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# ACRL's 1987/88 budget

By JoAn S. Segal

Executive Director, ACRL

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## *Last year's performance and this year's projection.*

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Every year for the past three years, I have presented the ACRL budget for the current fiscal year to the membership in *C&RL News*, together with the preceding year's financial report. This year I can report both years in terms of the ACRL Strategic Plan, which drives the program of the Association and is supported by its financial structure.

The Mission of ACRL is to foster the profession of academic and research librarianship and to enhance the ability of academic and research libraries to serve effectively the needs of current and

potential library users.

Its Goals are:

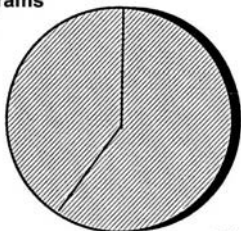
- to contribute to the total professional development of academic and research librarians;
- to enhance the capability of academic and research librarians to serve the needs of users;
- to promote and speak for the interests of academic and research librarianship;
- to promote study, research, and publication relevant to academic and research librarianship.

The 1986/87 year marked a good beginning in

## ACRL Programs (including Choice), 1987/88 Budget

### Revenue

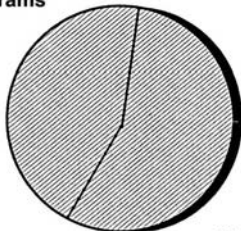
Other ACRL Programs  
39%



Choice  
61%

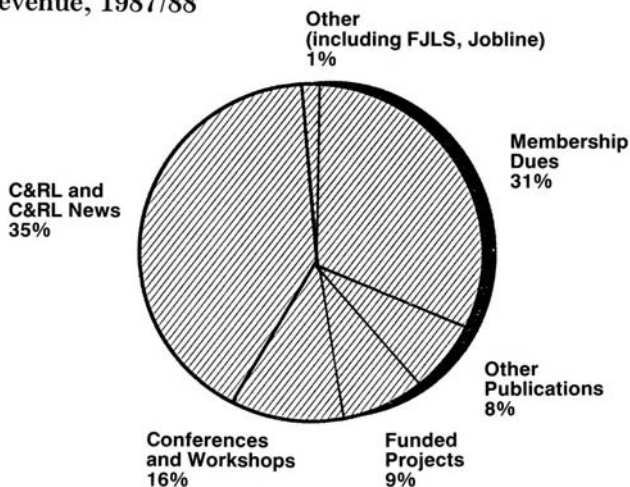
### Expenses

Other ACRL Programs  
42%

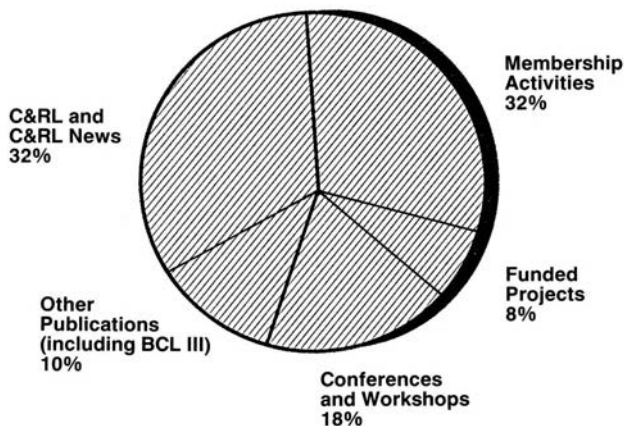


Choice  
58%

## Revenue, 1987/88



## Expenses, 1987/88



carrying out these goals, although they were only adopted at the Annual Conference in 1986 and implemented without a complete annual operating plan.

### Sources of revenue

Revenues increased in publications, notably *C&RL News* and the in-house publishing program, but generally remained flat. Although membership moved above the 10,000 mark, that represented only 1.4% growth.

### Objects of expense

Major increases in expenses occurred in the area of membership activities. Section, chapter, and committee costs jumped as these units added newsletters and manuals, addressed the problem of

chapter liability, and prepared output measures. Advisory services expenses were up due to added demand for information by phone and mail and increased requests for publications and presentations by staff members. All expenses were allocated to programs, including a share of depreciation on new office equipment.

