissions, 3% of online sales. FY22 budgeted online sales \$9,000	(\$360)
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		6,500	Royalties from aggregators, based on FY19 actual with continued small decline year to year	\$5,000
9	4429	OVRLD-EXMPT REVENUE/DIVISIONS		7,500	9,300		10,000	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.	\$8,000
10	4430	MISCELLANEOUS FEES					0		\$0
11	4490	MISCELLANEOUS REVENUE					0		\$0
12	Revenues		21,142	14,758	16,054	0	16,200		\$12,640
13									
14	5000	SALARIES & WAGES	14,922	19,141	16,684		14,826	Salaries calculated at % of total ACRL salaries listed in salary matrix.	\$18,862
15	5009	ACCRUED VACATION WAGES					0		\$0
16	5010	EMPLOYEE BENEFITS	4,559	5,742	5,219		4,943	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,280
17	5110	PROFESSIONAL SERVICES						Professional Services - current distribution	
								Editor 2500	
								Social Media Editor 1875	
								Book Review Editor 1875	
								Editorial Assistant 1 1500	
								Editorial Assistant 2 1500	
18	5122	BANK S/C		14	361		50	Bank service fee, based on FY19 actual	\$50

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
19	5150	MESSANGER SERVICE	116				100	Messenger service	\$100
20	5151	DUPLICATION/OUTSIDE					0		\$0
21	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
22	5305	SPEAKER/GUEST HONORARIUM					0	Honorarium, stipend for editor (\$1,500 Honorarium transferred to professional services at request of editor)	\$0
23	5350	PROGRAM ALLOCATION					0		\$0
24	5400	EDITORIAL/PROOFREADING/OUTSIDE	4,750	5,350	5,250		5,250	Editorial/Proofread; 30 hr/issue x\$25/hr.x 7 issues	\$5,250
25	5401	TYPESETTING/COMPOSITION-OUTSD					0	Typesetting	\$0
26	5402	PRINTING-OUTSIDE					0	Outside printing. No printing after Nov. 2013.	\$0
27	5403	BINDING-OUTSIDE					0	NA	\$0
28	5404	DESIGN SERVICE-OUTSIDE					0		\$0
29	5406	REVIEW SERVICE					0		\$0
30	5410	MAIL SERVICE-OUTSIDE					0	Mail service--outside. Includes handling. No mailing after Nov. 2013.	\$0
31	5430	WEB OPERATING EXPENSES	18,850	6,996	4,662		5,965	C&RL costs for online journal hosting (estimated 105 total articles over 7 issues at \$42 per article, \$1,555 annual altmetric fee)	\$5,965
32	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
33	5525	UTILITIES					0		\$0
34	5530	DEPRECIATION F/E	65	64	114		0		\$0
35	5543	BAD DEBT EXPENSE	0				0	Bad debt, @ 1% sales (4103+4109+4140)	\$0
36	5560	ORG SUPPORT/CONTRIBUTION					0		\$0
37	5599	MISC EXPENSE	932	787	605		791	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.	\$1,063
38	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
39	5909	IUT/DIST CTR		32			25	IUT-Distribution	\$25
40	5910	IUT/REPRO CTR					0	IUT-Reprographics	\$0
41	5942	IUT/ADVERTISING	6,373	5,672	6,081		6,181	IUT-Choice - C&RL share (30%) of the amount paid to Choice (\$1,206) to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line.	\$362
42	5999	IUT/MISC					0		\$0
43	5911	IUT/OVERHEAD	0				0	IUT-Overhead: 50 % ALA rate on (4103+4601+4109+4110)	\$0
44	5998	IUT/ALLOCATIONS					300		\$300
45	5600	TAXES/INCOME	0	0	0			Unrelated Business Income Tax (UBIT), 3% of gross advertising revenue (4429)	\$240
46	Expenses		65,598	53,352	48,263	0	50,931		\$50,997
47									
48	Net		(44,455)	(38,594)	(32,209)	0	(34,731)		(\$38,357)

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4000	DUES/PERSONAL				0	0		\$0
4	4001	DUES/ORGANIZATIONAL				0	0		\$0
5	4002	DUES/SPECIAL				0	0		\$0
6	4003	DUES/LIFE MEMBERS-CURRENT				0	0		\$0
7	4004	DUES/CNTNUNG MBRS & DIV TRFR				0	0		\$0
8	4100	SALES/BOOKS				0	0		\$0
9	4600	ASSETS RELEASED FROM RESTRICTION				0	0		\$0
10	4601	RETURNS/CREDITS				0	0	Returns/Credits-based on FY13 actual	\$0
11	4602	SALES/BOOKS-DISCOUNT	0			0	0		\$0
12	4101	SALES/PAMPHLETS				0	0		\$0
13	4102	SALES - AUDIOVISUAL				0	0		\$0
14	4103	SALES - ONLINE				0	0		\$0
15	4104	SALES/RENTL MAIL LISTS				0	0		\$0
16	4105	SALES/WEBINARS/WEBCASTS/WEB CE				0	0		\$0
17	4108	SALES/ALA STORE				0	0		\$0
18	4109	SALES/MISC	54			50	25	Sales of back issues (based on avg of fiscal 17, 18, 19) - no 2020 final data available	\$25
19	4110	SUBSCRIPTIONS	16,216	16,094	13,992	14,817	13,517	Subscriptions (based on news becoming online only publication in January 2022, subscriptions run on calendar year so this line for FY22 includes only deferred revenue from last 4 issues published in calendar 2021) One-third deferred from FY 2021: \$4,312 Jan. – Dec. 2022 year: US: 0 @ \$60 = 0 Canada & PUASP: 0 @ \$65 = 0 Other foreign: 0 @ \$70 = 0 Total 2022 revenue = \$0	\$4,312
20	4140	ADVERTISING/GROSS	112,795	0		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
21	4143	ADVERTISING/ON-LINE	95,938	64,156	88,200	62,000	75,000	Online advertising revenue based on Choice estimate of sponsorships of ACRL Update e-newsletter, Keeping Up With newsletter, ACRL Delivers eblasts	\$65,000
22	4610	COMMISSION/LINE ADV	(3,234)	(1,371)	(3,823)	(2,160)	(2,160)	Advertising representatives' commissions based on choice estimate of net online advertising revenue (website ads, etoc and newsletter sponsorships, eblasts)	(\$3,285)
23	4611	COMMISSION/SALES REP	(8,326)	(4,310)	(4,912)	(1,950)	(1,950)	Advertising representatives' commissions based on choice estimate of print advertising revenue for 4 issues. THIS CHANGED 3/21 BUT CELL ALREADY RED AS NEG REVENUE	(\$720)

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
24	4612	COMMISSION/ADVERTISING AGENCY				0	0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
25	4142	ADVERTISING/CLASSIFIED	433,651	415,063	408,078	414,000	205,000	Classified ad revenue - share of JobLIST ad sales (based on FY20 trends and post-COVID projections)	\$320,000
26	4420	INT/DIV				0	0		\$0
27	4421	ROYALTIES	1,459	1,572	1,493	2,900	1,500	Royalties – aggregators (based on average of FY17, 18, 19.) no final FY20 data available	\$1,500
28	4422	ENDOWMENT GAIN/LOSS-REALIZED							
29	4423	ENDWMNT GAIN/LOSS-UNREALIZED							
30	4429	OVHED-EXMPT REVENUE/DIVISIONS		78,760	110,930	75,000	70,000	Includes online advertising revenue based on 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. Includes 4 print issues of ad revenue (\$16,000 per choice estimate)	\$24,000
31	4430	MISCELLANEOUS FEES				0	0		\$0
32	4490	MISCELLANEOUS REVENUE				0	0		\$0
33	Revenues		648,554	569,964	613,958	564,657	360,932		\$410,832
34									
35	5000	SALARIES & WAGES	134,600	180,643	162,848	188,276	144,719	Salaries calculated at % of total ACRL salaries listed in salary matrix	\$178,030
36	5001	WAGES/TEMPORARY EMPLOYEES							
37	5002	OVERTIME WAGES				0			
38	5005	ATTRITION FACTOR				0	0		\$0
39	5009	ACCRUED VACATION WAGES				0	0		\$0
40	5010	EMPLOYEE BENEFITS	41,130	54,189	52,682	59,427	48,246	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$59,276
41	5011	LIFE INSURANCE							
42	5110	PROFESSIONAL SERVICES	27,000	18,000	18,000	18,000	18,000	Professional Service, outsourcing platform for ALA JobLIST, the online career center, shared with American Libraries	\$19,200
43	5120	LEGAL FEES				0	0		\$0
44	5121	AUDIT/TAX FEES				0	0		\$0
45	5122	BANK S/C	2,873	3,694	1,271	3,987	4,227	Payment processing fees - approx 3.0% of product ad revenues	\$3,250
46	5130	LOBBYING / CONSULTING							
47	5140	EQUIP/FURN REPAIRS				0	0		\$0
48	5141	MAINTENANCE AGREEMENTS							
49	5150	MESSANGER SERVICE	3,309	4,406	3,898	4,500	4,000	FedExp, UPS, Messenger Service (based on FY2019 actual) - no FY20 actual available, line used for shipping proofs and print copies of News to office sobudgeted for 4 issues in FY21	\$1,417
50	5151	DUPLICATION/OUTSIDE				0			
51	5210	TRANSPORTATION				0	0		\$0
52	5350	PROGRAM ALLOCATION				0	0		\$0
53	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0	Proofreading as needed (based on historical trends)	\$0
54	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	No longer a charge item.	\$0
55	5402	PRINTING-OUTSIDE	77,431	97,896	101,919	105,732	110,000	Printing issues of C&RL News (\$10,800/issue x 4, based on FY21 budget + 8% increase based on estimate from Walsworth, assuming page counts at FY21 level, cease print in Jan. 2022)	\$43,200

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
56	5403	BINDING-OUTSIDE	20			25	25	Binding	\$25
57	5404	DESIGN SERVICE-OUTSIDE	1,800	1,500	1,800	1,650	1,650	Design work for cover (\$150/issue)	\$1,650
58	5406	REVIEW SERVICE				0	0		\$0
59	5410	MAIL SERVICE-OUTSIDE	11,861	12,184	12,318	12,425	12,645	Mail handling of 4 issues @ \$1,150 (based on FY21 budget, no FY20 actual available), plus \$325 for promotional mailings. Postage in line 5523. Cease print in Jan. 2022	\$4,925
60	5411	ADVERTISING/SPACE				0	0		\$0
61	5412	ADVERTISING/DIRECT	709	2,888	314	3,500	600	Promo Costs – \$500 Direct, e.g. brochure, flyers, space ads for subscriptions; \$100, marketing online career center	\$600
62	5413	MAIL LIST RENTAL				0	0	Mail List Rental - No longer used.	\$0
63	5414	SUPPLIES/PRODUCTION				0	0	Supplies/Production	\$0
64	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	2,557	2,640	3,541	2,640	3,520	Pre-Press Services including electronic alterations by printer and additional proofs (\$320/issue; based on FY21 budget, no fy20 actual available) Cease print in Jan. 2022	\$1,280
65	5416	ADVERTISING PRODUCTION COST				0	0		\$0
66	5420	COPYRIGHT FEES				0	0	Copyright fee (based on historical)	\$0
67	5430	WEB OPERATING EXPENSES	56,368	19,206	35,878	12,714	14,100	C&RL News costs for online journal hosting (estimated 20 articles per issue at \$42/ article=\$840/ issue) plus \$1,750 for web subscription support. \$3,110 annual altmetric fee.	\$14,100
68	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
69	5432	PURCHASED INVENTORY				0	0		\$0
70	5433	ORDER PROCESSING/FULFILLMENT	1,558	1,390	1,075	1,500	1,500	Charges from ESP (based on FY19 actual and historical)	\$1,500
71	5031	STAFF DEVELOPMENT				0	0		\$0
72	5500	SUPPLIES/OPERATING				0	0	Supplies, based on FY19 actual and historical	\$0
73	5501	EQUIPMENT & SOFTWARE/MINOR				1,000	0	Haven't used since prior to FY15	\$0
74	5502	REFERENCE MATERIAL/PERIODICALS			50	100	0	Magazine subscriptions, editorial-related books for editor and assistant editors. Zeroed out for FY21 due to c-19.	\$0
75	5510	INSURANCE				0	0		\$0
76	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
77	5521	SPACE RENT				0	0		\$0
78	5522	TELEPHONE/FAX	48	40	39	80	40	Part of subs processing costs, based on FY19 actual and historical.	\$40
79	5523	POSTAGE/E-MAIL	45,992	47,984	49,039	50,050	50,996	Postage-distributing of 4 issues of C&RL News based on FY21 budget (no fy20 actual available) and increasing by 4% to account for potential postal increase (4,636/issue + 4% = 4,821/issue) Cease print in January 2022.	\$19,284
80	5525	UTILITIES				0	0		\$0
81	5530	DEPRECIATION F/E	582	605	1,110	536	536	Depreciation	\$536
82	5531	DEPRECIATION BUILDING				0	0		\$0
83	5541	COLLECTION EXPENSE							
84	5543	BAD DEBT EXPENSE	5,524	4,951	5,060	4,908	2,935	Bad debt @1% gross revenue on subscriptions, misc. sales, and product ads	\$261
85	5544	INTEREST EXPENSE				0	0		\$0
86	5545	TAXES/PROPERTY				0	0		\$0
87	5550	PROMOTION				0	0		\$0
88	5560	ORG SUPPORT/CONTRIBUTION	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

	A	B	C	D	E	F	G	H	I
1	ACRL C&RL News FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
89	5599	MISC EXPENSE	8,410	7,430	5,902	9,132	7,722	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.	\$10,032
90	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
91	5901	IUT/CPU				0	0		\$0
92	5902	IUT/DATA PROC				0	0	This item moved to project 3200 in FY12 per MJP.	\$0
93	5903	IUT/SUBS PROC	2,660			0	0	IUT-Customer Service and processing of ad billing; Subscription processing is now direct billed and shows as part of totals in 5410, 5433, 5522, and	\$0
94	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
95	5905	IUT/TELEPHONE				0	0	IUT-Telephone – Based on historical	\$0
96	5906	IUT/ORDER BILLING				0	0		\$0
97	5908	IUT/MAINTENANCE				0	0		\$0
98	5909	IUT/DIST CTR	14	6	18	20	20	IUT-Distribution – Based on FY19 actual	\$20
99	5910	IUT/REPRO CTR	18	18	71	20	50	IUT-Reprographics – Based on FY19 actual + historical	\$50
100	5912	IUT-Copyediting/Proofreading				0	0		\$0
101	5913	IUT-Composition/Alteration				0	0		\$0
102	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
103	5941	IUT/CHOICE				0	0		\$0
104	5942	IUT/ADVERTISING	12,747	11,345	12,161	12,362	12,362	IUT-Advertising - C&RL News share (60%) of the amount paid to CHOICE (\$1,206) to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line.	\$724
105	5999	IUT/MISC				0	0		\$0
106	5911	IUT/OVERHEAD	2,148	2,124	67,611	65,040	38,894	IUT – Overhead on ad sales on online advertising outside of the member perquisite and subscriptions @ rate of 50% of ALA OH rate	\$51,252
107	5998	IUT/ALLOCATIONS				0	0		\$0
108	5600	TAXES/INCOME	(24,319)	0	0	14,280	8,400	Unrelated Business Income Tax, est. @ 3% of gross advertising revenue lines 4429, 4142, 4143	\$11,244
109	Expenses		429,039	487,139	550,606	585,903	499,187		\$435,896
110									
111	Net		219,515	82,825	63,352	(21,246)	(138,255)		(25,064)

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4601	RETURNS/CREDITS				(5)	(3)	Returns @ 5% of line 4109	(\$3)
4	4108	SALES/ALA STORE				0	0		\$0
5	4109	SALES/MISC	402	52		100	50	Sales of back issues (based on FY19 actual and historical) One-third (Sept.-Dec.) deferred from FY21: \$4,977	\$50
6	4110	SUBSCRIPTIONS	17,914	11,727	17,725	13,898	15,190	FY22 (20% decline in subscribers from FY20 actual, plus annual 2% cost increase) 209 US subs. @ \$55 = \$11,495 7 Canadian @ \$61 = 427 19 foreign @ \$72 = \$1,368 235 \$12,990 Two-thirds recognized in FY22: \$8,660 (One-third deferred to FY23: \$4,330)	\$13,637
7	4140	ADVERTISING/GROSS	8,440	7,970	9,930	8,500	8,500	Per Choice projections.	\$8,000
8	4143	ADVERTISING/ON-LINE	5,430	2,350	2,260	3,000	2,500	Per Choice projections.	\$1,500
9	4610	COMMISSION/LINE ADV		(39)	(68)	(90)	(75)	Advertising representatives' commissions, 3% of net advertising revenue shown in 4143	(\$68)
10	4611	COMMISSION/SALES REP	(256)	(277)	(298)	(255)	(255)	Advertising representatives' commissions, 3% of net advertising revenue (4140-4612)	(\$360)
11	4612	COMMISSION/ADVERTISING AGENCY				0	0	Eliminated agency discounts as revenues are reflected inclusive of any discount	\$0
12	4142	ADVERTISING/CLASSIFIED				0	0		\$0
13	4420	INT/DIV				0	0		\$0
14	4421	ROYALTIES	2,731	1,088	321	2,225	1,000	Royalties – aggregators (based on average of FY17, 18, and 19 plus historical trends.)	\$1,000

	A	B	C	D	E	F	G	H	I
1	ACRL RBM		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
15	4430	MISCELLANEOUS FEES				0	0		\$0
16	4490	MISCELLANEOUS REVENUE				0	0		\$0
17	Revenues		34,661	22,871	29,870	27,373	26,907	0	\$23,756
18									
19	5000	SALARIES & WAGES	3,916	4,409	2,552		2,268	Salaries: % of ACRL total salaries listed in salary matrix	\$4,343
20	5001	WAGES/TEMPORARY EMPLOYEES							
21	5002	OVERTIME WAGES							
22	5005	ATTRITION FACTOR				0	0		\$0
23	5009	ACCRUED VACATION WAGES				0	0		\$0
24	5010	EMPLOYEE BENEFITS	1,197	1,323	892	0	756	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,446
25	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
26	5110	PROFESSIONAL SERVICES	800	800	800	800	800	Editor Stipend	\$800
27	5120	LEGAL FEES				0	0		\$0
28	5121	AUDIT/TAX FEES				0	0		\$0
29	5122	BANK S/C	370	219	363	0	0		\$0
30	5130	LOBBYING / CONSULTING							
31	5140	EQUIP/FURN REPAIRS				0	0		\$0
32	5141	MAINTENANCE AGREEMENTS							
33	5150	MESSANGER SERVICE	37	48	52	50	50	Based on FY19 and historical.	\$50
34	5151	DUPLICATION/OUTSIDE				0			
35	5400	EDITORIAL/PROOFREADING/OUTSIDE	750	750	675	800	800	Editorial/Proofreading (\$400 per issue) 10 hrs x \$40	\$800
36	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
37	5402	PRINTING-OUTSIDE	3,595	3,195	3,018	3,452	3,250	Printing issues of RBM (\$1,500/issue x 2, based on FY21 budget + 8% increase based on estimate from Walsworth, assuming page counts at FY21 level)	\$3,510
38	5403	BINDING-OUTSIDE	39	21		0	0		\$0
39	5404	DESIGN SERVICE-OUTSIDE				0	0		\$0
40	5406	REVIEW SERVICE				0	0		\$0
41	5410	MAIL SERVICE-OUTSIDE	788	665	654	890	890	Mail handling of 2 issues of magazine (\$50 ea.) + list preparation @ 275 ea. And \$240 for subscription handling.	\$890
42	5411	ADVERTISING/SPACE				0	0		\$0
43	5412	ADVERTISING/DIRECT				0	0	Advertising-Direct, Promotional flyers mailed to purchased mailing lists of potential subscribers	\$0
44	5413	MAIL LIST RENTAL				0	0	Mailing list rental	\$0
45	5414	SUPPLIES/PRODUCTION				0	0		\$0
46	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	381	371	260	350	350	Pre-press/photographic work @ \$185/issue	\$350
47	5416	ADVERTISING PRODUCTION COST				0	0		\$0
48	5420	COPYRIGHT FEES				0	0	Copyright	\$0
49	5430	WEB OPERATING EXPENSES	8,475	2,201	2,182	1,422	1,873	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

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
50	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
51	5432	PURCHASED INVENTORY				0	0		\$0
52	5433	ORDER PROCESSING/FULFILLMENT	2,017	785	696	1,000	1,000	Subscription processing fees from outside supplier	\$1,000
53	5480	COST OF SALES				0	0		\$0
54	5500	SUPPLIES/OPERATING				0	0		\$0
55	5501	EQUIPMENT & SOFTWARE/MINOR				0	0	"Editorial Assistant" (peer-review software) \$30 per submitted article; avg 10 submitted articles per year -DISCONTINUED USE in FY15	\$0
56	5502	REFERENCE MATERIAL/PERIODICALS				0	0		\$0
57	5510	INSURANCE				0	0		\$0
58	5520	EQUIPMENT RENTAL/LEASE				0	0		\$0
59	5521	SPACE RENT				0	0		\$0
60	5522	TELEPHONE/FAX	6	28	10	35	35	Support for subscription processing	\$35
61	5523	POSTAGE/E-MAIL	1,510	1,369	1,270	1,424	1,320	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
62	5525	UTILITIES				0	0		\$0
63	5530	DEPRECIATION F/E	17	15	17	0	0		\$0
64	5531	DEPRECIATION BUILDING				0	0		\$0
65	5541	COLLECTION EXPENSE							
66	5543	BAD DEBT EXPENSE	102	102	103	86	86	Bad debt @ 1% of revenue on lines 4109 and 4140	\$86
67	5544	INTEREST EXPENSE				0	0		\$0
68	5545	TAXES/PROPERTY				0	0		\$0
69	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
70	5599	MISC EXPENSE	245	181	93	222	121	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.	\$245
71	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
72	5901	IUT/CPU				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL RBM FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
73	5902	IUT/DATA PROC				0	0		\$0
74	5903	IUT/SUBS PROC	2,014			0	0	Subscription services fees, moved to lines 5433, 5522,5430, and 5410	\$0
75	5904	TRANSFER TO/FROM ENDOWMENT				0	0		\$0
76	5905	IUT/TELEPHONE				0	0	IUT-Telephone	\$0
77	5906	IUT/ORDER BILLING				0	0		\$0
78	5908	IUT/MAINTENANCE				0	0		\$0
79	5909	IUT/DIST CTR		8		25	25	IUT-Distribution (includes some back issues)	\$25
80	5910	IUT/REPRO CTR				0	0	IUT-Reprographics	\$0
81	5941	IUT/CHOICE				0	0		\$0
82	5942	IUT/ADVERTISING	2,124	1,891	2,027	2,060	2,060	IUT Advertising: RBM share (10%) of the amount paid to CHOICE (\$1,206) to manage the sale of ad space per Choice estimate. Pam Marino salary included in salary line.	\$120
83	5999	IUT/MISC				0	0		\$0
84	5911	IUT/OVERHEAD	4,575	3,019	3,958	3,627	3,565	IUT-Overhead: 50% of ALA OH rate x Total Revenues	\$3,148
85	5998	IUT/ALLOCATIONS				0	0		\$0
86	5600	TAXES/INCOME	(215)	0	0	345	330	Unrelated business income: 3% of total advertising revenue, line 4140, 4142, 4143	\$285
87	Expenses		32,744	21,400	19,622	16,588	19,579		\$21,656
88									
89	Net		1,917	1,471	10,249	10,785	7,328		\$2,100

[illegible]

	A	B	C	D	E	F	G	H	I
1	ACRL Web CE FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
15	5000	SALARIES & WAGES	12,053	27,143	15,636	29,641	15,640	Salaries @ % of ACRL salaries listed in matrix	\$26,749
16	5001	WAGES/TEMPORARY EMPLOYEES							
17	5002	OVERTIME WAGES				0			
18	5005	ATTRITION FACTOR				0	0		\$0
19	5009	ACCRUED VACATION WAGES				0	0		\$0
20	5010	EMPLOYEE BENEFITS	3,683	8,142	4,817	9,356	5,214	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$8,906
21	5110	PROFESSIONAL SERVICES	3,185	4,430	5,894	9,312	8,500	Course development, 2 new Moodle courses x \$1,000 = \$2,000 LearningTimes annual fee @ \$3,000 Learning Times per person, per hour fee (based on average of 90 minute per event x \$7/hour/person at 500 webcast attendees)	\$8,500
22	5120	LEGAL FEES				0	0		\$0
23	5121	AUDIT/TAX FEES				0	0		\$0
24	5122	BANK S/C	1,233	2,926	1,537	2,581	2,171	Bank Charges	\$2,171
25	5130	LOBBYING / CONSULTING							
26	5304	SPEAKER/GUEST EXPENSE				0	0		\$0
27	5305	SPEAKER/GUEST HONORARIUM	300	7,519	2,274	0	0		\$0
28	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
29	5350	PROGRAM ALLOCATION			101	0	0		\$0
30	5420	COPYRIGHT FEES				0	0	Copyright fees	\$0
31	5430	WEB OPERATING EXPENSES	5,971	3,467	2,744	0	0	Web Operating Expenses	\$0
32	5431	WEBINAR/WEBCASTS/WEB CE EXP	1,956			4,171	4,461	85/15 expense split with CHOICE; 15% expenses recognized in budget.	\$4,461
33	5525	UTILITIES				0	0		\$0
34	5530	DEPRECIATION F/E	52	91	107	0	0		\$0
35	5531	DEPRECIATION BUILDING				0	0		\$0
36	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
37	5533	DO NOT USE N/S Intangible Assets							
38	5540	ROYALTY EXPENSE	3,218	1,581	0	6,392	5,290	Presenter royalty payments: 10% x registration revenue for webcasts and online courses, less LearningTimes payments for webcasts	\$5,290

	A	B	C	D	E	F	G	H	I
1	ACRL Web CE FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
39	5541	COLLECTION EXPENSE							
40	5543	BAD DEBT EXPENSE	606	503	405	453	381	Bad debt (1% of gross revenues)	\$381
41	5544	INTEREST EXPENSE				0	0		\$0
42	5545	TAXES/PROPERTY				0	0		\$0
43	5550	PROMOTION				0	0		\$0
44	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
			753	1,116	567	1,400	835	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.	\$1,507
45	5599	MISC EXPENSE				0	0		\$0
46	5908	IUT/MAINTENANCE				0	0		\$0
47	5909	IUT/DIST CTR	7	10		0	0	IUT-Distribution	\$0
			2,207	2,998	1,809	4,004	5,082	IUT-Registration Processing: \$8.25 per registrant for online courses and webcasts. Based on 616 online learning attendees.	\$5,082
48	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
49	5941	IUT/CHOICE				0	0		\$0
50	5942	IUT/ADVERTISING				0	0		\$0
51	5999	IUT/MISC				0	0		\$0
52	5911	IUT/OVERHEAD	16,192	16,153	13,740	8,469	7,009	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues (4105)	\$7,639
53	5998	IUT/ALLOCATIONS				0	0		\$0
54	5600	TAXES/INCOME	0	0	0			3% of advertising revenues	
55	Expenses		\$51,415	\$76,078	\$49,631	\$75,779	\$54,583		\$70,686
56									
57	Net		\$66,612	\$45,339	\$54,067	\$14,791	\$21,595		\$10,242

	A	B	C	D	E	F	G	H	I
1	ACRL Licensed Workshops FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES		19,430	630	18,410	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
4	4430	MISCELLANEOUS FEES						Assumes a transition to safe travel and group gatherings, but with reduced demand and budget for in-person events and increased demand for online events.	
5	4490	MISCELLANEOUS REVENUE				0	0	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 12. License fee for workshops (in-person or online) with one presenter @ \$3,500 per workshop x 12. License fee for one in-person workshop at Sharjah Library Conference @ \$2,000.	\$116,000
6	Revenues		\$55,795	\$179,680	\$77,000	\$148,410	\$66,205		\$125,205
7									
8	5000	SALARIES & WAGES	29,636	35,313	26,633	41,125	26,066	Salaries @ % of ACRL salaries listed in the salary matrix	\$34,801
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	9,056	10,593	8,204	12,981	8,690	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$11,587
14	5122	BANK S/C		128	214	3,250	1,425	Bank service fees	\$1,425
15	5130	LOBBYING / CONSULTING							
16	5140	EQUIP/FURN REPAIRS				0	0		\$0
17	5141	MAINTENANCE AGREEMENTS							
18	5150	MESSANGER SERVICE	38	416	54	0	0		\$0
19	5151	DUPLICATION/OUTSIDE				0			
20	5210	TRANSPORTATION	1,437			0	0		\$0
21	5300	FACILITIES RENT				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Licensed Workshops FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5301	CONFERENCE EQUIPMENT RENTAL				0	0		\$0
23	5302	MEAL FUNCTIONS		2,793		3,080	1,540	Workshop AM and PM breaks for ALA Annual Conference. 35 participants x 2 breaks @ \$22 per break = \$1,540.	\$1,540
24	5303	EXHIBITS				0	0		\$0
25	5304	SPEAKER/GUEST EXPENSE	5,511	6,310	1,331	3,700	1,850	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.	\$2,775
26	5305	SPEAKER/GUEST HONORARIUM	22,951	55,625	24,998	42,000	18,752	Presenter honorarium @ \$750 x 2 presenters x 12 workshops; \$750 Standards/AiA/other x 1 presenter x 12 workshops; plus seven presenter coordinators \$750 each.	\$32,250
27	5306	AWARDS				0	0		\$0
28	5307	SECURITY SERVICES				0	0		\$0
29	5308	SPECIAL TRANSPORTATION				0	0		\$0
30	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR		3,588	2,483	0	0		\$0
31	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
32	5350	PROGRAM ALLOCATION	0	750	1,500	20,000	20,000	Annual funds for new curriculum development and existing curriculum refresh; IUT to Standards budget for Standards and Framework booklets comped for those workshops	\$20,000
33	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
34	5402	PRINTING-OUTSIDE		734		0	0		\$0
35	5403	BINDING-OUTSIDE				0	0		\$0
36	5525	UTILITIES				0	0		\$0
37	5530	DEPRECIATION F/E	128	118	181	0	0		\$0
38	5599	MISC EXPENSE	1,992	1,592	1,040	1,857	1,391	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.	\$1,961
39	5909	IUT/DIST CTR		9	31	0	0	IUT-Distribution	\$0
40	5910	IUT/REPRO CTR	309	74	366	0	0	IUT-Reprographics	\$0
41	5911	IUT/OVERHEAD	7,365	26,283	10,286	19,664	8,772	IUT-Overhead: License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting.	\$16,590
42	5998	IUT/ALLOCATIONS				0	0		\$0
43	5600	TAXES/INCOME							
44	Expenses		\$78,422	\$144,325	\$77,320	\$147,657	\$88,486	\$0	\$122,929
45									
46	Net		(\$22,627)	\$35,355	(\$320)	\$753	(\$22,281)	\$0	\$2,276

	A	B	C	D	E	F	G	H	I
1	ACRL Non-Periodical Pubs FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4100	SALES/BOOKS	317,939	376,051	302,128	371,500	219,000	Backlist sales: \$75,000. 150 titles at \$500/title	\$211,000
4	4600	ASSETS RELEASED FROM RESTRICTION				0	0	Sales of new books: \$136,000. 17 new titles at \$8000/title	\$0
5	4601	RETURNS/CREDITS	(27,280)	(24,719)	(26,572)	(26,005)	(17,520)	Returns, @ 8% of sales. (Up from 7% based on FY19 8.79% actual)	(\$16,880)
6	4602	SALES/BOOKS-DISCOUNT	(17,363)	(878)	(299)	0	0		\$0
7	4101	SALES/PAMPHLETS				0	0		\$0
8	4102	SALES - AUDIOVISUAL				0	0		\$0
9	4103	SALES - ONLINE				(1,115)	(2,190)		\$0
10	4104	SALES/RENTL MAIL LISTS				0	0		\$0
11	4421	ROYALTIES	14,831	38,020	63,640	35,000	63,000	Royalties from Univ. of So. Carolina, ALA, MIT Press, Haworth, EBSCO, ProQuest, Gardners, etc	\$72,000
12	Revenues		\$288,126	\$388,475	\$338,897	\$379,380	\$262,290		\$266,120
13									
14	5000	SALARIES & WAGES	76,896	102,634	91,519	104,707	81,331	Salaries @ % of ACRL salaries listed in the salary matrix	\$91,393
15	5001	WAGES/TEMPORARY EMPLOYEES							
16	5002	OVERTIME WAGES				0			
17	5005	ATTRITION FACTOR				0	0		\$0
18	5009	ACCRUED VACATION WAGES				0	0		\$0
19	5010	EMPLOYEE BENEFITS	23,498	30,787	28,193	33,049	27,114	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,430
20	5122	BANK S/C	42	5		25	6,351	Bank Credit card	\$0
21	5130	LOBBYING / CONSULTING							
22	5140	EQUIP/FURN REPAIRS				0	0		\$0
23	5141	MAINTENANCE AGREEMENTS							
24	5150	MESSANGER SERVICE	52	39		45	0	Messenger	\$0
25	5151	DUPLICATION/OUTSIDE				0			
26	5210	TRANSPORTATION				0	0	PIL Editor & Content Strategist travel	\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Non-Periodical Pubs FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
27	5212	LODGING & MEALS				0	0		\$0
28	5214	ENTERTAINMENT				0	0	Recruitment & Acquisition of Content	\$0
29	5350	PROGRAM ALLOCATION				0	0		\$0
30	5400	EDITORIAL/PROOFREADING/OUTSIDE	10,959	20,688	16,475	24,300	18,200	Editorial/Proofreading (17 @ \$1300)	\$22,100
31	5401	TYPESETTING/COMPOSITION-OUTSD				0	0	Typesetting	\$0
32	5402	PRINTING-OUTSIDE	26,255	33,411	32,056	41,000	37,200	Outside printing of 17 new titles @ \$2,300/title, with an additional \$2500 for reprints	\$41,600
33	5403	BINDING-OUTSIDE				0	0		\$0
34	5404	DESIGN SERVICE-OUTSIDE	161	80	241	250	3,000	Potential design of 1 of the 17 new books	\$3,000
35	5406	REVIEW SERVICE				0	0		\$0
36	5410	MAIL SERVICE-OUTSIDE			67	0	0		\$0
37	5411	ADVERTISING/SPACE				0	0	Advertising space purchase	\$0
38	5412	ADVERTISING/DIRECT				5,000	5,000	Printing/distribution of Publications catalogs and flyers	\$5,000
39	5413	MAIL LIST RENTAL				0	0	Mailing list rental	\$0
40	5414	SUPPLIES/PRODUCTION				0	0	Formatting ebooks has been brought in-house and is reflected in the time study for salaries and benefits.	\$0
41	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	100	77	12	100	25	Pre-Press/Photographic	\$25
42	5416	ADVERTISING PRODUCTION COST				0	0		\$0
43	5420	COPYRIGHT FEES		3,000		990	770	Copyright fees 17 new books @ \$55 each	\$935
44	5430	WEB OPERATING EXPENSES				0	0		\$0
45	5431	WEBINAR/WEBCASTS/WEB CE EXP				0	0		\$0
46	5432	PURCHASED INVENTORY				0	0		\$0
47	5433	ORDER PROCESSING/FULFILLMENT	24,220	31,331	22,775	31,578	17,520	Transaction Fee/Order Fulfillment, calculated at 11% of sales (line 4100)	\$23,210
48	5480	COST OF SALES	56,318	70,029	38,553	70,585	39,420	Cost of sales, calculated as 18% of sales (line 4100)	\$37,980
49	5490	INVENTORY ADJUSTMENT	(35,943)	(55,342)	(79,262)	(66,640)	(59,195)	Inventory adjustment. Total of lines 5400, 5401, 5402, 5404, 5415, and 5420.	(\$67,660)
50	5499	INVENTORY RESERVE ADJUSTMENT	2,000	4,329	2,000	2,000	2,000	Inventory Reserve Adjustment (removal of out-of-print titles from stock, est. \$2,000 residual value)	\$2,000
51	5523	POSTAGE/E-MAIL	3,789	6,694	5,049	7,000	6,000	Mailing books to reviewers and authors	\$6,000
52	5525	UTILITIES				0	0		\$0
53	5530	DEPRECIATION F/E	333	344	624	0	0		\$0
54	5531	DEPRECIATION BUILDING				0	0		\$0
55	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
56	5533	DO NOT USE N/S Intangible Assets							
57	5540	ROYALTY EXPENSE	22,594	27,116	20,598	18,575	10,950	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)	\$10,550
58	5541	COLLECTION EXPENSE							
59	5543	BAD DEBT EXPENSE	3,446	3,667	4,000	4,000	4,000	Bad debt, 1% of gross revenues	\$4,000
60	5544	INTEREST EXPENSE				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Non-Periodical Pubs FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
61	5545	TAXES/PROPERTY				0	0		\$0
62	5550	PROMOTION				0	0		\$0
63	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
64	5599	MISC EXPENSE	4,730	4,222	3,317	5,205	4,340	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.	\$5,150
65	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
66	5909	IUT/DIST CTR	1,117	939	1,259	1,000	1,300	IUT-Distribution	\$1,300
67	5910	IUT/REPRO CTR	53	18	24	100	100	IUT-Reprographics	\$100
68	5912	IUT-Copyediting/Proofreading				0	0		\$0
69	5913	IUT-Composition/Alteration				0	0		\$0
70	5940	IUT/REGISTRATION PROCESSING				0	0		\$0
71	5941	IUT/CHOICE				4,309	4,309	Support to CHOICE for management of publishing initiatives.	\$4,309
72	5942	IUT/ADVERTISING				0	0		\$0
73	5999	IUT/MISC				0	0		\$0
74	5911	IUT/OVERHEAD	36,075	46,260	36,472	45,630	26,406	IUT-Overhead - Revenues from sales of books are charged 50% of ALA overhead rate on revenues (4100+4103+4601).	\$25,721
75	5998	IUT/ALLOCATIONS				0	0		\$0
76	5600	TAXES/INCOME							
77	Expenses		\$256,695	\$330,329	\$223,970	\$332,809	\$236,141		\$247,143
78									
79	Net		\$31,431	\$58,146	\$114,927	\$46,571	\$26,149		\$18,977

	A	B	C	D	E	F	G	H	I
1	ACRL Diversity Alliance FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES			2,930	0	5,490		
4	4430	MISCELLANEOUS FEES	17,450	0		0	0	\$10,000 in partial revenue for subsidized RoadShow	\$10,000
5	4490	MISCELLANEOUS REVENUE		25,500	27,000	24,000	21,600	Diversity Alliance fees: 35 institutions @ \$500. Number of institutions based on 75% of 2020 membership.	\$17,500
6		Revenues	\$17,450	\$25,500	\$29,930	\$24,000	\$27,090		\$27,500
7									
8	5000	SALARIES & WAGES	10,100	16,119	10,021	25,083	8,905	Salaries at % of ACRL total salaries listed in salary matrix	\$33,277
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	3,087	4,835	3,087	7,917	2,969	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$11,080
14	5121	AUDIT/TAX FEES				0	0		\$0
15	5122	BANK S/C	89	428	384	468	677	Bank Charges on credit cards. 2.5% of revenues.	\$688
16	5210	TRANSPORTATION			933	0	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	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).	\$4,000

	A	B	C	D	E	F	G	H	I
1	ACRL Diversity Alliance FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
18	5301	CONFERENCE EQUIPMENT RENTAL			3,696	0	0		\$0
19	5302	MEAL FUNCTIONS			6,394	0	2,280		
20	5303	EXHIBITS				0	0		\$0
21	5304	SPEAKER/GUEST EXPENSE			2,535	0	950		
22	5305	SPEAKER/GUEST HONORARIUM			4,750	750	750	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	5350	PROGRAM ALLOCATION		7,304	8,105	31,500	31,500		\$1,500
24	5030	STAFF RECRUITMENT/RELOCATION				0	0	\$1,500 in ongoing costs for the ACRL Diversity Alliance.	\$1,500
25	5031	STAFF DEVELOPMENT				0	0		\$0
26	5500	SUPPLIES/OPERATING			574	1,000	1,000	Supplies	\$200
27	5525	UTILITIES				0	0		\$0
28	5530	DEPRECIATION F/E	44	54	68	0	0		\$0
29	5543	BAD DEBT EXPENSE			148	148	148		\$148
30	5599	MISC EXPENSE	631	663	363	913	475	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.	\$1,875
31	5909	IUT/DIST CTR				0	0	IUT-Distribution	\$0
32	5910	IUT/REPRO CTR	175		160	200	200	IUT-Reprographics	\$200
33	5911	IUT/OVERHEAD	2,303	3,366	388	6,390	5,724	IUT-General Overhead IUT 100% of ALA General overhead rate on revenue from misc. fees revenue (line 4490).	\$2,650
34	5998	IUT/ALLOCATIONS				0	0		\$0
35	5600	TAXES/INCOME							
36	Expenses		\$16,429	\$32,770	\$42,920	\$74,369	\$55,578		\$68,668
37									
38	Net		\$1,021	(\$7,270)	(\$12,990)	(\$50,369)	(\$28,488)		(\$41,168)

	A	B	C	D	E	F	G	H	I
1	ACRL New Roles		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES				0	0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	Misc. Revenue	\$0
5	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
6									
7	5000	SALARIES & WAGES	2,832	2,898	4,245	10,281	3,772	Salaries at % of ACRL total salaries listed in salary matrix	\$15,450
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES				0			
10	5005	ATTRITION FACTOR				0	0		\$0
11	5009	ACCRUED VACATION WAGES				0	0		\$0
12	5010	EMPLOYEE BENEFITS	866	869	1,308	3,245	1,258	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$5,144
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
14	5350	PROGRAM ALLOCATION		10,000	1,500	5,500	2,500	\$1000 for potential goal-area activities in consultation with the chair of the New Roles and Changing Landscapes Committee, plus \$1,500 for ongoing development costs for the online Leading Change cohort	\$2,500
15	5550	PROMOTION				0	0		\$0
16	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
17	5599	MISC EXPENSE	177	119	154	457	201	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.	\$871
18	5600	TAXES/INCOME							
19	Expenses		\$3,875	\$13,886	\$7,207	\$19,483	\$7,731		\$23,965
20									
21	Net		(\$3,875)	(\$13,886)	(\$7,207)	(\$19,483)	(\$7,731)		(\$23,965)

	A	B	C	D	E	F	G	H	I
1	ACRL Council of Liaisons		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES				0	0		\$0
4	4490	MISCELLANEOUS REVENUE				0	0	Misc. Revenue	\$0
5	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
6									
7	5000	SALARIES & WAGES	13,635	13,475	9,081	19,302	8,070	Salaries at % of ACRL total salaries listed in salary matrix	\$11,885
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES				0			
10	5005	ATTRITION FACTOR				0	0		\$0
11	5009	ACCRUED VACATION WAGES				0	0		\$0
12	5010	EMPLOYEE BENEFITS	4,166	4,041	2,797	6,092	2,690	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,957
13	5015	TUITION REIMBURSEMENT				0	0		\$0
14	5016	PROFESSIONAL MEMBERSHIPS	9,983	8,850	6,779	12,647	12,647	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				0			
16	5210	TRANSPORTATION	109		296	0	0		\$0
17	5212	LODGING & MEALS			165	0	0		\$0
18	5214	ENTERTAINMENT				0	0		\$0
19	5216	BUSINESS MEETINGS	125			0	0	Business meetings, registration fees (charged to 5350)	\$0
20	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
21	5350	PROGRAM ALLOCATION	22,801	16,986	21,696	22,000	5,000	\$5,000 to support strategic liaison relationships as needed and awarded by the Liaisons Coordinating Committee.	\$5,000
22	5530	DEPRECIATION F/E	59	45	62	0	0		\$0
23	5599	MISC EXPENSE	852	554	329	731	431	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.	\$670
24	5600	TAXES/INCOME							
25	Expenses		51,730	43,951	41,205	60,773	28,838		\$33,662
26									
27	Net		(51,730)	(43,951)	(41,205)	(60,773)	(28,838)		(\$33,662)

	A	B	C	D	E	F	G	H	I
1	ACRL Scholarly Communication FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4421	ROYALTIES				0	0		\$0
6	4429	OVHED-EXMPT REVENUE/DIVISIONS				0	0		\$0
7	4430	MISCELLANEOUS FEES	10,000	10,000	9,856	10,000	0		\$0
8	4490	MISCELLANEOUS REVENUE				0	0		\$0
9	Revenues		\$10,000	\$10,000	\$9,856	\$10,000	\$0		\$0
10									
11	5000	SALARIES & WAGES	13,690	28,634	40,151	40,241	26,692	Salaries @ % of ACRL salaries listed in salary matrix	\$40,408
12	5001	WAGES/TEMPORARY EMPLOYEES							
13	5002	OVERTIME WAGES				0			
14	5005	ATTRITION FACTOR				0	0		\$0
15	5009	ACCRUED VACATION WAGES				0	0		\$0
16	5010	EMPLOYEE BENEFITS	4,184	8,589	12,369	12,701	8,898	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$13,454
17	5041	BLUE CROSS REFUND							
18	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
19	5110	PROFESSIONAL SERVICES	(970)			0	0		\$0
20	5120	LEGAL FEES				0	0		\$0
21	5121	AUDIT/TAX FEES				0	0		\$0
22	5122	BANK S/C	114	114	57	0	100	0	\$100
23	5130	LOBBYING / CONSULTING							
24	5210	TRANSPORTATION	7,144		690	0	0		\$0
25	5212	LODGING & MEALS	0		(251)	0	0		\$0
26	5304	SPEAKER/GUEST EXPENSE	4,346	10,825	9,132	9,250	0		\$0
27	5305	SPEAKER/GUEST HONORARIUM	8,796	7,500	8,250	7,500	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Scholarly Communication FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
			31,938	61,600	81,513	69,447	40,757	<ul style="list-style-type: none"> • \$30,000 for research grants to practitioner-scholar academic librarians; • \$1,000 scholarly communication activities TBD and travel; • \$15,010 for Library Copyright Alliance (\$15,010 shown in Govt. Relations Project 3704) • \$6,750 for SPARC dues; • \$5,000 for Open Access Working Group; • \$2,000 for OpenCon2021 1 sponsored scholarships 	\$59,760
28	5350	PROGRAM ALLOCATION							
29	5403	BINDING-OUTSIDE				0	0		\$0
30	5404	DESIGN SERVICE-OUTSIDE	0		12	0	0		\$0
31	5523	POSTAGE/E-MAIL				0	0		\$0
32	5525	UTILITIES				0	0		\$0
33	5530	DEPRECIATION F/E	59	96	274	0	0		\$0
34	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
35	5599	MISC EXPENSE	855	1,178	1,455	1,826	1,424	0	\$2,277
36	5909	IUT/DIST CTR				0	0	Distribution Center	\$0
37	5910	IUT/REPRO CTR			119	0	0	Repro	\$0
38	5999	IUT/MISC				0	0		\$0
39	5911	IUT/OVERHEAD	1,320	1,320	1,306	1,325	0	IUT 50% of ALA General overhead rate on revenue from licensed workshop fees.	\$0
40	5998	IUT/ALLOCATIONS				0	0		\$0
41	5600	TAXES/INCOME							
42	Expenses		\$71,476	\$119,856	\$155,076	\$142,290	\$77,871		\$115,999
43									
44	Net		(\$61,476)	(\$109,856)	(\$145,220)	(\$132,290)	(\$77,871)		(\$115,999)

	A	B	C	D	E	F	G	H	I
1	ACRL Value of Academic Libraries FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0		\$0
4	4430	MISCELLANEOUS FEES				0	0		\$0
5	4490	MISCELLANEOUS REVENUE				0	0		\$0
6	Revenues		\$0	\$0	\$37,250	\$0	\$0		\$0
7									
8	5000	SALARIES & WAGES	22,121	61,410	17,423	40,241	24,502	Salaries @ % of ACRL salaries in salary matrix	\$32,089
9	5001	WAGES/TEMPORARY EMPLOYEES							
10	5002	OVERTIME WAGES				0			
11	5005	ATTRITION FACTOR				0	0		\$0
12	5009	ACCRUED VACATION WAGES				0	0		\$0
13	5010	EMPLOYEE BENEFITS	6,759	18,421	5,367	12,701	8,168	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$10,684
14	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
15	5110	PROFESSIONAL SERVICES	1,064	198		0	0		\$0
16	5151	DUPLICATION/OUTSIDE				0			
17	5210	TRANSPORTATION	2,823		495	0	0		\$0
18	5212	LODGING & MEALS	2,301		41	0	0		\$0
19	5301	CONFERENCE EQUIPMENT RENTAL				0	0		\$0
20	5302	MEAL FUNCTIONS	4,890			0	0		\$0
21	5350	PROGRAM ALLOCATION	68,341	34,598	33,775	46,250	1,000	\$1,000 for potential VAL activities in consultation with the chair of the VAL committee).	\$1,000
22	5525	UTILITIES				0	0		\$0
23	5530	DEPRECIATION F/E	96	206	119	0	0		\$0
24	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
25	5599	MISC EXPENSE	1,382	2,526	631	1,826	1,307	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.	\$1,808
26	5909	IUT/DIST CTR				0	0		\$0
27	5910	IUT/REPRO CTR		709		0	0		\$0
28	5998	IUT/ALLOCATIONS				0	0		\$0
29	5600	TAXES/INCOME							
30	Expenses		\$109,776	\$118,069	\$57,851	\$101,018	\$34,977		\$45,581
31									
32	Net		(\$109,776)	(\$118,069)	(\$20,601)	(\$101,018)	(\$34,977)		(\$45,581)

	A	B	C	D	E	F	G	H	I
1	ACRL Government Relations		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4490	MISCELLANEOUS REVENUE				0	0		\$0
4	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	13,690	19,899	12,546	25,083	11,150	Salaries @ % of ACRL salaries in salary matrix	\$21,392
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	4,184	5,969	3,865	7,917	3,717	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$7,123
12	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0		\$0
13	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
14	5350	PROGRAM ALLOCATION	17,671	29,915	25,678	23,000	17,010	\$15,010 for Library Copyright Alliance (\$15,010 shown in SC project 3702);	\$15,010
15	5525	UTILITIES				0	0		\$0
16	5530	DEPRECIATION F/E	59	67	85	0	0		\$0
17	5599	MISC EXPENSE	855	818	455	1,065	595	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.	\$1,206
18	5998	IUT/ALLOCATIONS				0	0		\$0
19	5600	TAXES/INCOME							
20	Expenses		\$36,459	\$56,668	\$42,629	\$57,065	\$32,472		\$44,731
21									
22	Net		(\$36,459)	(\$56,668)	(\$42,629)	(\$57,065)	(\$32,472)		(\$44,731)

	A	B	C	D	E	F	G	H	I
1	ACRL Student Learning Initiatives		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	Revenues		0	0	0	0	0		\$0
4									
5	5000	SALARIES & WAGES	4,249	3,015	5,280		4,692	Salaries % of ACRL total salaries listed in the salary matrix	\$30,900
6	5001	WAGES/TEMPORARY EMPLOYEES							
7	5002	OVERTIME WAGES							
8	5005	ATTRITION FACTOR				0	0		\$0
9	5009	ACCRUED VACATION WAGES				0	0		\$0
10	5010	EMPLOYEE BENEFITS	1,301	904	1,626	0	1,564	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$10,288
11	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
12	5110	PROFESSIONAL SERVICES	1,366			0	0		\$0
13	5150	MESSANGER SERVICE	12			0	0		\$0
14	5151	DUPLICATION/OUTSIDE				0			
15	5210	TRANSPORTATION	1,522			0	0		\$0
16	5212	LODGING & MEALS	435			0	0		\$0
17	5304	HONORARIUM							\$2,500
18	5305	SPEAKER/GUEST HONORARIUM	5,250			0	0		\$0
19	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
20	5350	PROGRAM ALLOCATION	33,542	26,500	26,500	2,500	1,000	Maintenance and development of the Information Literacy Sandbox (\$5,000); potential SLILC activities (\$1,000)	\$6,000
21	5400	EDITORIAL/PROOFREADING/OUTSIDE				0	0		\$0
22	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
23	5402	PRINTING-OUTSIDE	23			0	0		\$0
24	5420	COPYRIGHT FEES				0	0		\$0
25	5430	WEB OPERATING EXPENSES	2,970	6,780	10,870	7,920	570		\$570
26	5031	STAFF DEVELOPMENT				0	0		\$0
27	5500	SUPPLIES/OPERATING	119			0	0		\$0
28	5525	UTILITIES				0	0		\$0
29	5530	DEPRECIATION F/E	18	10	36	0	0		\$0
30	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
31	5599	MISC EXPENSE	265	124	191	183	250	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.	\$1,741
32	5908	IUT/MAINTENANCE				0	0		\$0
33	5909	IUT/DIST CTR				0	0	IUT-Distribution	\$0
34	5910	IUT/REPRO CTR				0	0	IUT - Reprographics	\$0
35	5942	IUT/ADVERTISING				0	0		\$0
36	5999	IUT/MISC				0	0	IUT-Misc.	\$0
37	5911	IUT/OVERHEAD				0	0		\$0
38	5998	IUT/ALLOCATIONS				0	0		\$0
39	5600	TAXES/INCOME							
40	Expenses		\$51,071	\$37,333	\$44,503	\$10,603	\$8,076		\$51,999
41									
42	Net		(\$51,071)	(\$37,333)	(\$44,503)	(\$10,603)	(\$8,076)		(\$51,999)

	A	B	C	D	E	F	G	H	I
1	ACRL Project Outcome FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4429	OVRLD-EXMPT REVENUE/DIVISIONS		0	37,250	0	0	0	\$0
4	4430	MISCELLANEOUS FEES				0	1,750		
5	4490	MISCELLANEOUS REVENUE				0	750	Revenue from 1 new group account (\$750), paid learning (\$1750), and 2 sponsored webinars (\$4,250 after expenses and revenue split with PLA)	\$6,750
6	4611	COMMISSION/SALLES REP						Pam Marino commission on webinar sponsorship	(\$225)
7	Revenues		\$0	\$0	\$37,250	\$0	\$2,500		\$6,525
8									
9	5000	SALARIES & WAGES		26,357	8,772	61,157	8,550	Salaries @ % of ACRL salaries in salary matrix	\$25,976
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES				0			
12	5005	ATTRITION FACTOR				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Project Outcome FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS		7,907	2,702	19,303	2,850	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$8,649
15	5100	TEMPORARY EMPLOYEES/OUTSIDE				0	0		\$0
16	5110	PROFESSIONAL SERVICES			184,793	20,000	0		\$0
17	5120	LEGAL FEES				0	0		\$0
18	5121	AUDIT/TAX FEES				0	0		\$0
19	5122	BANK S/C				0	0	Bank fees	\$0
20	5210	TRANSPORTATION			346	0	0		\$0
21	5212	LODGING & MEALS			274	0	0		\$0
22	5303	EXHIBITS				0	0		\$0
23	5304	SPEAKER/GUEST EXPENSE				0	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
24	5305	SPEAKER/GUEST HONORARIUM				0	400	Workshop presenter honorarium (\$400 each)	\$400
25	5306	AWARDS				(13,000)	0		\$0
26	5307	SECURITY SERVICES				0	0		\$0
27	5308	SPECIAL TRANSPORTATION				0	0		\$0
28	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	0		\$0
29	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0		\$0
30	5350	PROGRAM ALLOCATION		14,254	18,884	42,500	0		\$0
31	5401	TYPESETTING/COMPOSITION-OUTSD				0	0		\$0
32	5402	PRINTING-OUTSIDE				0	300	Printing flyers	\$300
33	5420	COPYRIGHT FEES				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Project Outcome FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
34	5430	WEB OPERATING EXPENSES			11,415	76,600	60,550	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 \$3000/month). An additional \$24,250 is included for site improvements and new features (\$12,000 of this is earmarked for adding in the NSSE HIP to the toolkit).	\$66,550
35	5525	UTILITIES				0	0		\$0
36	5530	DEPRECIATION F/E		88	60	0	0		\$0
37	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
38	5599	MISC EXPENSE		1,084	318	2,892	456	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.	\$1,464
39	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
40	5942	IUT/ADVERTISING				0	0	Pam Marino time selling sponsored webinars (5 hours at \$35)	\$350
41	5999	IUT/MISC			20,000	0	0		\$0
42	5911	IUT/OVERHEAD				0	331	IUT-Overhead - Publishing pays 50% ALA overhead rate on revenues	\$865
43	5998	IUT/ALLOCATIONS				0	0		\$0
44	5600	TAXES/INCOME							
45	Expenses		\$0	\$49,690	\$247,565	\$209,452	\$73,437		\$104,554
46									
47	Net		\$0	(\$49,690)	(\$210,315)	(\$209,452)	(\$70,937)		(\$98,029)

	A	B	C	D	E	F	G	H	I
1	ACRL RBMS Conference FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	140,355	162,947	145,260	137,009	123,471	Registration Fees: RBMS Conference: 285 members @ \$295; 110 non-members @ \$340; 25 students @ \$140; 12 one-day registrations @ \$160; 20 late fees @ \$50 = \$1,000; Workshop revenue from 3 workshops with 18 ea @ \$170; ALL budgeted @ 95%.); Minimum Number of Paid Registrants 95% = 399 (budget based on 420 total, \$135,300 rev and 490 registrants is average total attendance in last 4 years)	\$123,471
4	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		
5	4400	DONATIONS/HONORARIA	79,600	91,650	74,900	65,000	59,500	\$24,000 for Booksellers Showcase Donations (40 booths, at \$600), plus \$46,000 in additional donations (History for past 4 years is 73K, 79K, 68K, 62K totals respectively)	\$59,500
6	4420	INT/DIV				0	0		\$0
7	4429	OVRLD-EXMPT REVENUE/DIVISIONS	10,106	2,825	3,085	5,600	3,000	Income for tours offset by entertainment line below	\$3,000
8	4430	MISCELLANEOUS FEES				0	0		\$0
9	4490	MISCELLANEOUS REVENUE				0	0		\$0
10	Revenues		\$230,061	\$257,422	\$223,245	\$207,609	\$185,971		\$185,971
11									
12	5000	SALARIES & WAGES	30,684	40,292	38,131	38,604	33,886	Salaries at % of ACRL total; based on previous year's activity	\$39,709
13	5001	WAGES/TEMPORARY EMPLOYEES							
14	5002	OVERTIME WAGES				0			
15	5005	ATTRITION FACTOR				0	0		\$0
16	5009	ACCRUED VACATION WAGES				0	0		\$0
17	5010	EMPLOYEE BENEFITS	9,378	12,087	11,747	12,185	11,297	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$13,221
18	5110	PROFESSIONAL SERVICES		0		0	0	Professional Services	\$0
19	5120	LEGAL FEES				0	0		\$0
20	5121	AUDIT/TAX FEES				0	0		\$0
21	5122	BANK S/C	3,088	5,459	5,031	5,500	5,500	Bank fees & Credit Card Fees from Registration Processing based on 19 actual	\$5,500

	A	B	C	D	E	F	G	H	I
1	ACRL RBMS Conference FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5141	MAINTENANCE AGREEMENTS							
23	5150	MESSENGER SERVICE	420	618	510	750	500	Messenger Service / FedEx	\$500
24	5151	DUPLICATION/OUTSIDE				0			
25	5210	TRANSPORTATION	2,667	2,081	3,404	2,800	1,000	1 Person site-visit for 2020 conference (Staff) @ \$500 ea. Vicinity travel for Site Visit = \$200, 1 Staff Flight for Onsite from Chicago to TBD @ \$500, Vicinity travel for staff onsite \$100 (based on 19 actual).	\$1,000
26	5212	LODGING & MEALS	1,346	1,017	2,265	5,950	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
27	5214	ENTERTAINMENT		3,352	160	2,750	3,000	Tour Expenses (offset by 4429)	\$3,000
28	5300	FACILITIES RENT	3,812	1,674		6,500	5,000	Venue Rental Fees for offsite reception	\$5,000
29	5301	CONFERENCE EQUIPMENT RENTAL	13,478	23,389	26,723	20,500	22,000	Based on Quote from KVL at Hyatt	\$22,000
30	5302	MEAL FUNCTIONS	39,771	78,916	47,373	52,050	40,000	3 workshops at \$850, Mixer at \$4500, Wed Showcase Reception at \$16325, Schol Bfast at \$2500, Wed AM Break at 5000, Wed PM Break at 3500, Wed , Thurs AM Break at \$5000, Thurs PM Break at \$3500, Fri AM Break at \$3500 (F&B MIN = 30K + 25% tax and 6%grat = \$39,300 inc) Tues night is restaurant night. Thursday Evening reception at \$20000 removed	\$40,000
31	5303	EXHIBITS				0	0		\$0
32	5304	SPEAKER/GUEST EXPENSE	3,288	4,524	2,486	5,000	6,000	Speaker Reimbursement Plenary: 4 x \$1000 ea + Workshops (200/person x10)	\$6,000
33	5305	SPEAKER/GUEST HONORARIUM	1,200	1,800	3,200	2,000	3,000	Speaker Honorarium Plenary 6 @ 500 ea.	\$3,000
34	5306	AWARDS				(7,550)	0		\$0
35	5307	SECURITY SERVICES				0	0		\$0
36	5308	SPECIAL TRANSPORTATION	6,634	3,066	2,872	0	0	No bussing	\$0
37	5402	PRINTING-OUTSIDE	4,721	2,826	3,214	3,000	3,500	No postcard, 2426 book, 788 workshops	\$3,500
38	5031	STAFF DEVELOPMENT				0	0		\$0
39	5500	SUPPLIES/OPERATING	6,407	5,390	1,133	950	1,500	2 Scooters \$430+ Napkins \$696+\$100 Ribbons +100 Binders	\$1,500
40	5522	TELEPHONE/FAX				0	0		\$0
41	5523	POSTAGE/E-MAIL	686	716		805	805	Postage/e-mail, first class mailing = 2,300 pieces @ \$.35 postcard rate	\$805
42	5525	UTILITIES				0	0		\$0
43	5530	DEPRECIATION F/E	133	135	260	0	0		\$0
44	5543	BAD DEBT EXPENSE	100	100	250	100	250	Bad debt based on FY18 actuals	\$250
45	5544	INTEREST EXPENSE				0	0		\$0
46	5545	TAXES/PROPERTY				0	0		\$0
47	5550	PROMOTION				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL RBMS Conference FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
48	5560	ORG SUPPORT/CONTRIBUTION			(5,655)	0	(5,050)	Scholarship Registration fees contra expense (15 students @ \$140 ea + 10 Full @ \$295)	(\$5,050)
49	5599	MISC EXPENSE	1,917	1,657	1,382	2,034	1,808	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.	\$2,238
50	5909	IUT/DIST CTR	49	68	23	75	50	IUT Distribution	\$50
51	5910	IUT/REPRO CTR	246	55	240	100	250	IUT Reprographics	\$250
52	5940	IUT/REGISTRATION PROCESSING	3,465	1,586	3,932	3,750	4,200	IUT Registration: based on '18 actuals approx 80% register online @ \$4.50 ea, 25% register mail/fax @ \$5.50 ea., 1 set extra badges \$50. Postage for mailing badges \$150	\$4,200
53	5942	IUT/ADVERTISING				0	0	IUT Advertising	\$0
54	5999	IUT/MISC				0	0		\$0
55	5911	IUT/OVERHEAD	37,054	43,018	38,465	36,307	32,720	IUT General overhead	\$32,720
56	5998	IUT/ALLOCATIONS				0	0		\$0
57	5600	TAXES/INCOME							
58	Expenses		\$170,544	\$233,825	\$187,146	\$194,160	\$173,716		\$181,893
59									
60	Net		\$59,517	\$23,597	\$36,099	\$13,449	\$12,255		\$4,078

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2023 Pittsburgh FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4140	ADVERTISING/GROSS			66,825	0	0	NA, revenue recognized in FY21	\$0
4	4611	COMMISSION/SALES REP			17,460	0	0		\$0
5	4612	COMMISSION/ADVERTISING AGENCY		(23,000)	(63,805)	0	0	Exhibits Management, Corcoran Exhibitions. 8 months exhibits management @ \$3,000 per month = \$24,000.	(\$24,000)
6	4142	ADVERTISING/CLASSIFIED				0	0		\$0
7	4200	REGISTRATION FEES	0	(390)	1,295,297	0	0	NA, revenue recognized in FY21	\$0
8	4210	EXHIBIT SPACE RENTALS	0	0	846,498	0	0	NA, revenue recognized in FY21	\$0
9	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
10	4400	DONATIONS/HONORARIA	0	0	382,919	0	0	NA, revenue recognized in FY21	\$0
11	4429	OVHED-EXMPT REVENUE/DIVISIONS		60,025	4,470	0	0	NA, revenue recognized in FY21	\$0
12	4430	MISCELLANEOUS FEES				0	0		\$0
13	4490	MISCELLANEOUS REVENUE				0	0		\$0
14	Revenues		\$0	\$36,635	\$2,549,663	\$0	\$0		(\$24,000)
15									
16	5000	SALARIES & WAGES	28,011	73,560	171,423	19,465	19,637	Salaries 23	\$92,586
17	5001	WAGES/TEMPORARY EMPLOYEES							
18	5002	OVERTIME WAGES				0			
19	5005	ATTRITION FACTOR				0	0		\$0
20	5009	ACCRUED VACATION WAGES				0	0		\$0
21	5010	EMPLOYEE BENEFITS	8,559	22,066	52,807	6,144	6,547	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$30,827
22	5110	PROFESSIONAL SERVICES		29,845	82,430	0	0	Online Proposal Management (Call for Participation) @ \$8,000. 1000 Web Hosting, 6000 Digital Poster Deposit, Registration Management, charges in FY21	\$15,000
23	5122	BANK S/C		4,873	48,361	0	0	Bank Service Fees	\$6,500
24	5150	MESSENGER SERVICE			872	0	0		\$0
25	5210	TRANSPORTATION	0	920	17,528	3,000	3,000	Travel, out of town: ACRL staff and conference chair site visits to Pittsburgh - 2 staff and 1 chair @ \$500 = \$1500. Vicinity travel @ 3 @ \$75 = \$225.	\$1,725
26	5212	LODGING & MEALS	0	96	4,614	1,500	1,500	Travel, housing: lodging for 6 nights @ comp for planing trips by ACRL staff and conference chair. Per diem @ \$50 x 2 x 3 = \$300.	\$300
27	5214	ENTERTAINMENT		1,530	6,432	0	0		\$0
28	5300	FACILITIES RENT		8,400	40,531	0	0	Facilities rental: Deposit for Pittsburgh Convention Center due July 2020 @\$ 22,000 (50% of \$45K), All-Confernce Reception (20K w/ 50%% deposit), Chair's Reception (based on 50% deposit)	\$37,000

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2023 Pittsburgh FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
29	5301	CONFERENCE EQUIPMENT RENTAL			400,879	0	0	0	\$0
30	5302	MEAL FUNCTIONS			373,844	0	0	Reception F+B deposits	\$1,000
31	5303	EXHIBITS			105,021	0	0	0	\$0
32	5304	SPEAKER/GUEST EXPENSE			11,856	0	0	0	\$0
33	5305	SPEAKER/GUEST HONORARIUM		32,500	39,800	0	0	Speaker honorarium, deposits for keynote speakers, 2 at 15K each	\$30,000
34	5306	AWARDS			(58,860)	0	0	0	\$0
35	5307	SECURITY SERVICES			31,854	0	0	0	\$0
36	5308	SPECIAL TRANSPORTATION			21,941	0	0	0	\$0
37	5402	PRINTING-OUTSIDE	0	376	33,617	0	0	Printing: Call for Participation in C&RL News @ \$4,000. Promo pieces @ \$2,000. Misc. printing @ \$3,000. (first registration mailer FY21)	\$9,000
38	5403	BINDING-OUTSIDE				0	0		\$0
39	5404	DESIGN SERVICE-OUTSIDE	14,850	3,388	22,445	0	0	Pittsburgh conference look and feel in FY21 3808 budget (Pittsburgh look will happen by Aug 2021); Pivot proposal to include design work for Call for Participation, Email Headers, Website Sliders, Conference Swag @ \$12,000. Misc. cushion @ \$3,000	\$15,000
40	5406	REVIEW SERVICE				0	0		\$0
41	5410	MAIL SERVICE-OUTSIDE	0		1,302	0	0	Mail service outside	\$800
42	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE		10,225	16,465	0	0	Headshot Studio Deposit	\$11,000
43	5416	ADVERTISING PRODUCTION COST				0	0		\$0
44	5420	COPYRIGHT FEES		1,095	789	0	0	Copyright Fees	\$1,200
45	5500	SUPPLIES/OPERATING	1,487	3,936	28,457	0	0	Supplies, swag, buttons, etc.	\$5,000
46	5510	INSURANCE		6,059		0	0	Cancellation insurance	\$7,000
47	5522	TELEPHONE/FAX			35	0	0	0	\$0
48	5523	POSTAGE/E-MAIL			22,440	0	0	0	\$2,000
49	5525	UTILITIES				0	0	0	\$0
50	5530	DEPRECIATION F/E	121	246	1,168	0	0	0	\$0
51	5531	DEPRECIATION BUILDING				0	0		\$0
52	5560	ORG SUPPORT/CONTRIBUTION			(10,000)	0	0		\$0
53	5599	MISC EXPENSE	1,750	3,026	6,213	913	1,048	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.	\$5,217
54	5908	IUT/MAINTENANCE				0	0		\$0
55	5909	IUT/DIST CTR		10	(5)	0	0	0	\$0
56	5910	IUT/REPRO CTR		217	448	0	0	0	\$0
57	5911	IUT/OVERHEAD	0	(6,072)	573,003	0	0	IUT General overhead	(\$6,360)
58	5998	IUT/ALLOCATIONS				0	0		\$0
59	5600	TAXES/INCOME	(1,200)		0			Unrelated business taxes @ 2% of ad revenue	
60	Expenses		53,579	196,295	2,047,712	31,022	31,732		\$264,795
61									
62	Net		(53,579)	(159,660)	501,952	(31,022)	(31,732)		(\$288,795)

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2025 Minneapolis FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4140	ADVERTISING/GROSS	80,320		0	0	45,000		
4	4143	ADVERTISING/ON-LINE				0			
5	4610	COMMISSION/LINE ADV				0			
6	4611	COMMISSION/SALES REP	98,365	0		0	16,000		
7	4612	COMMISSION/ADVERTISING AGENCY	(91,135)			(24,000)	(48,309)		
8	4142	ADVERTISING/CLASSIFIED				0			
9	4200	REGISTRATION FEES	1,432,100	0		0	1,036,329		
10	4210	EXHIBIT SPACE RENTALS	957,420	0	0	0	767,600		
11	4220	MEAL FUNCTIONS				0			
12	4300	GRANTS/CONTRACTS/AWARDS				0			
13	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0			
14	4400	DONATIONS/HONORARIA	335,300		0	0	250,000		
15	4429	OVHHD-EXMPT REVENUE/DIVISIONS	2,925			0	1,000		
16	4430	MISCELLANEOUS FEES				0			
17	4490	MISCELLANEOUS REVENUE				0			
18	Revenues		\$2,815,296	\$0	\$0	(\$24,000)	\$2,067,620		\$0
19									
20	5000	SALARIES & WAGES	139,553	28,942	22,097	91,354	156,398	Salaries	\$9,941
21	5001	WAGES/TEMPORARY EMPLOYEES							
22	5002	OVERTIME WAGES				0			
23	5005	ATTRITION FACTOR				0	0		
24	5009	ACCRUED VACATION WAGES				0			
25	5010	EMPLOYEE BENEFITS	42,644	8,682	6,807	28,835	52,139	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,310
26	5100	TEMPORARY EMPLOYEES/OUTSIDE	1,719			0	3,000		
27	5110	PROFESSIONAL SERVICES	84,377	75	2,708	15,000	84,700		
28	5120	LEGAL FEES				0			
29	5121	AUDIT/TAX FEES				0			
30	5122	BANK S/C	53,285	1,893	3,902	6,500	52,000		

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2025 Minneapolis FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
31	5130	LOBBYING / CONSULTING							
32	5140	EQUIP/FURN REPAIRS				0			
33	5141	MAINTENANCE AGREEMENTS							
34	5150	MESSANGER SERVICE	1,257	0		0	1,200		
35	5151	DUPLICATION/OUTSIDE				0			
36	5210	TRANSPORTATION	12,160	613	398	1,725	19,920	2025 (Minneapolis) site visits as necessary	\$3,000
37	5212	LODGING & MEALS	4,279	287	103	300	16,200	2025 (Minneapolis) site visits as necessary	\$1,500
38	5214	ENTERTAINMENT	6,636			0	1,000		
39	5216	BUSINESS MEETINGS				0			
40	5219	UNALLOCATED AMERICAN EXPRESS							
41	5300	FACILITIES RENT	48,185			44,500	47,700		
42	5301	CONFERENCE EQUIPMENT RENTAL	353,826			0	162,000		
43	5302	MEAL FUNCTIONS	360,046			1,000	287,704		
44	5303	EXHIBITS	86,553			0	108,000		
45	5304	SPEAKER/GUEST EXPENSE	8,110	0		0	14,000		
46	5305	SPEAKER/GUEST HONORARIUM	43,000			30,000	43,500		
47	5306	AWARDS	0	0		0			
48	5307	SECURITY SERVICES	17,991			0	45,000		
49	5308	SPECIAL TRANSPORTATION	25,866			0	20,000		
50	5309	AUDIO/VISUAL EQUIPMENT RENTAL & LABOR				0	187,000		
51	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0			
52	5350	PROGRAM ALLOCATION				0			
53	5400	EDITORIAL/PROOFREADING/OUTSIDE				0			
54	5401	TYPESETTING/COMPOSITION-OUTSD				0			
55	5402	PRINTING-OUTSIDE	32,681			9,000	24,300		
56	5403	BINDING-OUTSIDE				0			
57	5404	DESIGN SERVICE-OUTSIDE	17,334	0	9,075	15,000	19,987		
58	5406	REVIEW SERVICE				0			
59	5410	MAIL SERVICE-OUTSIDE	2,096			800	1,800		
60	5411	ADVERTISING/SPACE				0			
61	5412	ADVERTISING/DIRECT				0			
62	5413	MAIL LIST RENTAL				0			
63	5414	SUPPLIES/PRODUCTION				0			
64	5415	PRE-PRESS/PHOTOGRAPHIC SERVICE	26,066			11,000	14,000		
65	5416	ADVERTISING PRODUCTION COST				0			
66	5420	COPYRIGHT FEES	744			1,200	825		
67	5500	SUPPLIES/OPERATING	25,981	22		7,500	35,200		

	A	B	C	D	E	F	G	H	I
1	ACRL ACRL 2025 Minneapolis FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
68	5501	EQUIPMENT & SOFTWARE/MINOR				0			
69	5502	REFERENCE MATERIAL/PERIODICALS				0			
70	5510	INSURANCE				7,000			
71	5520	EQUIPMENT RENTAL/LEASE				0			
72	5521	SPACE RENT				0			
73	5522	TELEPHONE/FAX	305			0	525		
74	5523	POSTAGE/E-MAIL	30,841			2,000	16,000		
75	5525	UTILITIES	32,907			0	30,000		
76	5530	DEPRECIATION F/E	605	97	151	0			
77	5560	ORG SUPPORT/CONTRIBUTION				0	(58,950)		
			8,840	1,190	801	4,383	8,346	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.	\$560
78	5599	MISC EXPENSE							
79	5909	IUT/DIST CTR	87			0			
80	5910	IUT/REPRO CTR	595			0	500		
81	5999	IUT/MISC	(10,000)			0			
82	5911	IUT/OVERHEAD	653,947	0		(6,360)	481,404	IUT General overhead	\$0
83	5998	IUT/ALLOCATIONS				0	0		\$0
84	5600	TAXES/INCOME	0				900		
85	Expenses		\$2,112,515	\$41,801	\$46,042	\$270,736	\$1,876,298	\$0	\$18,311
86									
87	Net		\$702,780	(\$41,801)	(\$46,042)	(\$294,736)	\$191,322	\$0	(\$18,311)

	A	B	C	D	E	F	G	H	I
1	ACRL Annual Conf. Precons		FY2022						
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	8,540	7,875		11,286	0	No preconference in 2021.Based on one full-day preconference	\$0
4	Revenues		\$8,540	\$7,875	\$0	\$11,286	\$0		\$0
5									
6	5000	SALARIES & WAGES	1,876	2,686	11,955		0	Salaries at % of ACRL total listed in salary matrix	\$0
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	573	806	3,683	0	0	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
12	5122	BANK S/C	244			316	0	Bank Fees	\$0
13	5150	MESSANGER SERVICE				0	0	Messenger service	\$0
14	5151	DUPLICATION/OUTSIDE				0			
15	5210	TRANSPORTATION				0	0	No transportation as staff already traveling for Annual Conference	\$0
16	5212	LODGING & MEALS				0	0	No lodging and meals as staff already traveling for Annual Conference	\$0
17	5300	FACILITIES RENT				0	0	No facility rental expenses as workshops will be held in conjunction with ALA Annual Conference	\$0
18	5301	CONFERENCE EQUIPMENT RENTAL	1,032			0	0		\$0
19	5302	MEAL FUNCTIONS	1,241	850		1,260	0	42 (includes participants and speaker) @ 2 breaks @ \$15 per break = \$1,260	\$0
20	5303	EXHIBITS				0	0		\$0
21	5304	SPEAKER/GUEST EXPENSE	1,443	581		500	0	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		1,500	0	Audiovisual equipment, AV @ \$1500	\$0
23	5310	COMPUTER RENTAL/INTERNET CONNECTIONS				0	0	Internet connection, comp at convention center	\$0
24	5402	PRINTING-OUTSIDE				200	0	Printing (photocopying of conference materials): presenters provide handouts for reimbursement	\$0
25	5500	SUPPLIES/OPERATING		6		0	0	Supplies	\$0
26	5530	DEPRECIATION F/E	8	9	81	0	0		\$0
27	5543	BAD DEBT EXPENSE	175	175	175	113	0	Bad Debt 1% of revenue	\$0
28	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
29	5599	MISC EXPENSE	117	110	433	136	0	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
30	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
31	5911	IUT/OVERHEAD	2,255	2,079		2,991	0	IUT General overhead as supplied by ALA Planning and Budgeting	\$0
32	5998	IUT/ALLOCATIONS				0	0		\$0
33	5600	TAXES/INCOME							
34	Expenses		8,964	10,075	16,327	7,016	0		\$0
35									
36	Net		(424)	(2,200)	(16,327)	4,270	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Immersion National FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	142,705	196,635	172,155	154,644	154,644	IMMERSSION 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	OVHED-EXMPT REVENUE/DIVISIONS	22,598	35,413	49,910	30,070	30,070	Revenue for IMMERSSION dorm lodging: 85 participants @ \$500	\$30,070
5	4430	MISCELLANEOUS FEES				0	0		\$0
6	4490	MISCELLANEOUS REVENUE				0	0		\$0
7	Revenues		\$165,303	\$232,048	\$222,065	\$184,714	\$184,714		\$200,645
8									
9	5000	SALARIES & WAGES	9,751	20,621	15,799	16,474	16,474	Salaries calculated at % listed in salary matrix.	\$19,055
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES				0	0		\$0
12	5005	ATTRITION FACTOR				0	0		\$0
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS	2,980	6,186	4,867	5,492	5,492	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$6,344
15	5110	PROFESSIONAL SERVICES	4,000		3,057	0	0	Registration instead of competitive application process, eShow application system not needed	\$0
16	5120	LEGAL FEES				0	0		\$0
17	5121	AUDIT/TAX FEES				0	0		\$0
18	5122	BANK S/C	4,643	7,167	6,478	5,172	5,172	Bank Charges on credit cards.	\$5,117
19	5130	LOBBYING / CONSULTING							
20	5140	EQUIP/FURN REPAIRS				0	0		\$0
21	5141	MAINTENANCE AGREEMENTS							
22	5150	MESSANGER SERVICE	185	238	55	350	350	Messenger service	\$350
23	5151	DUPLICATION/OUTSIDE				0	0		\$0
24	5210	TRANSPORTATION	13,020	895	1,411	525	525	Travel-out-of-town: vicinity travel @ \$150	\$525
25	5212	LODGING & MEALS	38,059	79,546	69,388	46,075	46,075	IMMERSSION 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	5,500	Entertainment: Thursday night happy hour	\$5,500
27	5300	FACILITIES RENT	14,939	8,115	17,700	6,240	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	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
1	ACRL IIL Immersion National FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
29	5302	MEAL FUNCTIONS	16,985	(294)	15,043	17,888	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		\$0
31	5304	SPEAKER/GUEST EXPENSE	7,581	7,157	10,220	8,900	8,900	Faculty expenses	\$8,900
32	5305	SPEAKER/GUEST HONORARIUM	21,000	34,250	21,250	24,750	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)	(12,000)	Contra-expense for Immersion scholarship awards	(\$12,000)
34	5402	PRINTING-OUTSIDE	257	4,426	2,738	5,000	5,000	Printing, notebook production	\$5,000
35	5420	COPYRIGHT FEES		1,687	499	1,000	1,000	Copyright fees	\$1,000
36	5031	STAFF DEVELOPMENT		415		0	0		\$0
37	5500	SUPPLIES/OPERATING	981	5,630	436	2,700	2,700	Closing plenary materials/other supplies @ \$1500	\$2,700
38	5525	UTILITIES				0	0		\$0
39	5530	DEPRECIATION F/E	42	69	108	0	0		\$0
40	5541	COLLECTION EXPENSE							
41	5543	BAD DEBT EXPENSE	147	147	147	147	147	Bad Debt	\$147
42	5599	MISC EXPENSE	609	848	573	879	879	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.	\$1,074
43	5909	IUT/DIST CTR				0	0	IUT-Distribution	\$0
44	5910	IUT/REPRO CTR				50	50	IUT-Reprographics	\$50
45	5940	IUT/REGISTRATION PROCESSING	664	(625)		742	742	Registration processing	\$742
46	5941	IUT/CHOICE				0	0		\$0
47	5942	IUT/ADVERTISING				0	0		\$0
48	5999	IUT/MISC		(8,475)		0	0		\$0
49	5911	IUT/OVERHEAD	37,674	51,912	45,621	40,981	40,981	IUT General overhead at ALA rate	\$53,171
50	5998	IUT/ALLOCATIONS				0	0		\$0
51	5600	TAXES/INCOME							
52	Expenses		\$162,173	\$222,813	\$212,324		\$179,385		\$195,148
53									
54	Net		\$3,130	\$9,235	\$9,741		\$5,329		\$5,497

	A	B	C	D	E	F	G	H	I
1	ACRL Friends of ACRL FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4430	MISCELLANEOUS FEES				0	0	All revenues show in restricted account, 48-403-xxxx-3831	\$0
4		Revenues	\$0	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	33,988	35,633	88,013	40,550	78,215	Salaries calculated at % listed in salary matrix	\$33,277
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	10,384	10,689	27,113	12,799	26,075	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$11,080
12	5014	ANNUITY/EMPLOYER CONTRIBUTION							
13	5122	BANK S/C	582	637	752	593	711	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	3,700	9,250	Program development: \$300 for pins, ribbons, other donor recognition	\$300
15	5412	ADVERTISING/DIRECT				0	0		\$0
16	5500	SUPPLIES/OPERATING	168			0	0		\$0
17	5523	POSTAGE/E-MAIL			536	0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Friends of ACRL FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
18	5525	UTILITIES				0	0		\$0
19	5530	DEPRECIATION F/E	147	119	600	0	0		\$0
20	5531	DEPRECIATION BUILDING				0	0		\$0
21	5532	AMORT.- EQUIP N-S INTANGIBLE ASSETS				0	0		\$0
22	5533	DO NOT USE N/S Intangible Assets							
23	5560	ORG SUPPORT/CONTRIBUTION				0	0		\$0
24	5599	MISC EXPENSE	2,124	1,466	3,190	1,799	4,174	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.	\$1,875
25	5800	IMPAIRMENT / GW INTANGIBLE ASSETS							
26	5909	IUT/DIST CTR	540	522	372	521	372	IUT-Distribution	\$0
27	5910	IUT/REPRO CTR		19	182	0	190	IUT-Reprographics	\$0
28	5999	IUT/MISC				0	0		\$0
29	5911	IUT/OVERHEAD				0	0		\$0
30	5998	IUT/ALLOCATIONS				0	0		\$0
31	5600	TAXES/INCOME							
32	Expenses		\$60,245	\$65,357	\$129,998	\$59,962	\$118,987		\$48,282
33									
34	Net		(\$60,245)	(\$65,357)	(\$129,998)	(\$59,962)	(\$118,987)		(\$48,282)

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Lead/Tech Immersion FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES	45,950			0		Teaching with Technology (F2F @ ACRL 2017 /online): 40 participants @ \$850= \$31,800. 5 nonmembers @ \$950 = \$4,475. Total = \$38,750. Budgeted @ 93% = \$36,038. Based on 45 attendees. Minimum attendance: 42	
4		Revenues	\$45,950	\$0	\$0	\$0	\$0		\$0
5									
6	5000	SALARIES & WAGES	1,462				0	Salaries calculated at % listed in salary matrix	\$0
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES							
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0			
11	5010	EMPLOYEE BENEFITS	447			0	0	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
12	5110	PROFESSIONAL SERVICES				0		Technology platform for TwT track @ \$1,500. eShow proposal submission @ \$750.	
13	5122	BANK S/C	1,660			0		Bank Charges on credit cards	
14	5210	TRANSPORTATION				0		TwT held in conjunction with ACRL 2017/online	
15	5212	LODGING & MEALS				0		Staff lodging/meals not needed as programs are held in conjunction with ACRL 2017. Faculty expenses in line 5304.	
16	5300	FACILITIES RENT				0		Facility rental not needed as programs are held in conjunction with ACRL 2017 and online	
17	5301	CONFERENCE EQUIPMENT RENTAL				0		TwT Immersion: AV rental not needed as programs are held in conjunction with ACRL 2017 and online	
18	5302	MEAL FUNCTIONS	3,615			0		TwT Immersion: 47 (includes participants and faculty) @ 2 breaks @ \$10 per break	
19	5303	EXHIBITS				0			
20	5304	SPEAKER/GUEST EXPENSE	1,885			0		TwT Immersion: 4 faculty @ one night's lodging @ \$200 and one day's per diem @ \$50. Transportation on own as held in conjunction with ACRL 2017.	
21	5305	SPEAKER/GUEST HONORARIUM	17,190			0		TwT Immersion: 4 faculty @ daily rate of \$750 per day x 5 days (F2F and online) = \$3,425 each	
22	5402	PRINTING-OUTSIDE				0		Handouts: @ \$10per participant x 45	
23	5500	SUPPLIES/OPERATING				0		45 binders/dividers @ \$10 each = \$450. Misc. supplies @ \$300	
24	5530	DEPRECIATION F/E	6			0			
25	5599	MISC EXPENSE	91			0	0	Misc. Expense	\$0
26	5911	IUT/OVERHEAD	12,131			0		ALA overhead	
27	5998	IUT/ALLOCATIONS				0			
28	5600	TAXES/INCOME							
29		Expenses	\$38,486	\$0	\$0	\$0	\$0		\$0
30									
31		Net	\$7,464	\$0	\$0	\$0	\$0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Section Special Events FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4301	GRANTS AWARDS - TEMPORARILY RESTRICTED				0	0		\$0
4	4400	DONATIONS/HONORARIA	16,400	26,900	31,675	12,000	12,000	Donations for special events budgeted at typical rates.	\$12,000
5	4429	OVRHD-EXMPT REVENUE/DIVISIONS	5,329	4,382	3,212	3,125	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		\$0
7	4490	MISCELLANEOUS REVENUE				0	0		\$0
8	Revenues		\$21,729	\$31,282	\$34,887	\$15,125	\$15,125		\$15,125
9									
10	5000	SALARIES & WAGES	9,413	6,029	5,481		4,871	Salaries calculated as percentage of total as listed in salary matrix	\$5,819
11	5001	WAGES/TEMPORARY EMPLOYEES							
12	5002	OVERTIME WAGES							
13	5005	ATTRITION FACTOR				0	0		\$0
14	5009	ACCRUED VACATION WAGES				0	0		\$0
15	5010	EMPLOYEE BENEFITS	2,877	1,809	1,688	0	1,624	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$1,937
16	5122	BANK S/C	90	265	288	0	0		\$0
17	5150	MESSENGER SERVICE				200	200	Messenger service	\$200
18	5350	PROGRAM ALLOCATION	19,282	28,141	33,157	14,000	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	0	0		\$0
20	5599	MISC EXPENSE	588	248	199	298	260	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.	\$328
21	5909	IUT/DIST CTR	15	1		0	0		\$0
22	5911	IUT/OVERHEAD				0	0		\$0
23	5998	IUT/ALLOCATIONS				0	0		\$0
24	5600	TAXES/INCOME							
25	Expenses		\$32,306	\$36,513	\$40,849	\$14,498	\$20,955	\$0	\$22,284
26									
27	Net		(\$10,576)	(\$5,231)	(\$5,962)	\$627	(\$5,830)	\$0	(\$7,159)

	A	B	C	D	E	F	G	H	I
1	ACRL Immersion Licensing FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4430	MISCELLANEOUS FEES				22,500	25,000	License fee for Regional Immersion Program. Location TBD. (Note: faculty travel expenses are over and above license fee) Three day program with three faculty	\$25,000
4	4490	MISCELLANEOUS REVENUE				0	0		\$0
5	Revenues		\$0	\$0	\$0	\$22,500	\$25,000		\$25,000
6									
7	5000	SALARIES & WAGES					0	Salaries calculated at % of total ACRL per time study	\$3,557
8	5001	WAGES/TEMPORARY EMPLOYEES							
9	5002	OVERTIME WAGES							
10	5005	ATTRITION FACTOR				0	0		\$0
11	5009	ACCRUED VACATION WAGES				0	0		\$0
12	5010	EMPLOYEE BENEFITS				0	0	Benefits	\$1,184
13	5122	BANK S/C				0	0	Bank Charges on credit cards.	\$0
14	5150	MESSENGER SERVICE				500	250	Messenger service, shipping materials (standards, certificates, boxes of "stuff") to regional site.	\$250
15	5151	DUPLICATION/OUTSIDE				0			
16	5210	TRANSPORTATION	848			0	0	Travel out of town (not needed, regional host)	\$0
17	5212	LODGING & MEALS				0	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	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	0	Equipment rental: data projector, screen, flipcharts, power cords provided on a complimentary basis by host institution	\$0
20	5302	MEAL FUNCTIONS				0	0	Meal functions: morning and afternoon refreshment breaks provided by regional host.	\$0
21	5303	EXHIBITS				0	0		\$0

	A	B	C	D	E	F	G	H	I
1	ACRL Immersion Licensing FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
22	5304	SPEAKER/GUEST EXPENSE	0			0	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	8,400	Honorarium for faculty @ \$850 per day x 3 days = \$2,550 per faculty x 3 faculty, plus \$750 for lead faculty	\$8,400
24	5402	PRINTING-OUTSIDE				1,340	1,340	Notebook printing @ approx. \$15 per notebook x 56 participants plus faculty and file copies. \$500 misc. printing cushion.	\$1,340
25	5420	COPYRIGHT FEES				200	175	Copyright fees: Immersion notebook readings (Copyright Clearance Center)	\$175
26	5500	SUPPLIES/OPERATING				2,100	1,500	56 binders/dividers @ \$1,000; Misc supplies (swag) @ \$500.	\$1,500
27	5522	TELEPHONE/FAX				0	0	Telephone (for dial in access at presentation)	\$0
28	5523	POSTAGE/E-MAIL				0	0	Invitation to Apply, e-mail registration packet and brochure	\$0
29	5543	BAD DEBT EXPENSE				0	0	Bad Debt	\$0
30	5599	MISC EXPENSE				34	0	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.	\$200
31	5910	IUT/REPRO CTR				25	25	IUT-Reprographics	\$25
32	5911	IUT/OVERHEAD				2,981	3,313	License overhead @ 50% of ALA overhead rate as provided by ALA Planning and Budgeting	\$3,313
33	5998	IUT/ALLOCATIONS				0	0		\$0
34	5600	TAXES/INCOME							
35	Expenses		848	0	3,750	15,580	15,003		\$19,944
36									
37	Net		(848)	0	(3,750)	6,920	9,997		\$5,056

	A	B	C	D	E	F	G	H	I
1	ACRL Annual Conf. Programs FY2022								
2	<u>Line</u>	<u>Line Description</u>	<u>2017 Actual</u>	<u>2018 Actual</u>	<u>2019 Actual</u>	<u>2020 Budget</u>	<u>2021 Budget</u>	<u>2022 Notes</u>	<u>2022 Budget</u>
3	4400	DONATIONS/HONORARIA	16,300	15,800	14,000	16,000	16,000	Donations for Annual Conference programs and poster sessions/receptions budgeted at more typical donation rate.	\$16,000
4		Revenues	\$16,300	\$15,800	\$14,000	\$16,000	\$16,000		\$16,000
5									
6	5000	SALARIES & WAGES	16,001	11,456	15,604	10,137	13,867	Salaries @ % listed in the salary matrix	\$10,010
7	5001	WAGES/TEMPORARY EMPLOYEES							
8	5002	OVERTIME WAGES				0			
9	5005	ATTRITION FACTOR				0	0		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS	4,890	3,437	4,807	3,200	4,623	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$3,333
12	5122	BANK S/C	14	29		0	0		\$0
13	5302	MEAL FUNCTIONS	4,984	11,516	9,734	14,000	14,000	Catering at programs and poster sessions/receptions (offset by donations)	\$14,000
14	5350	PROGRAM ALLOCATION	16,956	8,065	10,278	27,700	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				2,000	2,000	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	0	0		\$0
17	5599	MISC EXPENSE	1,000	471	566	513	740	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.	\$564
18	5909	IUT/DIST CTR	6			0	0		\$0
19	5910	IUT/REPRO CTR			28	0	0		\$0
20	5600	TAXES/INCOME							
21		Expenses	\$43,920	\$35,012	\$41,123	\$57,550	\$49,080		\$41,757
22									
23		Net	(\$27,620)	(\$19,212)	(\$27,123)	(\$41,550)	(\$33,080)		(\$25,757)

	A	B	C	D	E	F	G	H	I
1	ACRL IIL Immersion Assessment FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4200	REGISTRATION FEES				0	0	Registration fees: 56 participants @ \$1,575= \$88,200. 4 nonmembers @ \$1,675 = \$6,700. Total = \$94,900. Budgeted @ 90% = \$85,410. Based on 60 attendees. Minimum attendance: 54	\$0
4	4429	OVHRD-EXMPT REVENUE/DIVISIONS				0	0	Revenue for lodging: 60 participants @ \$65 per night for four nights at Scarritt Bennett <This covers costs for participant lodging in 5212>	\$0
5	4430	MISCELLANEOUS FEES				0	0		\$0
6	4490	MISCELLANEOUS REVENUE				0	0		\$0
7	Revenues		\$0	\$0	\$0	\$0	\$0		\$0
8									
9	5000	SALARIES & WAGES					0	Salaries calculated at % listed in salary matrix	\$0
10	5001	WAGES/TEMPORARY EMPLOYEES							
11	5002	OVERTIME WAGES							
12	5005	ATTRITION FACTOR				0	0		\$0
13	5009	ACCRUED VACATION WAGES				0	0		\$0
14	5010	EMPLOYEE BENEFITS				0	0	Benefit percentage of line 5000 as provided by ALA Planning & Budgeting	\$0
15	5150	MESSENGER SERVICE				0	0	Overnight delivery (binders produced locally, "stuff" stored at UIUC)	\$0

[illegible]

	A	B	C	D	E	F	G	H	I
1	ACRL Scholarships FY2022								
2	Line	Line Description	2017 Actual	2018 Actual	2019 Actual	2020 Budget	2021 Budget	2022 Notes	2022 Budget
3	4490	MISCELLANEOUS REVENUE				0	0		\$0
4		Revenues	\$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		\$0
10	5009	ACCRUED VACATION WAGES				0	0		\$0
11	5010	EMPLOYEE BENEFITS				0	0		\$0
			81,270	28,295	82,580	43,000	101,999	ACRL Immersion Program; \$10,000. RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 years 50% profit); ALA Spectrum Scholars ACRL support for 2 scholars: \$14,000. Budgeted from ACRL's net asset balance.	\$37,000
12	5306	AWARDS							
13	5940	IUT/REGISTRATION PROCESSING		4,075		0	0		\$0
14	5999	IUT/MISC		8,475		0	0		\$0
15	5911	IUT/OVERHEAD				0	0		\$0
16	5998	IUT/ALLOCATIONS				0	0		\$0
17	5600	TAXES/INCOME							
18		Expenses	\$81,270	\$40,845	\$82,580	\$43,000	\$101,999		\$37,000
19									
20		Net	(81,270)	(40,845)	(82,580)	(43,000)	(101,999)		(\$37,000)

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3831	
4		Project Name:	Friends of ACRL-Restricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4300	Grants & Awards-Exchange	Draw down from existing balance	
9	4400	Donations/Honoraria	Donations from 25% of division-level committees (12 x \$735 = \$8820); 50% of sections (8 x \$735 = \$5880); 25% of interest groups (4 x \$735 = \$2940); ACRL Board and former board members (\$12,000); ACRL staff (\$1000)	\$30,640
10			Total Revenues	\$30,640
11	5000	Salaries & Wages	see 3831 operating	
12	5010	Employee Benefits		
13	5122	Bank Service Fees		
14	5350	Program Allocation		
15	5523	Postage & E-Mail/O/S		
16	5599	Misc. Expense		
17	5902	IUT-ITTS		
18	5905	IUT-Telephone		
19	5909	IUT-Dist. Center		
20	5910	IUT-Repro.		
21			Total Expenses	\$0
22			Net	\$30,640

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3651	
4		Project Name:	Oberly Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4600	Assets Released From Restriction		498.00
9	4420	Interest/Dividends		972.00
10			Total Revenues	1,470.00
11	5122	Bank Service Fees	Bank fees	198.00
	5306	Awards	AWARD GIVEN IN ODD YEARS - NO AWARD FOR FY22	0.00
12			Normal allocation: Award of \$300	
13	5999	IUT-Misc.		
14			Total Expenses	498.00
15			Net	972.00

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3651	
4		Project Name:	Oberly Temp Restd	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4600	Assets Released From Restriction		(\$498)
9	4420	Interest/Dividends		\$50
10			Total Revenues	(\$448)
11				
12	5999	IUT-Misc.		
13			Total Expenses	\$0
14			Net	(\$448)

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3653	
4		Project Name:	LEAB/RBMS Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4600	Assets Released From Restriction		0
9	4400	Donations/Honoraria		0
10	4420	Interest/Dividends		1,200
11			Total Revenues	1,200
12	5122	Bank Service Fees		250
13	5350	Program Allocation		0
14	5402	Printing-O/S		300
15	5404	Design Service-O/S		0
16	5523	Postage & E-Mail/O/S		150
17	5999	IUT-Misc.		
18	5999	IUT-Misc.		
19			Total Expenses	700
20			Net	500

Executive Summary

	A	B	C	D	E
1		Unit No.:	403		
2		Unit Name:	Association of College and Research		
3		Project No.:	3653		
4		Project Name:	LEAB/RBMS Temp Restd		
5					
6					FY22 Budget
7	Line#	Line Item Description	Explanation	Memo Only	\$ Amount
8	4600	Assets Released From Restriction			(\$700.00)
9	4420	Interest/Dividends			\$400.00
10	4423	L-T Invest. Gain/Loss-Unrealized			
11			Total Revenues		(\$300.00)
12					
13					
14					
15					
16					
17					
18			Total Expenses		\$0.00
19			Net		(\$300.00)

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3655	
4		Project Name:	Atkinson Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4420	Interest/Dividends		\$5,000
9			Total Revenues	\$5,000
10	5122	Bank Service Fees	Bank fees	\$1,000
	5306	Awards	AWARD PROGRAM PAUSED FOR FY22 - NO DIRECT AWARD EXPENSES	\$0
11			Normal expenses: Award @\$3000; plaque \$400 (shared with Core).	
12	5402	Printing-O/S		\$0
13	5523	Postage & E-Mail/O/S		\$0
14	5909	IUT-Dist. Center		\$0
15	5910	IUT-Repro.		
16				
17			Total Expenses	\$1,000
18			Net	\$4,000

Executive Summary

	A	B	C	D
1		Unit No.:	403	
2		Unit Name:	Association of College and Research	
3		Project No.:	3657	
4		Project Name:	ACRL LTI Unrestricted	
5				
6				FY22 Budget
7	Line#	Line Item Description	Explanation	\$ Amount
8	4420	Interest/Dividends		124,357
9			Total Revenues	124,357
10	5122	Bank Service Fees	Bank fees	18,900
11	5560	Organization Support/Contrib.	Transfer to 3200 to fund strategic initiatives	105,108
12				
13			Total Expenses	124,008
14			Net	349

404 FY22 CHOICE Budget at a Glance

4/22/2021

		FY22B	FY21F	FY20	FY19	FY18	FY17	FY16	FY15
TOTAL REVENUES		2,236,929	2,385,142	2,485,765	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390
TOTAL EXPENSES		2,460,992	2,344,387	2,425,753	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448
NET REVENUES		(224,064)	40,754	60,012	(177,990)	(132,001)	(114,765)	(236,390)	(133,058)
REVENUE									
SUBSCRIPTIONS									
3900	4110 Choice magazine	306,739	338,692	413,039	387,925	429,171	445,608	519,261	546,882
3901	4110 Reviews on Cards	60,955	62,986	74,101	92,677	100,070	116,186	141,372	148,602
	Subtotal: Choice Print	367,694	401,678	487,140	480,602	529,241	561,794	660,633	695,484
3913	4110 Choice Reviews	543,124	560,462	622,735	651,630	678,076	684,248	652,009	679,982
	Subtotal: All Choice	910,818	962,139	1,109,875	1,132,232	1,207,317	1,246,042	1,312,642	1,375,466
3905	4110 Resources for College Libraries	130,000	125,000	122,282	132,798	138,545	147,579	145,365	195,935
3918	4110 ccAdvisor (Choice)	33,000	30,000	26,577	41,100	32,130	0	0	0
4110	TOTAL SUBSCRIPTIONS	1,073,818	1,117,139	1,258,734	1,306,130	1,377,992	1,393,621	1,458,007	1,571,401
ADVERTISING & SPONSORED CONTENT									
	4140 Choice magazine	150,000	150,000	230,789	266,090	352,534	439,984	437,178	441,333
3907	4611 Commissions and agency fees	(6,750)	(6,750)	(10,179)	(7,804)	(10,856)	(17,239)	(23,274)	(30,771)
	Choice magazine net	143,250	143,250	220,610	258,286	341,678	422,745	413,904	410,562
	4143 Choice Reviews gross	30,000	41,000	60,025	146,775	183,340	196,813	163,787	183,734
3913	4610 Commissions	(1,350)	(1,845)	(1,556)	(5,407)	(5,601)	(7,743)	(\$8,589)	(9,572)
	Choice Reviews net	28,650	39,155	58,469	141,368	177,739	189,070	155,198	174,162
	4140 Content marketing: White Papers	60,000	48,000	25,000	51,100	40,000	0	0	0
	4143 Content marketing: Podcasts	35,000	36,550	17,495	15,500	15,500			
	4143 Content marketing: eBlasts	100,000	153,000	121,216	see 3913	see 3913			
3914	4143 Content marketing: Newsletters and Other	50,000	82,000	51,950	see 3913	see 3913			
	4610 Digital commissions	(8,325)	(12,220)	0					
	4611 Print commissions	(2,700)	(2,160)	(11,464)	(2,705)	(4,028)	0	0	0
	Choice content marketing net	233,975	305,170	204,196	48,395	51,472	0	0	0
	4143 ccAdvisor gross (Choice)	5,000	2,000	6,630	12,826	12,323	0	0	0
3918	4610 Commissions	(225)	(90)	(212)	(647)	(506)	0	0	0
	ccAdvisor net	4,775	1,910	6,418	12,179	11,817	0	0	0
	4143 Choice360	35,000							
3919	4610 Commissions	(1,575)							
	Choice360 Net	33,425							
	4140 Print Advertising Gross	210,000	198,000	273,284	317,190	392,534	439,984	437,178	441,333
	4143 Digital Advertising Gross	255,000	314,550	239,820	159,601	219,727	214,505	163,787	183,734
	Subtotal x webinars	465,000	512,550	513,104	476,791	612,261	654,489	600,965	625,067
	4611 Sales Commission: Print	(17,483)	(20,593)	(32,031)	(17,011)	(19,138)	(24,598)	(29,247)	(30,771)
	4610 Sales Commission: Digital	(11,475)	(14,155)	(1,768)	(6,054)	(6,208)	(8,978)	(8,589)	(9,572)
	Subtotal Commissions	(28,958)	(34,748)	(33,799)	(23,065)	(25,346)	(34,613)	(37,836)	(40,343)
	Total Advertising x Webinars	436,043	477,802	479,305	453,785	586,915	619,876	563,129	584,724
3909	4105 Webinars gross (Choice)	178,500	259,633	191,195	145,325	106,675	105,600	91,300	77,750
	4611 Webinar commissions	(8,033)	(11,683)	(10,388)	(6,443)	(4,254)	(7,359)	(5,973)	0
	Webinars net	170,468	247,949	180,807	138,882	102,421	98,241	85,327	77,750
	TOTAL ADVERTISING & SPONSORED CONTENT	614,543	737,434	670,500	599,110	693,590	725,476	654,429	662,474
ROYALTIES									
3900	4421 Choice (CCC, reprints, etc.)	1,300	1,300	680	1,370	931	6,189	1,318	271
3902	4421 Choice reviews	477,768	480,268	486,539	513,321	514,160	561,853	500,089	492,013
3905	4421 Resources for College Libraries	10,000	10,000	18,000	7,000	15,000	78,500	119,964	130,483
	TOTAL ROYALTIES	489,068	491,568	505,219	521,691	530,091	646,542	621,371	622,767
MISCELLANEOUS SALES									
3900	4109 Misc. Sales	2,500	2,000	2,589	158	1,847	5,638	7,102	6,659
3913	4109 EBSCO affiliate fee	12,000	12,000	12,000	12,000	12,000			
	TOTAL MISC SALES	14,500	14,000	14,589	12,158	93,560	87,728	78,064	86,659
MISCELLANEOUS REVENUE									
3900	4490 Remaindered books	45,000	25,000	36,723	81,775	118,051	87,126	81,104	74,089
	TOTAL MISC REVENUE	45,000	25,000	36,723	81,775	118,051	87,126	81,104	74,089
				51,312	93,933	211,611	174,854	159,168	160,748
TOTAL REVENUES		2,236,929	2,385,142	2,485,765	2,520,864	2,813,284	2,940,493	2,892,975	3,017,390
EXPENSES									
	Payroll and Related Expenses	1,633,743	1,511,776	1,508,575	1,665,237	1,618,841	1,586,901	1,380,512	1,388,005
	Outside Services	74,281	66,831	86,062	101,658	187,180	322,293	438,545	411,743
	Travel and Related Expenses	11,350	500	10,271	41,543	38,949	48,575	52,412	48,851
	Meetings and Conferences	13,000	0	1,250	11,771	13,658	12,495	11,752	11,463
	Publication-related Expenses	246,975	274,875	274,467	260,373	303,821	308,158	487,107	503,325
	Operating Expenses	206,359	188,255	244,113	308,930	421,091	394,287	410,142	388,720
	TOTAL DIRECT EXPENSES	2,185,708	2,042,237	2,124,738	2,389,512	2,583,540	2,672,709	2,780,470	2,752,107
	TOTAL INDIRECT EXPENSES	(37,348)	(38,881)	(57,597)	(63,083)	(59,354)	(55,257)	(89,222)	(73,153)
	IUT/Overhead	296,393	316,031	329,364	334,014	371,353	388,206	374,640	383,209
	IUT/Allocations (Liberty Square)	16,240	25,000	29,248	38,411	49,746	55,905	63,477	81,980
	UBIT	0	0	0	0	0	(6,305)	0	6,305
	TOTAL OVERHEAD	312,633	341,031	358,612	372,425	421,099	437,806	438,117	471,494
TOTAL EXPENSES		2,460,992	2,344,387	2,425,753	2,698,854	2,945,285	3,055,258	3,129,365	3,150,448

FY22B

		ADMIN	CHOICE MAGAZINE	REVIEWS ON CARDS	REVIEW LICENSING	RCL	ADV SALES CHOICE	ADV SALES ACRL	WEBINARS	MARKETING & PUBLICITY	CHOICE REVIEWS	CONTENT MARKETING	CHOICE BUILDING	CC ADVISOR	C360	LTI	
DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
Sales/Pamphets	4101																0
Sales Audiovisual	4102																0
Sales/On-line	4103																0
Sales/Rental-Mail Lists	4104																0
Sales/Webinars, Webcasts. Web CE	4105								178,500								178,500
Sales/ALA Store	4108																0
Sales/Miscellaneous	4109		2,500			0					12,000						14,500
Subtotal-Other Sales		0	2,500	0	0	0	0	0	178,500	0	12,000	0	0	0	0	0	193,000
																	0
Subscriptions	4110		306,739	60,955		130,000					543,124			33,000			1,073,818
Subtotal-Subscriptions		0	306,739	60,955	0	130,000	0	0	0	0	543,124	0	0	33,000	0	0	1,073,818
																	0
Advertising/Gross	4140						150,000					60,000					210,000
Advertising/Classified	4142																0
Advertising/Online	4143										30,000	185,000		5,000	35,000		255,000
Comm/Online Advertising	4610										(1,350)	(8,325)		(225)	(1,575)		(11,475)
Comm/Sales Rep	4611						(6,750)		(8,033)			(2,700)					(17,483)
Comm/Adv. Agency	4612																0
Subtotal-Advertising		0	0	0	0	0	143,250	0	(8,033)	0	28,650	233,975	0	4,775	33,425	0	436,043
																	0
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		1,300		477,768	10,000											489,068
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		45,000														45,000
Subtotal-Misc.		0	46,300	0	477,768	10,000	0	0	0	0	0	0	0	0	0	0	534,068
																	0
TOTAL REVENUES		0	355,539	60,955	477,768	140,000	143,250	0	170,468	0	583,774	233,975	0	37,775	33,425	0	2,236,929

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
		91%				6%	3%	0%									
Salaries & Wages	5000	1,124,308	0	0	0	72,503	35,830	0	0	0	0	0	0	0	0		1,232,641
Temp Employees-In-House	5001	8,580	0			0	0	0	0			0			0		8,580
Overtime/Wages	5002	0	0	0			3,500	0	0		0	0		0	0		3,500
Attrition Factor	5005																0
Accrued Vacation	5009																0
Employee Benefits	5010	354,832	0	0	0	22,882	11,308	0	0	0	0	0	0	0	0		389,022
Tuition Reimbursement	5015																0
Prof Memberships	5016	0	0														0
Payroll & Related Exp.		1,487,720	0	0	0	95,385	50,638	0	0	0	0	0	0	0	0	0	1,633,743
																	0
Temp Employee/Outside	5100	0	0			0					0						0
Professional Services	5110	31,700	0	0		(51,500)	0		0	0	0	10,000		1,875	27,000		19,075
Legal Fees	5120																0
Audit/Tax Fees	5121																0
Bank Service Fees	5122	15,000					0										15,000
Repairs/Maintenance	5140	12,276	0				0						27,930		0		40,206
Messenger Service	5150																0
Duplication/Outside	5151																0
Outside Services		58,976	0	0	0	(51,500)	0	0	0	0	0	10,000	27,930	1,875	27,000	0	74,281
																	0
Transportation	5210	1,800	0			0	315	135		450	0	450		0	0		3,150
Lodging & Meals	5212	4,400	0			0	770	330		1,100	0	1,100		0	0		7,700
Entertainment	5214	0															0
Business Meetings	5216	0	0			0	350	150				0		0			500
Travel and Related Expenses		6,200	0	0	0	0	1,435	615	0	1,550	0	1,550	0	0	0	0	11,350
																	0
Facilities Rent	5300									0							0
Conference Equipment Rental	5301									7,000				0			7,000
Meal Functions	5302									0				0			0
Exhibits	5303									6,000				0			6,000
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	13,000	0	0	0	0	0	0	13,000

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
																	0
Editl/Proofreading-O/S	5400		5,000	0	0						0			1,250			6,250
Typesetting/Comptn-O/S	5401		100														100
Printing-O/S	5402		80,000	25,500			0	0		600		0		0			106,100
Binding-O/S	5403																0
Design Service-O/S	5404		0				0	0	0	2,300		0		100	0		2,400
Review Service	5406																0
Mail Service-O/S	5410		21,800	6,000						500				0			28,300
Advertising/Space	5411									2,000				400			2,400
Advertising/Direct	5412									500				0			500
Mail List Rental	5413									0				0			0
Supplies/Production	5414		4,200	3,800													8,000
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	35,580			8,010	1,135		49,525
Webinars/Webcasts/Web CE Exp	5431								6,750								6,750
Purchased Inventory	5432																0
Order Processing/Fulfillment	5433		36,000											250			36,250
Cost of Sales	5480																0
Inventory Adjustment	5490																0
Inventory Reserve Adjustment	5499																0
Publication Related Expenses		0	152,300	35,300	0	0	0	0	6,750	5,900	35,580	0	0	10,010	1,135	0	246,975
																	0
Staff Recruitment/Relocation	5030	0	0			0											0
Staff Development	5031	0	0			0	0	0		0	0						0
Supplies/Operating	5500	9,000					0	0	0			0					9,000
Equipment/Software-Minor	5501	8,340								7,488		532			0		16,360
Ref Matls/Periodicals	5502		16,636			0											16,636
Insurance	5510																0
Equipment Rental/Lease	5520	3,288				0											3,288
Space Rent	5521												18,000				18,000
Telephone & Fax/O/S	5522	8,259	450				294	126		0			0	0			9,129
Postage & E-Mail/O/S	5523	44,380	0			0	0	0	0	0			0				44,380
Utilities	5525												17,364				17,364
Depr/Furn & Equipment	5530	3,833	5,316								31,788			0	0		40,937
Depr/Building	5531																0
Amortization/Equip Lease	5532													57,230			57,230
Royalty Expense	5540								0								0
Bad Debt Expense	5543						0										0
Interest Expense	5544																0
Taxes/Property	5545	0	0														0
Promotion	5550									1,150				0			1,150
Organization Support/Contrib.	5560	0															0
Misc. Expense	5599	1,500	0			0							0	(28,615)			(27,115)
Operating Expenses		78,600	22,402	0	0	0	294	126	0	8,638	31,788	532	35,364	28,615	0	0	206,359

DESCRIPTION	#	0000	3900	3901	3902	3905	3907	3908	3909	3910	3913	3914	3917	3918	3919	3921	TOTAL
																	0
IUT-Marketing	5900																0
IUT-Prod. Serv./Adm. Fee	5901																0
IUT-ITTS	5902									0							0
IUT-Subscription Processing	5903		0														0
Transfer to/from Endowment	5904	0				0										(42,840)	(42,840)
IUT-Telephone	5905																0
IUT-Order Billing	5906						0	0							0		0
IUT-Maint.	5908																0
IUT-Dist. Center	5909																0
IUT-Repro.	5910																0
IUT-Copy Editing/Proofreading	5912																0
IUT-Composition/Alteration	5913																0
IUT-Registration Processing	5940																0
IUT-CHOICE	5941	10,766															10,766
IUT-Advertising	5942							(741)	(4,533)	0							(5,274)
IUT-Misc.	5999	0															0
Total IUTs		10,766	0	0	0	0	0	(741)	(4,533)	0	0	0	0	0	0	(42,840)	(37,348)
Total Direct Expenses		1,642,262	174,702	35,300	0	43,885	52,367	0	2,217	29,088	67,368	12,082	63,294	40,500	28,135	(42,840)	2,148,359
Contribution Margin		(1,642,262)	180,837	25,655	477,768	96,115	90,884	0	168,251	(29,088)	516,406	221,893	(63,294)	(2,725)	5,290	42,840	88,569
																	0
IUT-General Overhead	5911		47,109	8,077	63,304	18,550	18,981		22,587		77,350	31,002		5,005	4,429		296,393
																	0
Total Expenses Excl. Alloc		1,642,262	221,811	43,377	63,304	62,435	71,347	0	24,803	29,088	144,718	43,084	63,294	45,505	32,564	(42,840)	2,444,752
																	0
IUT-Allocations	5998												16,240				16,240
																	0
Total Exp. Incl. OH & Alloc.		1,642,262	221,811	43,377	63,304	62,435	71,347	0	24,803	29,088	144,718	43,084	79,534	45,505	32,564	(42,840)	2,460,992
Net Rev/(Exp) Before Taxes		(1,642,262)	133,728	17,578	414,464	77,565	71,903	0	145,664	(29,088)	439,056	190,891	(79,534)	(7,730)	861	42,840	(224,064)
																	0
Taxes/Income	5600	0	0			0	0		0		0			0	0		0
																	0
TOTAL EXPENSES INCLUDING TAXES		1,642,262	221,811	43,377	63,304	62,435	71,347	0	24,803	29,088	144,718	43,084	79,534	45,505	32,564	(42,840)	2,460,992
Net Rev/(Exp) After Taxes		(1,642,262)	133,728	17,578	414,464	77,565	71,903	0	145,664	(29,088)	439,056	190,891	(79,534)	(7,730)	861	42,840	(224,064)
Net Assets at End of Yr		3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	3/8/2021	2,423,995

Unit No.:	404
Unit Name:	CHOICE
Project No.:	0000
Project Name:	Administrative (G&A)

LINE # LINE ITEM DESCRIPTION

EXPENSES

LINE # LINE ITEM DESCRIPTION

\$1,163,559

FY22B

5000	Salaries & Wages	All Choice	% this Project	0000	
		\$ 1,247,996	0.00%	\$ 1,124,308	1,124,308

64	5001	Temp Employees In-House	Interns	FY22B	
				\$8,580	
				\$8,580	8,580

65	5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk		\$0
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			Rate	Benefits	
		Staff	31.50%	\$354,157	
		Temps	15.00%	\$1,287	
5010	Employee Benefits			\$355,444	354,832

70	5016	Prof Memberships	Professional association memberships		\$0
					0

Subtotal - Payroll & Related Expense \$1,487,720

		Position	Hours	Avg Rate	FY22B	
					\$0	
					\$0	
74	5100	Temp Employee/Outside	Totals		\$0	0

		Description		FY22B	
		Network & disaster recovery support svcs/Synergy	Network Synergy	\$31,700	
				\$0	
75	5110	Professional Services		\$31,700	31,700

				FY19	FY22B	
78	5122	Bank Service Fees	Bank service fees on CHOICE accounts--ALL PROJECTS go here	2.85%	\$ 12,597	\$15,000
						15,000

		Description		FY22B	
		Repairs/Maint - Server warranty/maint	\$	1,360.00	
		Repairs/Maint - Router, firewall warranty.maint	\$	1,016.00	
		Repairs/Maint - Web appliance	\$	2,070.00	
		Repairs/Maint - SSL licensing	\$	200.00	
		Repairs/Maint - Virtual management software, apps	\$	1,130.00	
		Repairs/Maint - Copier, printers svc	\$	3,900.00	
		Repairs/Maint - Software assurance	\$	2,600.00	
79	5140	Repairs/Maintenance		\$0	\$0
				\$ 12,276	12,276

Subtotal - Outside Services 58,976

		Conference	Events	Staff	Cost	FY22B	
		SPOS	0	0	\$450	\$0	
		Charleston	1	0	\$450	\$0	
		ALA Midwinter	1	0	\$450	\$0	
		ALA Annual	1	3	\$450	\$1,350	
		ACRL Biannual Conference	0	0	\$450	\$0	
		Other	1	1	\$450	\$450	
85	5210	Transportation	4	4		\$1,800	1,800

		Conference	Events	Staff	Cost	FY22B	
		SPOS	0	0	\$1,100	\$0	
		Charleston	1	0	\$1,100	\$0	
		ALA Midwinter	1	0	\$1,100	\$0	
		ALA Annual	1	3	\$1,100	\$3,300	
		ACRL Biannual Conference	0	0	\$1,100	\$0	
		Other	1	1	\$1,100	\$1,100	
86	5212	Lodging & Meals	4	4		\$0	\$4,400
						\$4,400	4,400

				FY22B	
				\$0	
5214	Entertainment			\$0	0

				FY22B	
			Includes conference registrations (except 3918)	\$0	
88	5216	Business Meetings		\$0	0

Subtotal - Travel and Related Expenses \$ 6,200

				FY22B	
		Choice360 is at 3910		\$0	
5430	Web Operating Expenses			\$ -	0

Subtotal - Publication-Related Expenses \$ -

		Item	#	Est. Cost	FY22B	
		Recruiting expense/local searches	0	\$1,000	\$0	
		Recruiting expense/national searches	0	\$7,500	\$0	
131	5030	Staff Recruitment/Relocation	Total		\$0	0

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Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

	LINE #	LINE ITEM DESCRIPTION	- Racial Justice in new project 3919						FY22B
		Billing	Conference	Events	Staff	Cost		FY22B	
			Billed at 0000					\$0	
								\$0	
								\$0	
								\$0	
85	5210	Transportation				\$0		\$0	0
		Billing	Conference	Events	Staff	Cost		FY22B	
			Billed at 0000					\$0	
								\$0	
								\$0	
								\$0	
86	5212	Lodging & Meals						\$0	0
		Event/Location		Events	Avg. Cost			FY22B	
88	5216	Business Meetings	Meetings with business partners & prospects	0	\$250			\$0	0
								\$0	
		Subtotal - Travel and Related Expenses						0	
		Description						FY22B	
107	5400	Edit/Proofreading-O/S	Copiediting Allocation					\$5,000	
			Total editorial & proofreading					\$5,000	5,000
		Description						FY22B	
108	5401	Typesetting/Comptn-O/S	Walsworth					\$100	100
		Description						FY22B	
109	5402	Printing-O/S	Walsworth					\$80,000	80,000
111	5404	Design Service-O/S				\$0		\$0	0
		Type of Service						FY22B	
113	5410	Mail Service-O/S	Mailing and postage for magazine (12 issues):postal service and Walsworth			\$		20,000	
			Fulfillment mailing services (ESP/USPS)			\$		1,800	
			Total Mailing Expense			\$		21,800	21,800
								FY22B	
117	5414	Supplies/Production	Layout and printing supplies (stripping)					\$4,200	4,200
								FY22B	
118	5415	Pre-Press/Photo Services	Pre-press graphics services (primarily covers)	\$	-			\$0	0
								FY22B	
120	5420	Copyright Fees	Copyright Office registration fees					\$600	400
								FY22B	
				Pubs	Unit	Months		Total	
		ESP All Choice pubs go here except CCA in 3918		3	\$135	12		\$4,800	
	5430	Web Operating Expenses						Total	\$4,800
								\$4,800	4,800
		Vendor/Description						FY22B	
124	5433	Order Processing/Fulfillment	ESP/fulfillment expenses: includes Choice, Cards, and Choice Reviews (CCA at 3918)			\$		36,000	36,000
		Subtotal - Publication Related Expenses						152,300	
		Item		#	Est. Cost			FY22B	
		Recruiting expense/local searches		\$0	\$1,000			\$0	
131	5030	Staff Recruitment/Relocation	Recruiting expense/national searches	\$0	\$7,500			\$0	0
		Total						\$0	
132	5031	Staff Development						\$0	0
								\$	-
	5501	Equipment/Software-Minor						\$0	0
		Item						FY22B	
		OCLC access charges (ALA Library IUT)						15,636	
		OCLC publishing services/bib data agreement				\$			
		EBSCO subscription at ALA						1,000	
135	5502	Ref Matls/Periodicals	Other reference materials			\$		16,636	16,636

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3900
Project Name:	Choice Magazine

LINE #

LINE ITEM DESCRIPTION

- Racial Justice in new project 3919

FY22B

139	5522	Telephone & Fax/O/S	Item	FY22B	
			ESP phone charges (all Choice pub go here)	\$450	
			Total	\$450	

140	5523	Postage & E-Mail/O/S	Item	FY22B	
			Choice mailroom: moved to 0000	\$0	
			Total	\$0	

142	5530	Depr/Furn & Equipment	Accrued Prior Year depreciation	FY22B	
				\$5,316	
			Total	\$5,316	

145	5540	Royalty Expense	Fee(s) for outside contributors to the magazine	\$0	0
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148	5545	Taxes/Property	CHOICE property tax (postage meter/computer leases)	FY22B	
				\$0	
				\$0	

151	5599	Misc. Expense	Miscellaneous office expenses	FY22B	
				\$0	
				\$0	

Subtotal - Operating Expenses

22,402

158	5903	IUT-Subscription Processing		FY22B	
			\$ -		

Subtotal - Inter-Unit Transfers

\$0

178	5911	IUT-General Overhead	FY2019 ALA overhead charges	Rate	FY17 Revenue	FY22B	
			4104 Rental Mail lists	13.25%	\$0	\$0	
			4109 Sales/Misc	13.25%	\$2,500	\$331	
			4110 Subscriptions	13.25%	\$306,739	\$40,643	
			4421 Royalties	13.25%	\$1,300	\$172	
			4490 Misc. Revenue	13.25%	\$45,000	\$5,963	
					\$355,539	\$47,109	

188	5600	Taxes/Income	FY15 UBIT set-aside	FY14	FY15B	FY22B	
				\$0	\$0	\$0	

Subtotal - Overhead and Taxes

47,109

TOTAL PROJECT EXPENSES

\$221,811

NET PROJECT REVENUE

\$133,728

NET PROJECT REVENUE **\$17,578**

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3902
Project Name:	Choice Reviews Licensing

LINE #LINE ITEM DESCRIPTION

REVENUES

FY22B

		Revenues received from license agreements with publishing partners; details below		FY20	FY22B
		B&T: Content Café and Title Source		\$ 38,522	\$ 35,000
					\$ -
		EBSCO: OAT		\$ 7,500	\$ 7,500
		EBSCO: GOBI		\$ 100,200	\$ 100,000
		Emery Pratt		\$ 1,500	\$ 1,000
		Gale/Cengage		\$ 27,885	\$ 27,500
		Ingram: iPage		\$ 12,750	\$ 12,750
		Midwest		\$ 2,800	\$ 2,500
		OCLC: OAT		\$ 4,109	\$ 4,000
		OCLC: SCS		\$ 25,000	\$ 25,000
		ProQuest: Oasis		\$ 27,895	\$ 25,000
		ProQuest: Summon		\$ 52,000	\$ 45,000
		ProQuest: Ebook Central		\$ 10,000	\$ 10,000
		ProQuest: BIP, Syndetics		\$ 210,474	\$ 182,518
52	4421 Royalties-Exempt	Total		\$ 520,635	\$ 477,768

TOTAL PROJECT REVENUES \$477,768
\$119,442

EXPENSES

LINE #LINE ITEM DESCRIPTION

63	5000 Salaries & Wages	All Choice	% this Project	\$3,902	
		\$ 1,247,996	0.000%	\$0	\$0
68	5010 Employee Benefits	33% of staff salary #5000 and 15% of #5001 and #5002	31.50%		FY22B \$0 \$0
Subtotal - Payroll & Related Expense				\$0	
75	5110 Professional Services				FY22B
Subtotal - Outside Services					
	5400 Edit/Proofreading-O/S	Description			FY22B
		Copyediting Allocation			\$0
		Total editorial & proofreading			\$0 0
Subtotal - Publication Related Expenses				0	
	5911 IUT-General Overhead	Line Item	Revenue \$	Rate	O/H Charge
		\$4,421 Royalties	\$477,768	13.25%	\$63,304 \$63,304

Subtotal - Overhead and Taxes \$63,304
\$15,826
TOTAL PROJECT EXPENSES \$ 63,304
NET PROJECT REVENUE \$ 414,464

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3905
Project Name:	Resources for College Libraries

LINE # LINE ITEM DESCRIPTION

REVENUES

FY22B

22	4109	Sales/Miscellaneous	Bowker expense reimbursements (per agreement)							FY22B	\$0	\$0
26	4110	Subscriptions	ProQuest Choice (@50%)	Units	Price	Gross	Split			FY22B		
				0	\$	850	\$	-	50%	\$	130,000	
										\$	-	
							Total			\$	130,000	130,000
52	4421	Royalties-Exempt	Licensing Revenues							FY22B		
								Ebook Central license to RCL matches (50% of ProQuest royalty; remaining 50% in 3902)			\$10,000	
								Total			\$10,000	10,000
TOTAL PROJECT REVENUES											\$140,000	

LINE #

EXPENSES

FY16

63	5000	Salaries & Wages				All Choice	% this Project	3905				
						\$	1,247,996.00	0.000%		\$72,503	\$72,503	
64	5001	Temp Employees-In-House								FY22B	\$0	0
68	5010	Employee Benefits								FY22B		
									15.00%	\$0		
									31.50%	\$22,838		
										\$	21,481	22,882
70	5016	Staff memberships in professional associations									\$0	0
Subtotal - Payroll & Related Expense										\$	95,385	
74	5100	Temp Employee/Outside	Publishing Assistant			Hours	Avg Rate			FY22B	\$0	0
						0	\$21.00					
	5110	Professional Services	Subject Editor honoraria Editorial remimbusement				73	\$500		FY22B		
											36,500	
											(88,000)	
											(51,500)	(51,500)
Subtotal - Outside Services										\$	(51,500)	
85	5210	Transportation	Conference/Meeting ALA Midwinter ACRL National Conferer ALA Annual			Staff	Cost			FY22B		
						0	\$450				\$0	
						0	\$450				\$0	
						0	\$450				\$0	
											\$0	0
86	5212	Lodging & Meals	Conference/Meeting ALA Midwinter ACRL National Conferer ALA Annual			Staff	Cost			FY22B		
						0	\$1,100				\$0	
						0	\$1,100				\$0	
						0	\$1,100				\$0	
											\$0	0
88	5216	Business Meetings	Event/Location Meetings with vendors & business partners			# Events	Avg. Cost			FY22B		
						0	\$125				\$0	
											\$0	0
Subtotal - Travel & Related Expenses										\$	-	
97	5305	Speaker/Guest Honorarium								FY22B	\$0	0
Subtotal - Meetings & Conferences											0	

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3905
Project Name:	Resources for College Libraries

LINE # LINE ITEM DESCRIPTION

121	5430	Web Operating Expenses	Description	FY14	FY15B	FY22B			
			Iron Mountain/verification of updated RCL software deposit	\$0	\$9,500	\$0			
				\$0	\$9,500	\$0			
Subtotal - Publication Related Expenses							\$ -		
131	5030	Staff Recruitment/Relocation		FY14	FY15B	FY22B			
				\$0	\$0	\$0	0		
132	5031	Staff Development					\$0 0		
135	5502	Ref Mats/Periodicals	Print and electronic reference materials	FY14	FY15B	FY22B			
				\$0	\$0	\$0	0		
137	5520	Equipment Rental/Lease	Leased equipment monthly rental fees	FY14	FY15B	FY22B			
				\$0	\$0	\$0	0		
140	5523	Postage & E-Mail/O/S		FY14	FY15B	FY22B			
				\$211	\$125	\$0	0		
151	5599	Misc. Expense	Miscellaneous office expense	FY14	FY15B	FY22B			
				\$0	\$50	\$0	0		
Subtotal - Operating Expenses							\$ -		
159	5904	Transfer to/from Endowment	Description	FY14	FY15B	FY22B			
			LTI interest transfer to RCL project	\$0	\$0	\$0	0		
Subtotal - IUT's							\$ -		
178	5911	IUT-General Overhead	FY15 ALA overhead charges	Line	Description	Rate	2015 Revenue	FY22B	
				4109	Sales/Miscellaneous	13.25%	\$0	\$0	
				4110	Subscriptions	13.25%	\$130,000	\$17,225	
				4421	Royalties	13.25%	\$10,000	\$1,325	
					Totals		\$140,000	\$18,550	
188	5600	Taxes/Income		FY13	FY14B	FY22B			
				\$0	\$0	\$0	0		
Subtotal- Overhead and Taxes							18,550		
TOTAL PROJECT EXPENSES							\$ 62,435		
NET PROJECT REVENUE							\$ 77,565		

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3907
Project Name:	Choice Advertising
For webinars, see project 3909; for mobile app, see project 3904	

LINE # LINE ITEM DESCRIPTION

REVENUES

										FY22B
30	4140	Advertising/Gross							67.26%	
			Revenue History	FY18	FY19	FY20 Gross	FY21B		FY22B	
			Magazine Ad Sales Revenues (gross)	\$352,534	\$266,090	\$223,000	\$200,000	\$	150,000	
			Total Gross				\$		150,000	
			Print Sales Commission Rate						4.50%	
			Print Sales Commissions						(6,750.00)	
			Net Ad Revenues						143,250.00	
										\$150,000
				4.50%		Choice Magazine Ad Sales Revenues (gross)			(6,750.00)	
34	4611	Print Comm/Sales Rep							0.00	
								Total	(6,750.00)	(6,750)
			TOTAL PROJECT REVENUES							\$143,250

LINE # LINE ITEM DESCRIPTION

EXPENSES

63	5000	Salaries & Wages	Project 3907 share	All Choice	% this Project		FY22B	
				\$1,247,996	0.000%		\$35,830	\$35,830
64	5001	Temp Employees-In-House	Position				FY22B	
			Webinar/Ad Sales Support Coordinator	\$	-	\$	-	\$0
65	5002	Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk				FY22B	
			Total Overtime				\$3,500	\$3,500
			Project 3907 share				-	
68	5010	Employee Benefits	Ad Sales Benefit Calculation	Amount	Benefit %	Benefit \$		
			5000 Project Salaries & Wages	\$35,830	31.50%	\$11,286		
			5001 Temp Employees In-House	\$0	15.00%	\$0		
			5002 Overtime Wages	\$3,500	15.00%	\$525		
				\$39,330		\$11,811		\$11,308
			Subtotal - Payroll & Related Expense					\$50,638
75	5110	Professional Services	Outside and freelance labor				FY22B	
							\$0	\$0
78	5122	Bank Service Fees	Bank service fees on ad sales accounts: Moved to 0000				FY22B	
							\$0	\$0
79	5140	Repairs/Maintenance	Annual maintenance fee/ad sales system	Spacemaster			FY22B	
							\$0	\$0
			Subtotal - Outside Services					\$0
85	5210	Transportation	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total	
				Charleston	0	\$450	\$0	
				ALA Midwinter	0	\$450	\$0	
				ALA Annual	1	\$450	\$450	
				ACRL Biannual Conference	0	\$450	\$0	
				Other	0	\$450	\$0	
						Total	\$450	
					Project 3907 share	70%	\$315	\$315
86	5212	Lodging & Meals	Billing	Conference	# Ad Sales Staff	Avg. Cost	Total	
				Charleston	0	\$1,100	\$0	
				ALA Midwinter	0	\$1,100	\$0	
				ALA Annual	1	\$1,100	\$1,100	
				ACRL Biannual Conference	0	\$1,100	\$0	
				Other	0	\$1,100	\$0	
						Total	\$1,100	
					Project 3907 share	70%	\$770	\$770
88	5216	Business Meetings	Event	Meetings with advertisers	# Events	Avg. Cost	Total	
					5	\$100	\$500	
					Project 3907 share	70%	\$350	\$350
			Subtotal - Travel & Related Expenses					\$1,435
109	5402	Printing-O/S	CHOICE Ad Sales Promo Printing Expense				FY22B	
				OAT certificates			inventory	
			(Switched to electronic media kit in 2010)	OAT seals, etc.			inventory	
							\$0	\$0

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135	\$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	FY22B
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63	5000 Salaries & Wages		All Choice	% this Project	3908		
			\$1,247,996	0.000%	\$	-	\$0

64	5001 Temp Employees-In-House	Position	FY14	FY15B	FY22B		
		Webinar/Ad Sales Support Coordinator	\$	-	\$	-	\$0

65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime	FY22B			
			Project 3908 share	\$0.00			

68	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

Subtotal: Payroll and Related Expenses \$0

85	5210 Transportation	Billing	Conference	FY22B			
				Project 3908 share	30%	\$135	\$135

86	5212 Lodging & Meals	Billing	Conference	FY22B			
				Project 3908 share	30%	\$330	\$330

88	5216 Business Meetings	Event	# Events	Avg. Cost	Total		
		Meetings with advertisers	5	\$100	\$500		
			Project 3908 share	30%	\$150		\$150

Subtotal - Travel & Related Expenses \$615

109	5402 Printing-O/S	Ad Sales Promotion Printing Expenses	FY22B				
			\$0				\$0

111	5404 Design Service-O/S	Ad Sales Promotion Design Expenses	FY22B				
			\$0				\$0

Subtotal - Publication Related Expenses \$0

132	5031 Staff Development	Total					
		\$0					\$0

133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders	FY14	FY15B	FY22B		
			\$200	\$300	\$0		\$0
		Project 3908 share	\$60	\$90	\$0		

139	5522 Telephone & Fax/O/S	Item	FY22B				
		Local & long-distance phone/ad sales	\$420				\$126
		Project 3908 share	\$	126			

140	5523 Postage & E-Mail/O/S	Item	FY22B				
		Mailroom postage; overnight delivery services	\$0				\$0

Subtotal - Operating Expenses \$126

	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing	FY22B				
			\$0				\$0
			30%	\$0			

169	5942 IUT-Advertising	CHOICE charges to ACRL for ad sales	FY22B				
			(\$741)				(\$741)

Subtotal - Inter-Unit Transfers (\$741)

TOTAL PROJECT EXPENSES \$0
NET PROJECT REVENUE \$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3909
Project Name:	Choice/ACRL Webinars

LINE #	LINE ITEM DESCRIPTION	\$6,500
REVENUES		

										FY22B
20	4105 Sales/Webinars, Webcasts. Web CE		Commission Rate	Number	Rate	Gross	Transfer Rate	Revenue		
		Sales		28	\$ 7,500	210,000	85%	178,500		
		Commission	4.50%			(9,450)	85%	(8,033)		
		Net Sales				200,550		170,468		
							Revenue to ACRL	31,500		
							Commissions to ACRL	(1,418)		
								\$178,500		
34	4611 Comm/Sales Rep			Rate	Gross	Split	Share			
			Choice	4.50%	(9,450.00)	0.85	(8,033)			
			ACRL			0.15	(1,418)			
			Total				(9,450)		(8,033)	
TOTAL PROJECT REVENUES								\$170,468		

LINE #	LINE ITEM DESCRIPTION
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EXPENSES						
63	5000 Salaries & Wages		All Choice	% this Project	\$3,909	
			\$1,247,996	0.000%	\$0	\$0
64	5001 Temp Employees-In-House			TOTAL	\$	-
65	5002 Overtime/Wages	Non-exempt staff time in excess of 35 hours/wk	Total Overtime			
				TOTAL	\$	-
68	5010 Employee Benefits	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	
		TOTAL	\$0		\$0	\$0
				Subtotal - Payroll & Related Expense		\$0
75	5110 Professional Services	Outside and freelance labor			FY22B	\$0
					\$0	\$0
				Subtotal - Outside Services		\$0
111	5404 Design Service-O/S				FY22B	\$0
					\$0	\$0
	5431 Webinars/Webcasts/Web CE Exp	Hosting and production (Zoom)			FY22B	\$6,750
					\$6,750	\$6,750
				Subtotal - Publication Related Expenses		\$6,750
133	5500 Supplies/Operating	General office supplies, e.g. paper, file folders			FY22B	\$0
					\$0	\$0
					\$0	\$0
140	5523 Postage & E-Mail/O/S	Item			FY22B	\$0
		Mailroom postage; overnight delivery services			\$0	\$0
	5540 Royalty Expense	Item	Gross Revenue	Rate	FY22B	\$0
		ACRL	\$178,500	0.0%	\$0	\$0
					\$0	\$0
				Subtotal - Operating Expenses		\$0
169	5942 IUT-Advertising	Charge back to ACRL	Expense	Gross	Transfer Rate	FY22B
			M. Derks	\$23,473	15%	\$3,521
			Subtotal - Outside Services	\$0	15%	\$0
			Subtotal - Publication Related Expenses	\$6,750	15%	\$1,013
			Subtotal - Operating Expenses	\$0	15%	\$0
			\$30,223	Total		(\$4,533)
						(\$4,533)
				Subtotal - Inter-Unit Transfers		(\$4,533)
178	5911 IUT-General Overhead		Revenue \$	Rate	O/H Charge	
			Sales	178,500	0	23,651
			Commissions	(8,033)	0	(1,064)
			TOTAL			22,587
						\$22,587
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$170,468	0.00%	\$0
						\$0
				Subtotal- Overhead and Taxes		\$22,587
				TOTAL PROJECT EXPENSES		\$24,803
				NET PROJECT REVENUE		\$145,664

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE #	LINE ITEM DESCRIPTION						FY22B
	EXPENSES						
			All Choice	% this Project	\$3,910		
63	5000 Salaries & Wages		\$1,247,996	0.000%	\$0		\$0
68	5010 Employee Benefits			32%	\$0		\$0
		Subtotal - Payroll & Related Expense			\$0		
		Type of Project			FY22B		
					\$0		
					\$0		
					\$0		
75	5110 Professional Services	Outside marketing/promotion expenses			\$0		\$0
		Subtotal - Outside Services			\$0		
	Billable	Conference	#	Staff	Cost	FY22B	
		Charleston	charge to 3918	-	\$450	\$0	
		ALA Midwinter	1	0	\$450	\$0	
		ALA Annual	1	1	\$450	\$450	
		ACRL Biannual Conference	1	0	\$450	\$0	
		Other Marketing business travel	0	0	\$450	\$0	
85	5210 Transportation					\$450	450
	Billable	Conference	#	Staff	Cost	FY22B	
		Charleston	charge to 3918	1	0	\$1,100	\$0
		ALA Midwinter	1	0	\$1,100	\$0	
		ALA Annual	1	1	\$1,100	\$1,100	
		ACRL Biannual Conference	1	0	\$1,100	\$0	
		Other Marketing business travel	0	0	\$1,100	\$0	
5212	Lodging & Meals					\$1,100	1,100
		Subtotal - Travel & Related Expenses			\$1,550		
	Billable	Conference/Location	Event	#	Avg. Cost	FY22B	
	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	
92	5300 Facilities Rent					\$0	\$0
	Billable	Conference/Location	Number	Avg. Cost	FY22B		
	Feb	ALA Midwinter	0	\$3,000	\$0		
	Nov	Charleston	charge to 3918	0	\$3,000	\$0	
	July	ALA Annual	1	\$7,000	\$7,000		
	April	ACRL Biannual Conference	0	\$3,000	\$0		
			0	\$3,000	\$0		
93	5301 Conference Equipment Rental			Total	\$7,000		\$7,000
		Item	Number	Avg. Cost	FY22B		
			-	\$350	\$0		
94	5302 Meal Functions				\$0		\$0
		Conference/Location	Number	Avg. Cost	FY22B		
	Feb	ALA Midwinter	0	\$3,750	\$0		
	Nov	Charleston	charge to 3918	0	\$3,750	\$0	
	July	ALA Annual	1	\$6,000	\$6,000		
	April	ACRL Biannual Conference	0	\$3,750	\$0		
			-	\$3,750	\$0		
				Total	\$6,000		\$6,000
95	5303 Exhibits						
		Subtotal - Meeting & Conference Expenses			\$13,000		
					FY22B		
109	5402 Printing-O/S	Printing expenses for promotional pieces			\$600		\$600
					FY22B		
111	5404 Design Service-O/S	Outside design services for promo pieces			\$2,300		\$2,300
		Type of Service			FY22B		
	5410 Mail Service-O/S			\$	500		
		Total Mailing Expense		\$	500		500
		FY17 Placements	Unit Cost	Insertions	FY22B		
		American Libraries	2,000	0			
		Good Reads	1,250	2 \$	2,000		
		Chronicle/NYRB	10,000	0 \$	-		
		Chronicle digital	2,500	0 \$	-		
		Inside Higher Ed	1,000	0 \$	-		
		Library Journal (package deal)	9,545	0 \$	-		
		Cognotes (ALA MW)	850	0 \$	-		
		Cognotes (ALA Annual)	850	0 \$	-		
		ALA program (ALA MW)	1,800	0 \$	-		
		ALA program (ALA Annual)	1,800	0 \$	-		
		LJ Academic Newswire	500	0 \$	-		
114	5411 Advertising/Space			TOTAL	\$	2,000	\$2,000
					FY22B		
115	5412 Advertising/Direct	Direct promo (print & email)			\$500		\$500
					FY22B		
		Database/email rental					
		Outside list rental fees					
116	5413 Mail List Rental				\$0		\$0

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3910
Project Name:	Marketing

LINE # LINE ITEM DESCRIPTION

				FY22B	
5430	Web Operating Expenses	Totals	\$	-	\$0

Subtotal - Publication Related Expenses \$5,900

				FY22B	
		Vendor	Item/Service		
		Mailchimp	email service	\$ 6,300	
		Hootsuite			
		Survey Monkey		\$ 1,188	
5501	Equipment/Software-Minor			\$ 7,488	7,488

132	5031 Staff Development	Salaries	Rate	FY22B	
		\$0	0.0%	\$0	\$0

139	5522 Telephone & Fax/O/S	Item	FY14	FY15B	FY22B	
			\$0	\$0	\$0	\$0

140	5523 Postage & E-Mail/O/S	Item	FY22B			
		Mailroom postage; overnight delivery services	\$0			\$0

149	5550 Promotion	Item	FY22B			
			conf promo	\$ 400		
			giveaways	\$ 500		
			content marketing promo	\$ 250		
				\$1,150		\$1,150

Subtotal - Operating Expenses \$8,638

157	5902 IUT-ITTS	Item	FY14	FY15B	FY22B	
		ALA mailing list processing expense	\$0	\$2,500	\$0	\$0

			FY22B	
	American Libraries advertising		\$0.00	
5942 IUT-Advertising		Total	\$0	\$0

Subtotal - IUT's \$0

TOTAL PROJECT EXPENSES \$29,088

NET PROJECT REVENUE (\$29,088)

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

LINE # LINE ITEM DESCRIPTION -

132	5031 Staff Development			Project salaries	Rate	FY22B		
				\$0	0.0%	\$0	\$0	
142	5530 Depr/Furn & Equipment					FY22B	31,788	
		Accrued Prior Year depreciation				\$31,788		
		FY21 CR Capital Requests	Item	Requests	Est. Life in Years			
		Subtotal		\$0		\$0		
		Total CRO depreciation				\$31,788	31,788	
Subtotal - Operating Expenses						\$31,788		
178	5911 IUT-General Overhead			Revenue \$	Rate	Total	77,350	
		included in sales	Sales	\$583,774	13.25%	\$77,350		
			Commission	\$0	13.25%	\$0		
						\$77,350		
188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total	0	
			Advertising/Gross	\$28,650	0.00%	\$0		
Subtotal- Overhead and Taxes						\$77,350		
TOTAL PROJECT EXPENSES						\$144,718		
NET PROJECT REVENUE						\$439,056		

LINE #	LINE ITEM DESCRIPTION
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REVENUES

newsletters and eblasts moved here from 3913

LINE #	LINE ITEM DESCRIPTION
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EXPENSES

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FY22B

68	5010 Employee Benefits	31.50%	TOTAL	\$0	\$0
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Subtotal - Payroll & Related Services	\$0
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	Subtotal - Outside Services	\$27,930
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151	5599 Misc. Expense	Adjustment between CHOICE & Plant Fund	\$0
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Subtotal - Operating Expenses	\$	35,364
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Subtotal- Overhead and Taxes	\$16,240
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TOTAL PROJECT EXPENSES	\$79,534
NET PROJECT REVENUE	(\$79,534)

50/50 split with The Charleston Company

[illegible]

LINE #	LINE ITEM DESCRIPTION	TOTAL PROJECT REVENUES	\$37,775
EXPENSES			

		Rate	
	5000 Project Salaries & Wages	\$0 31.50%	\$0.00
68	5010 Employee Benefits	32%	\$0

		Reviewers	Rate	Annual \$	
		50	\$75	\$3,750	
				\$0	
				\$0	
75	5110 Professional Services			\$3,750	\$1,875

		Conference	Staff	Cost	FY22B	
		ALA Midwinter	0	\$450	\$0	
		Charleston	0	\$450	\$0	
		ALA Annual	0	\$450	\$0	
		ACRL	0	\$450	\$0	
5210	Transportation			\$1,800	\$0	\$ -

		Conference	Events	Staff	Cost	FY22B	
5212	Lodging & Meals	Feb	ALA Midwinter	1	0	\$1,100	\$0
		Nov	Charleston	1	0	\$1,100	\$0
		July	ALA Annual	1	0	\$1,100	\$0
		April	ACRL	1	0	\$1,100	\$0
							\$0

					FY22B	
5216	Business Meetings	Conference Registration (Marketing and Advertising only)	-	\$450	\$0	
					\$0	0

		Subtotal - Travel and Related Expenses		\$0
		Item	FY22B	
			\$ -	
5301	Conference Equipment Rental		\$0	\$0

	Item	FY22B
5302	Meal Functions	\$0

Conference/Location		Number	Avg. Cost	FY22B
Charleston		0	\$ 2,500	\$ -
Total				\$0
Subtotal - Meetings and Conferences				\$ -

Description		FY22B	
	Freelance Copyediting Allocation	\$2,500	
5400 Editl/Proofreading-O/S	Total editorial & proofreading	\$2,500	1,250

109	5402 Printing-O/S	Printing expenses for promotional pieces	FY22B	\$0	\$0
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111	5404 Design Service-O/S	Outside design services for promo pieces	FY22B	\$200	\$100
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113	5410 Mail Service-O/S	Type of Service			FY22B	
		Fulfillment mailing services (ESP/USPS)	from spreadsheet		\$	-
		Total Mailing Expense		\$	-	\$

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3918
Project Name:	CC Advisor

LINE # LINE ITEM DESCRIPTION **50/50 split with The Charleston Company**

114	5411 Advertising/Space		Unit Cost	Insertions	FY22B	
			ATG	-	\$ -	
			ATG	-	\$ -	
			Charleston Advisor	1	\$ 800	
				TOTAL	\$ 800	\$400

115	5412 Advertising/Direct	Direct promo (print & email)			FY22B	
					\$0	\$0

116	5413 Mail List Rental	Outside list rental fees			FY22B	
						\$0

121	5430 Web Operating Expenses	Vendor	Item/Service		FY22B	
		CrossRef	DOI fees			
		productOps	hosting and maintenance		\$14,400	
		productOps	upgrades			
		ESP	from spreadsheet	\$ 135.00	12	\$1,620
					Totals	\$16,020
						\$8,010

5433 Order Processing/Fulfillment					FY22B	
			ESP from spreadsheet		\$500	
					\$500	\$250

Subtotal - Publication Related Expenses \$8,760

132	5031 Staff Development		Project salaries	Rate	FY22B	
			\$0	0.0%	\$0	\$0

139	5522 Telephone & Fax/O/S	Item		FY22B	
		ESP phone charges	from spreadsheet	\$0	
		Total		\$0	0

142	5530 Depr/Furn & Equipment			FY22B	
		Subtotal	\$0	\$0	
		Total CCA depreciation		\$0	0

5532 Amortization/Equip Lease	Accrued Prior Year depreciation (C2A Platform) before split with Charleston			FY22B	
				\$57,230	
		Subtotal	\$0	\$0	
		Total CRO depreciation		\$57,230	57,230

5550 Promotion	Item	FY14	FY15B	\$0	
			conf. giveaways		
				\$0	\$0

5599 Misc. Expense	Charge 50% of depreciation (line 5532) back to Charleston Company			FY22B	
				(28,615)	
		Subtotal	\$0	\$0	
		Total CRO depreciation		(28,615)	(28,615)

Subtotal - Operating Expenses \$28,615

178	5911 IUT-General Overhead		Revenue \$	Rate	Total	
		included in sales	Sales	\$37,775	13.25%	\$5,005
			Commission	\$0	13.25%	\$0
						\$5,005
						\$5,005

188	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	Total	
			Advertising/Gross	\$10,000	0.00%	\$0	\$0

Subtotal- Overhead and Taxes \$5,005

TOTAL PROJECT EXPENSES \$45,505
NET PROJECT REVENUE (\$7,730)

C:\Users\apayne\Downloads\Choice FY22 Budget Worksheet BF June 2021 6/16/2021 5:08 PM

Unit No.:	404
Unit Name:	CHOICE
Project No.:	3919
Project Name:	Choice360

LINE #	LINE ITEM DESCRIPTION				FY22B	
				Hosting	\$ 365	
				SSL certificate	\$ 200	
				Domain registration	\$ 30	
				Maintenance	\$45 \$ 540	
	5430 Web Operating Expenses				\$1,135	\$1,135

Subtotal - Publication Related Expenses \$1,135

134

					FY22B	
	5501 Equipment/Software-Minor				\$0	\$0

					FY22B	
	5530 Depr/Furn & Equipment				\$0	\$0

Subtotal - Operating Expenses \$0

161

	5906 IUT-Order Billing	ALA charges for Ad Sales Invoice Processing			FY22B	\$0
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Subtotal - Inter-Unit Transfers \$0

178

	Line Item	Revenue \$	Rate	O/H Charge	
	4143 Advertising Online	35,000	13.25%	4,638	
	4610 Digital commissions	(1,575)	13.25%	(209)	
	Totals	33,425		4,429	\$4,429

188

	5600 Taxes/Income	FY15 UBIT Reserve	Line Item	Revenue \$	Rate	UBIT \$
			Advertising/Gross	\$35,000	0.00%	\$0

Subtotal- Overhead and Taxes \$4,429

TOTAL PROJECT EXPENSES \$32,564
NET PROJECT REVENUE \$861



Discussion Form

To: ACRL Board of Directors, ACRL Budget and Finance Committee

Subject: Funding for the Future

Submitted by: Carolyn Henderson Allen, ACRL Budget & Finance Chair; Kara Malenfant, ACRL Interim Executive Director; Allison Payne, ACRL Program Manager for Strategic Initiatives

Date submitted: 6/17/21

Background

Doc 13.1 is a list of major, non-self-supporting expenses included in the FY22 budget, which was created by staff based on the Board-approved Budget assumptions. The Board and Budget and Finance Committee are being asked to review these expenses and discuss their recommendations for FY22.

The Board/B&F typically reviews the annual budget at Midwinter and approves at Annual. Due to delays in reporting and to allow time to review the prior year's actuals, review will take place at Annual and action will occur in late summer.

Questions for the Board to Discuss

1. What are the pros/cons of removing or reducing major expenses included in Doc 13.1?
2. Which expenses would you prioritize as most important? Are there specific expenses that should be included in the FY22 budget?
3. Which expenses would you prioritize as least important? Are there specific expenses that should be removed from the FY22 budget?
4. Is there additional information you need from staff before you take action to approve the FY22 budget later this summer?

Stakeholders

This is a preliminary discussion on the FY22 budget, and stakeholders will be contacted for input based on the Board's and B&F's recommendations.

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.

ACRL Major Expenses

The following table shows major expenses included in the preliminary FY22 budget. See Document 13.0 for discussion questions pertaining to this table.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
1. SPOS	\$57,022	3201	Annual face-to-face meeting for the Board and goal-area committee chairs to review the ACRL strategic plan and hold mega-issue discussions.	ACRL is a responsive organization that aligns with current needs of library workers and HE.	<ul style="list-style-type: none"> • Meet less frequently • Meet virtually • Reduce invitees • Meet before/after an existing meeting (AC, ACRL Conference) to reduce travel 	All	
2. Library Copyright Alliance Membership	\$30,000	3702, 3704	Supports joint legal counsel to advocate for policy, legislation, and in court cases on copyright issues such as fair use, trade agreements, and Google Book Search settlement.	ACRL advocates for interests of profession and higher education on copyright issues.	Drop membership		LCA consists of ALA, ACRL and ACRL. If we were to drop, the costs would likely shift to the remaining two assns.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
3. Scholarly Communication Research Grants	\$30,000	3702	Grants of up to \$5,000 each for new research in areas suggested by ACRL's 2019 report <i>Open and Equitable Scholarly Communications: Creating a More Inclusive Future</i>	Supports ACRL's strategic goal that the academic and research library workforce accelerates the transition to more open and equitable systems of scholarship, as well as the Core Commitment. Funded projects have a long tail and are published and presented on for years with acknowledgment to ACRL, including and beyond ALA/ACRL venues. Research results are required to be disseminated publicly and freely.	<ul style="list-style-type: none"> • Reduce total amount allotted to grant program • Award fewer grants (7 grants awarded in 2019) 	Research and the Scholarly Environment ; Core Commitment to EDI	Grant administration requires a significant amount of staff time.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
4. Strategic Initiatives	\$15,000	3200	No specific projects earmarked but intended to support new ALA membership marketing efforts and Feathr “sticky” ads.		Reduce amount budgeted.		Needed to support Pivot membership goals around recruitment
5. Project Outcome	\$66,550	3712	Monthly web maintenance costs for the ACRL Project Outcome toolkit, including improvements and upgrades. Accounts for the majority of the project’s expenses.	Free assessment and benchmarking tool for academic library community. Helps libraries understand and share the true impact of their services and programs.	Reduce improvements and upgrades budget.	<ul style="list-style-type: none"> • VAL, New Roles & Changing Landscapes • Data, Research & Design section of ALA Pivot Strategy 	<ul style="list-style-type: none"> • Improvements expenses are currently split with PLA. Will be less expensive long-term to continue this practice, as adding improvements asynchronously costs more. • Individual improvements could be supported by Advancement Fund. • Began sponsored ads in FY21 to cover some costs.

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
6. Section Basic Services	\$27,943	3275	<p>Each section receives a base allocation of \$1,000 with an additional \$0.75 per section member over 400 (as of August 31). Funds may be used on any items or activities that support the advancement of ACRL's core purpose, to lead academic and research librarians and libraries in advancing learning and scholarship (with two exceptions in the notes field).</p> <p>Budget analysis notes here: On average 60-65% of this budget gets donated to the ACRL conference scholarship fund. Full historical analysis available, if needed.</p>	ACRL sections are empowered to fund their membership initiatives including paying for social events, committee projects, non-librarian speaker fees, and donating to ACRL conference scholarship fund (which supports BIPOC recipients).	<ul style="list-style-type: none"> • Adjust funding formula • Adjust allowable expenses 		<p>Two exceptions: 1) Basic services funds may not be used for payment of honoraria or travel to support librarians' presentations at ALA, ACRL, or ACRL chapter conferences and 2) Basic services funds may not be used to purchase goods or services prohibited by ALA and ACRL policy. Sections may use Basic Services funds to support their program(s) at the Annual Conference. (Source: ACRL Board, June 2004, October 2004, Executive Committee, May 2011)</p>

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
7. Scholarships	\$37,000	3838	ACRL Immersion Program; \$10,000 RBMS Conference @ \$13,000 (funded by conference revenue profit share from prior year, avg. of past 3 years 50% profit); ALA Spectrum Scholars ACRL support for 2 scholars: \$14,000. Budgeted from ACRL's net asset balance.		<ul style="list-style-type: none"> • Reduce number of Spectrum Scholars funded from 2 to 1. • Reduce number of Spectrum Scholars and fund using ACRL Friends Advancement Funds • Reduce amount of Immersion scholarship funding • Fund Immersion scholarships using ACRL Friends Advancement Funds 	Education; Commitment to EDI	<p>RBMS scholarships are funded by the previous year's conference profit-share. Do we have the autonomy to reduce without engaging the section in the conversation?</p> <p>For ACRL scholarship applicants, preference is given to (a) applicants employed at institutions or in positions serving under-represented groups (examples include Hispanic-Serving Institutions, Historically Black Colleges and Universities, Community and Junior Colleges, and Tribal Academic Institutions), and (b) applicants from historically excluded and/or diverse cultural or ethnic backgrounds.</p>

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
8. Subsidized RoadShows	\$16,750	3402	Subsidized RoadShows for HBCU, HSI, tribal colleges, and other minority-serving institutions. 5 subsidized RSs on a partial cost-recovery model.	Discounted regional professional development for MSIs, HBCUs.	Reduce number of subsidized RSs. (Costs to ACRL per subsidized roadshow: $\$16,750 / 5 = \$3,350$)	Core Commitment to EDI	At MW20, the Board agreed with a recommendation from ReSEC to expand subsidized RSs to include all topics (not just SC) and limit to only MSIs.
9. Chapter Office Visits	\$6,600	3207	ACRL funds travel for 6 Board visits to chapters each year	Generates goodwill	<ul style="list-style-type: none"> • Make visits conditional on chapters providing a membership list so that ACRL could recruit • Reduce number of visits • Virtual visits 		During the pandemic these funds were budgeted but not used. ALA chapters pay dues to ALA, while ACRL chapters do not.
10. Chapter Allocations	\$4,500	3207	Chapters receive \$1 for every ACRL member in their state/region	Generates goodwill	Make allocation contingent on providing ACRL with current membership roster for chapter		Funds not used during the pandemic

Item	FY22 Budget	Project	Summary	Benefits for members/librarian ship/higher ed.	Possible ways to reduce expenses	Goal Area	Notes
11. Information Literacy Sandbox	\$5,000	3711	We have budgeted \$5,000 for continuous improvement & maintenance	Open access resource for the profession; ACRL books place companion materials in it	<ul style="list-style-type: none"> • Could reduce to \$1000 to cover maintenance only • Could explore shifting resources to MERLOT. 	Student Learning & Information Literacy	Some duplication of resources between the IS PRIMO database and the Sandbox.
12. Leadership Council Catering	\$5,000	3200, 3201, 3250, 3275	Coffee, tea, soda, appetizers/desserts during Leadership Council reception at ALA Annual.	Generates goodwill, connection to ACRL and seeing oneself as assn leader.	<ul style="list-style-type: none"> • Remove catering • Reduce to only coffee/tea/soda (estimated cost: \$2,200) • Only meet virtually 		
13. ALA Emerging Leader Sponsorships	\$3,000	3200	Three ALA Emerging Leader sponsorship		<ul style="list-style-type: none"> • Reduce number of sponsorships • Remove from budget 		

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



To: ACRL Budget and Finance Committee, ACRL Board of Directors
From: Kara J. Malenfant, ACRL Interim Executive Director & Allison Payne, Program Manager for Strategic Initiatives
Date: June 2, 2021
Re: Five-year budget plan

ALA Interim Chief Financial Officer Denise Mortiz presented a draft five-year plan to the ALA Budget analysis and Review Committee (BARC) and ALA Executive Board in mid-April (see SPR BARC/EBD 3.26 [DRAFT 5-Year Financial Plan](#)). For divisions, it included the assumption that the expense/revenue pattern outlined for each division for FY21 and FY22 would repeat in FY23 and FY24 and again in FY25 and FY26.

In early May, Mortiz discussed this preliminary draft with division executive directors and invited input from each to help refine it. She provided direction to assume annual salary increase of 2%, inflation of 2%, employee benefits increase of 7%, and to continue to use an overhead rate of 26.5%.

ACRL staff created Doc 15.1 and discussed with budget managers for each of our primary program areas (membership, publications, and education). All agreed that this is a more realistic plan than the initial draft shared with BARC/EBD. It is based on these assumptions:

- Revenue – ACRL Conference: \$2.5 million is in line with average of recent years (excluding 2021). Note: 2017 was an outlier year due to east-coast location.
- Revenue - Other: increase 5% each year to rebuild programs and services post-pandemic
- Expenses - Payroll/Benefits: include 2% annual increase.
- Expenses - Other: reduced by 15% each year as ACRL will no longer be purposefully spending down net asset balance and reinvesting in mission.

Looking at a two-year budget cycle, the net for FY22 and FY23 do not yet balance, in large part because the preliminary FY22 budget is still built in an investment mindset of planned overspending. It should be adjusted based on conversations with ACRL Budget and Finance on June 28 and ACRL Board on June 30.

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 “invest” a portion of this net asset balance in strategic programs and services that serve the membership. Recent examples

of such investments include the promotion of Project Outcome, commissioning the *Academic Library Impact* and *Open and Equitable Scholarly Communications* research agendas with subsequent research grants to practitioner-scholar academic librarians, 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 through investments in strategic initiatives been reduced to \$2,391,196 (FY20 Final Close, as reported in Doc 5.1).

For future years, we must continue careful stewardship by building budgets that balance expenses with revenue over a two-year cycle. Now is the time for the ACRL Board and Budget & Finance Committee 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 association's strategic priorities and the core commitment to equity, diversity, and inclusion.

As the Board continues its discussions about near-term priorities, these goals for future fiscal years should be kept in mind.

ACRL Budget & Finance Committee

AC21 Note: reserve recommendations on page 3 have been updated with recent numbers and are indicated by yellow highlight.

Brainstorm document: Determining the appropriate amount for ACRL to maintain as its net asset balance.
Draft: January 26, 2018 | Georgie Donovan
Subgroup: Georgie Donovan, Rickey Best, Kevin Wade Merriman, Tara Baillargeon

Net Asset Balance: The accumulated revenues minus expenses for ongoing operations. Funds remaining at any given time are the net asset balance. For ACRL, interest earned on the net asset balance returns to ALA (not to ACRL). ALA earns a very modest return on ACRL's net asset balance. In FY16, the rate of return was 2.64% (ACRL MW17 B&F Doc 11.0). Calculating since 1991, the average rate of return was 4.72% (ACRL MW17 B&F Doc 11.0).

Long Term Investment (LTI): The active management of a pool of securities, which includes equities, fixed income (bonds) and real estate investment trusts for the purpose of growing the corpus, assets, and investment resources so as to support current and future Association needs. ACRL earns income from the funds it places in the ALA LTI. The ALA LTI is sometimes described as the "endowment." It is one account and the Endowment Trustees make decisions about asset allocation. Income (interest and dividends), capital appreciation (realized/unrealized gains and losses), and bank fees are proportionately allocated to our share of the endowment (ACRL MW17 B&F Doc 11.0). At the close of FY17 the total ALA LTI was \$43,542,028.

ACRL and CHOICE Net Asset and Long-Term Investment Fund Balances

(2006-2016 columns: ACRL MW17 Joint Board & B&F Doc 2.0; 2016-17 column: August 2017 final close performance reports)

	2006-07*	2007-08	2008-09*	2009-10	2010-11*	2011-12	2012-13*	2013-14	2014-15*	2015-16	2016-17*
ACRL Closing Net Asset Balance	\$3,384,614	\$3,298,608	\$3,854,778	\$3,661,257	\$4,165,480	\$3,943,096	\$4,647,419	\$4,324,706	\$5,002,115	\$4,389,385	\$4,687,947
Transfers from Net Asset Balance to LTI	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$150,000	\$250,000	\$250,000
ACRL LTI Principal	\$1,936,362	\$1,791,275	\$1,646,026	\$1,743,644	\$2,011,580	\$2,148,558	\$2,363,276	\$2,806,669	\$2,903,373	\$3,332,978	\$3,924,498
ACRL Award Endowments ***	\$178,690	\$170,558	\$155,158	\$164,911	\$177,297	\$185,009	\$198,287	\$233,587	\$224,150	\$234,904	\$255,527
Sum of LTI Principle & Award Endowments	\$2,115,052	\$1,962,323	\$1,801,184	\$1,908,555	\$2,188,877	\$2,333,567	\$2,561,563	\$3,040,256	\$3,127,523	\$3,567,882	\$4,180,024
Rate of Return**						10.5%**	17.5%**	7.7%**	-2.9%**	5.8%**	

* ACRL Conference Years

** Calendar Year End

*** Atkinson, Oberly, Leab award endowments

Additional Reference Documents

[ALA Statement of Revenues and Expenses by Division, February 2015](#)

History of ACRL Endowment Transfers FY12–FY16 | ACRL MW17 Joint Board & B&F Doc 3.0

ALA Endowment Policy 8.5.1 (Spending/Payout/Distribution/Withdrawal) | ACRL MW17 Joint Board B&F Doc 4.0

How Much in Reserve Funds Should Your Nonprofit Have?

Michael Daily, Executive Director of the Executive Service Corp

Article suggests 6 months operating expenses is a good reserve | and no less than 3 months operating expenses.

Operating Reserves: What are appropriate levels and what is typical in the nonprofit sector?

National Center for Charitable Statistics, Center on Nonprofits & Philanthropy at the Urban Institute, + United Way Toolkit to determine how many risk factors your organization has; suggests a 3 – 6 month reserve based on risk.

Statement of Revenues & Expenses FY2017 12 Month Financials

from pg. 13 | [Division Statement of Revenues and Expenses](#) | [ALA Results of Operations FY2017](#) | [Twelve Month Financials](#) | [EBD #4.2](#) / [BARC #4.0](#)

available at <http://www.ala.org/aboutala/ebd-inventory-2017-2018>

FY17	YTD Actual	YTD Budgeted	Prior Year Actual	Beginning Net Assets	Transfers	End Net Assets
AASL	-\$703,939	-\$454,637	\$58,956	\$757,638	-	\$53,699
ACRL	\$548,562	-\$295,404	-\$360,851	\$4,389,385	\$250K	\$4,687,947
ALCTS	\$83,842	-\$43,606	-\$2,850	\$219,866	-	\$303,708
ALSC	\$285,121	-\$22,012	\$316,953	\$2,461,926	\$162K	\$2,585,047
ASCLA	-\$5,828	-\$9,548	\$22,087	\$136,447	-	\$130,619
CHOICE	-\$166,361	-\$255,899	-\$236,392	\$2,648,059	-	\$2,481,698
LITA	-\$8,180	-\$9,446	\$17,451	\$407,081	-	\$398,901
LLAMA	\$9,877	-\$46,320	-\$4,486	\$195,479	-	\$205,356
PLA	-\$403,705	-\$814,693	\$1,042,922	\$3,464,585	-	\$3,060,880
RUSA	-\$92,579	-\$86,308	-\$82,523	\$382,110	-	\$289,531
UFL	-\$16,741	\$2,985	-\$18,084	-\$193,175	-	-\$209,916
YALSA	-\$117,974	\$47,779	-\$36,474	\$233,835	-	\$115,861
TOTAL	-\$594,267	-\$1,987,109	\$716,707	\$15,103,236	\$412K	\$14,096,969

Relevant Discussion Issues

selected from the Greater Washington Society of CPAs Educational Foundation | Nonprofit Accounting Basics

<http://www.nonprofitaccountingbasics.org/reporting-operations/statement-financial-position>

Is our cash balance increasing or decreasing?

What are current vs. long-term membership dues trends?

Are we preparing for future programming?

Have we invested enough (or too much) in the strategic plan? In staffing?

Do we need to upgrade our equipment or technology?

PROPOSALS**Primary recommendation:**

Reduce the amount of the net asset balance for ACRL by spending down to a reasonable amount, ideally between 3-6 months of operating reserve (3 months = more risk tolerant; 6 months = more conservative). Base the operating reserve on either revenues or expenditures from conference years (which have larger budgets).

Secondary recommendations:

- (a) Develop a separate group for determining how to spend these funds and over what period of time.
 (b) Develop a strategy to spend the income from the Long Term Investment endowment every year.

Notes:

- Total revenues and expenditures (next page) are taken from pg. 89 of the ACRL MW17 B&F Packet21 : Memo re: 4th Quarter Budget Report, FY2017
- The most recent ACRL Conference (2017) had revenues of ~\$2,815,300; other revenues come from publications (~\$1,122,000 without CHOICE), dues (~\$638,000), other educational offerings (~\$650,000), etc. based on FY17 final close.

AC21 Note: The following proposals have been updated to reflect audited actuals for FY17 & FY19. Prior numbers were based on FY15 and FY17. Changes have been highlighted.

Proposal #1 (low risk):

Maintain a balance of **six months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17 final close	(\$5,367,999)	+		
FY19 (\$5,115,731)	total revenues	=	\$5,241,865	
		÷	2	(to get six months / one half of year)

Net asset balance should be \$2,620,933

Proposal 2 (mid risk):

Maintain a balance of **six months** operating reserve based on **total expenditures** from two conference years (average of 2)

Average of FY17	(\$4,820,438)	+		
FY19 (\$5,234,167)	total expenditures	=	\$5,027,303	
		÷	2	(to get six months / one half of year)

Net asset balance should be \$2,513,651

Proposal 3 (high risk):

Maintain a balance of **four months** reserve based on **total revenues** from the past two conference years (average of 2)

Average of FY17	(\$5,367,999)	+		
FY19 (\$5,115,731)	total revenues	=	\$5,242,365	
		÷	3	(to get four months / one third of year)

Net asset balance should be \$1,747,455

Council of Higher Education Management Associations Operating Reserve Policies

Amount of Reserves		
Association	Response	ACRL reserve levels if using other association's policies
ASAE	6-12 months as a rule of thumb	6 months = \$4,137,542 12 months = \$1,034,386
ACCED-I	9 months of operating budget	\$3,103,157
ACUHO-I	6 months of current annual budget	\$2,068,771
ACUI	50% of annual expenses	\$2,068,771
AFSA	50% of the operating budget	\$2,068,771
AIR	6 months of annual budget	\$2,068,771
APPA	6 months - own their HQ	\$2,068,771
CSHEMA	6 months of annual budget	\$2,068,771
CUPA-HR	12 months - own their HQ	\$4,137,542
EDUCause	6 to 12 months of annual budget	6 months = \$4,137,542 12 months = \$1,034,386
IACLEA	9 months of annual budget	\$3,103,157
NACADA	1.5 times the annual budget	\$6,206,313
NACAS	\$250K Current operations reserve, \$50K capital reserves, \$150K future operations reserve	\$450,000
NACE	12 months of the annual budget	\$4,137,542
NACUBO	3 months (liquid), plus \$1.5 million for one-time special initiatives	\$2,534,386
NACUFS	No fixed amount; however have 12 months of annual operations	\$4,137,542
NASFAA	6 months	\$2,068,771
NIRSA	75% of annual budget (down from 100%)	\$3,103,157
NODA	50% of current annual budget	\$2,068,771
SCUP	15% of the annual operating budget	\$155,158
UPCEA	6 months of the annual budget	\$2,068,771
URIMA	Fixed annual conference expenses, plus 75% of budget general & admin expenses	\$3,103,157 + approximately \$1 million for ACRL Conference spent annually.

Note: ACRL Reserve \$ based on \$4,137,542, which is the average of the past 4 years of expenses (FY15 - FY18). Average of last 4 years used due to the peak for the biennial ACRL Conference in odd years.

Note: Document previously prepared for packet shared in FY19.



Plan for Excellence

Association of College & Research Libraries

Approved April 20, 2011 — Effective July 1, 2011

Reaffirmed September 2013. Revised November 2019.

Preamble

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

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

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

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

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

Timeless Core Ideology

Core Purpose

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

Core Organizational Values

ACRL is committed to:

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

Core Commitment

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

Long-term Envisioned Future Vision

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

Vivid Description of a Desired Future

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

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Five-Year Goals and Objectives

Value of Academic Libraries

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

Proposed Objectives:

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

Student Learning

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

Proposed Objectives:

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



Research and Scholarly Environment

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

Proposed Objectives:

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

New Roles and Changing Landscapes

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

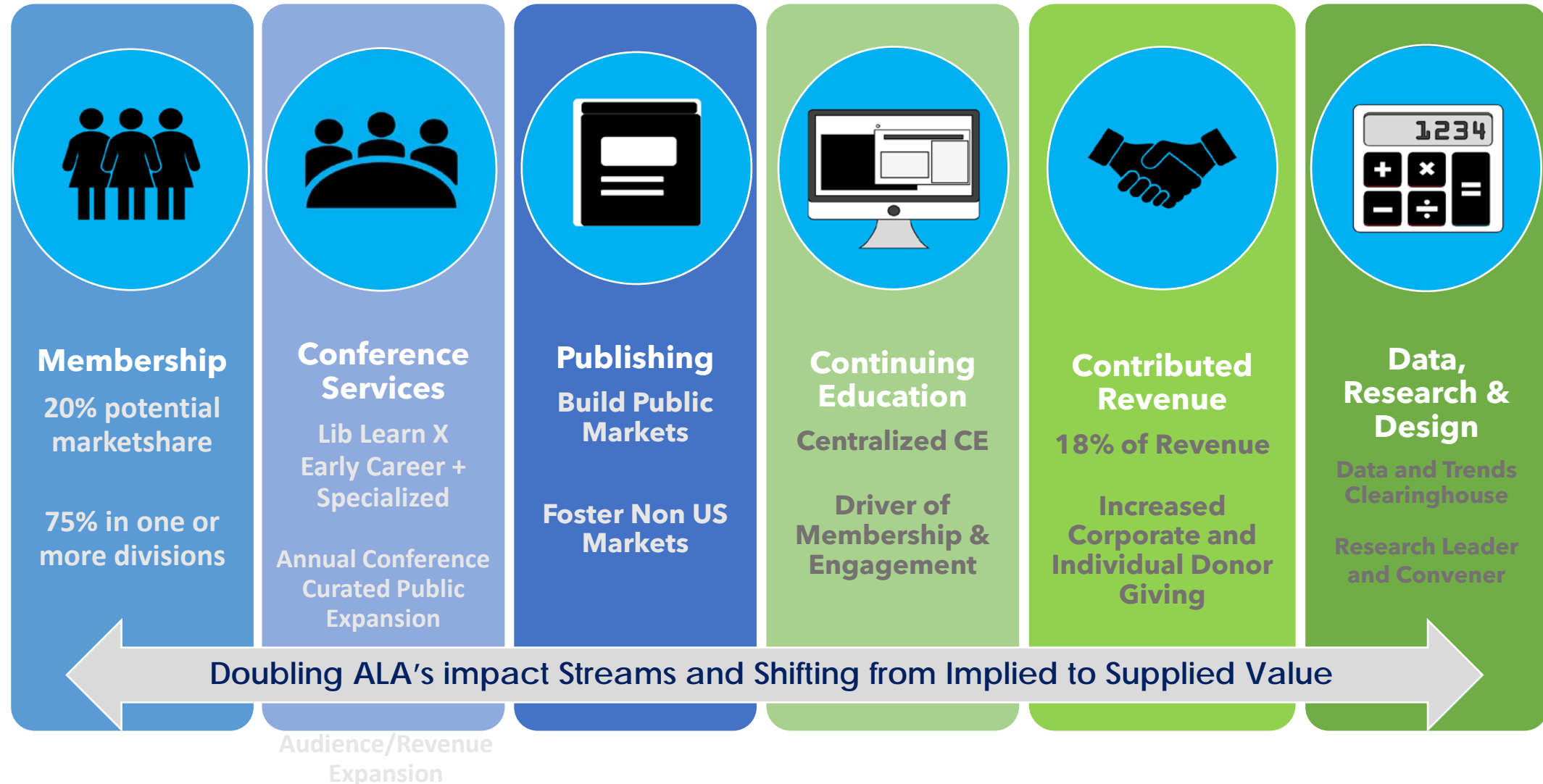
Objectives:

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



Two Major Association-wide Goals:

1. Increase Revenue by 10% over expenses; 2. Increase Membership by 5%



Increase Alignment Across Six Impact Streams by 2025

Tactical Goals

FY 21	FY 22	FY 23	FY 24	FY 25
<ul style="list-style-type: none"> • \$: Neg rev/exp gap • CR\$: 6% (\$2M) from Dev • Mem: 15% Marketshare • Rev Strms: 3 (Conf, Mem, Pub) • Specific GF Units \$ generating • Div: 8 with 65% of Mem • Confs: 2 • Culture: "Big" ALA + Div • Decentralized CE, COMMS, Dev, Purchasing • Mitigate IT as a cost center • Move to centralized teams for greater staff productivity and coordination • ASAE/Association Forum benchmarking exercise • Aligning for impact/elimination of redundancy 	<ul style="list-style-type: none"> • \$: Neu rev/exp gap • CR\$: 10% (focus ind giv + fdn) • Mem: 15% Marketshare • Rev Strms: 5 (CE, Con \$, Conf, Mem, Pub + Non-US markets) • All GF Units tracked to \$ generating • Div: 8 with 65% of Mem • Conf: 1 • LibLearnX Event • Culture: One ALA • Centralizing CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • ALA aligning to ASAE/Assn industry standards • Testing public markets for internal products (printing, Booklist, etc.) 	<ul style="list-style-type: none"> • \$: Neu rev/exp gap • CR\$: 12% (focus ind giv + fdn) • Mem: 18% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non-US markets, Data services) • All GF Units tracked to \$ generating • Div: 8 with 68% of Mem • Conf: 1 • LibLearnX Event • Culture: One ALA • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • ALA aligned to ASAE/Assn industry standards • Testing public markets for internal products • Testing Public facing Annual Conference 	<ul style="list-style-type: none"> • \$: Pos rev/exp gap • CR\$: 15% (add corp) • Mem: 18% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non-US markets, Data services) • All GF Units tracked to \$ generating • Div: 8 with 75% of Mem • Conf: 1 • LibLearnX Event • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • Testing public markets for internal products • Pub facing Annual Conference • Overall Non-US Market Expansion for products and services 	<ul style="list-style-type: none"> • \$: Pos rev/exp gap • CR\$: 18% (add corp) • Mem: 20% Marketshare • Rev Strms: 6 (CE, Con \$, Conf, Mem, Pub + Non US, Data services) • All GF Units tracked to \$ generating • Div: 8 with 75% of Mem • Main Conf: 1 • LibLearnX Event • Centralized CE, COMMS, Dev, Purchasing • IT realigned and driver of revenue • Testing public markets for internal products • Pub facing Annual Conference • Overall Non-US Market Expansion for products and services • Testing 7th Revenue Stream

Key: \$ = Budget; CR\$ = Contributed Revenue; Mem = Membership; Rev Strms: Revenue Streams; GE = General Fund;