### Plans for 1987/88

This year we have an Operating Plan to guide our operations. Some of the activities planned for this year are:

- Professional development: Eight courses at New Orleans, among them several new topics; cooperative programs with Northern Illinois University in the Chicago area; a mini-planning process for the Professional Education Committee; pre-

### REVENUE

Sources of revenue	Budgeted 1986-87	Actual 1986-87 (Accrual Basis)	Budget 1987-88 (Cash Basis)
Membership dues	\$247,800	\$167,470	\$265,500
Publications			
<i>Choice</i>	\$1,294,495	\$978,116	\$1,339,494
<i>C&amp;RL</i>	\$108,005	\$85,460	\$116,621
<i>C&amp;RL News</i>	\$193,960	\$197,671	\$181,795
In-house	\$37,675	\$47,630	\$38,925
<i>BCL</i>	\$200	\$22,836	\$4,250
<i>FJLS</i>	\$3,300	\$3,886	\$4,965
<i>RBML</i>	\$13,262	\$15,215	\$17,696
Section Newsletters		\$69	
Chapter Topics			
Subtotal	\$1,650,897	\$1,350,883	\$1,703,746
Conferences & Workshops			
National Conference		\$2,500	\$26,000
Pre & Postconferences	\$25,000	\$28,485	\$51,600
WESS Florence Conference			\$19,250
Continuing Education	\$33,500	\$31,490	\$43,050
Subtotal	\$58,550	\$62,475	\$139,900
Other			
Jobline	\$1,335	\$4,175	\$2,700
Awards		\$1,350	\$5,500
Advisory		\$600	\$900
Other	\$2,600	\$291	\$500
Subtotal	\$3,935	\$6,416	\$9,600
Funded Projects			
NEH Project A	\$35,724	\$87,070	\$50,731
ALA Goal Award A			
HBCU Mellon Project			\$23,233
Subtotal	\$35,724	\$87,070	\$73,964
Total Revenue	\$1,996,906	\$1,674,314	\$2,192,710
<i>Choice</i> Revenue	\$1,294,495	\$978,116	\$1,339,494
Total Revenue without <i>Choice</i>	\$702,411	\$696,198	\$853,216
Adjustments	(\$35,724)	(\$87,070)	(\$99,964)
GRAND TOTAL REVENUE	\$666,687	\$609,128	\$753,252

conferences for RBMS and BIS in New Orleans; a WESS meeting in Florence in April, and two more NEH Workshops.

• Enhancing library service capability: an His-

torically Black College and University Planning Project, funded by Mellon, will help ACRL plan a project; an Output Measures Manual will be drafted; and ULS Standards will be developed.

#### EXPENSES

Objects of expense	Budgeted 1986-87	Actual 1986-87 (Accrual Basis)	Budget 1987-88
Membership Activities			
Membership Services	\$22,210	\$23,683	\$25,928
Exec. Comm. & Bd.	\$40,936	\$41,418	\$54,568
Budget & Finance Comm.	\$740	\$402	
Other			
Sections	\$54,126	\$58,128	\$45,518
Chapters	\$55,385	\$51,544	\$54,213
Committees	\$38,280	\$56,608	\$53,386
Discussion Groups	\$1,585	\$1,815	\$2,397
Advisory	\$16,280	\$36,421	\$27,129
Statistics	\$7,418	\$14,942	
Jobline	\$1,745	\$1,123	\$1,539
Standards	\$3,545	\$5,809	\$6,778
Other (incl. SPLAT)	\$7,780		
Awards		\$1,204	\$6,293
Subtotal	\$250,030	\$293,097	\$277,749
Publications			
<i>Choice</i>	\$1,239,673	\$1,088,888	\$1,235,224
<i>C&amp;RL</i>	\$103,977	\$96,780	\$102,784
<i>C&amp;RL News</i>	\$157,447	\$182,079	\$176,559
In-house	\$39,492	\$32,571	\$40,670
<i>FJLS</i>	\$4,408	\$3,125	\$2,909
<i>BCL</i>	\$43,750	\$55,412	\$13,413
<i>Chapter Topics</i>			\$2,120
<i>RBML</i>	\$9,666	\$17,274	\$16,468
Section Newsletters			\$19,032
Subtotal	\$1,598,413	\$1,476,129	\$1,609,179
Conferences & Workshops			
National Conference		\$3,849	\$51,774
Pre & Postconferences	\$25,000	\$27,156	\$52,407
WESS Florence Conference			\$19,227
Continuing Education	\$39,361	\$45,330	\$38,701
Subtotal	\$64,361	\$76,335	\$162,109
Funded Projects			
NEH Project A	\$35,724	\$87,070	\$50,731
PLA Project			(\$8,000)
HBCU Mellon Project			\$23,233
Subtotal	\$35,724	\$87,070	\$65,964
Unallocated			
Salaries, Wages, etc.			
Operating Supplies	\$28,670		
Other	\$16,662		
Subtotal	\$45,332		
Total Expenses	\$1,993,860	\$1,932,631	\$2,115,001
<i>Choice</i> Expenses	\$1,239,673	\$1,088,888	\$1,235,224
Total Expenses without <i>Choice</i>	\$754,187	\$843,743	\$879,777
Adjustments (NEH & BCL)	\$35,724	\$87,070	\$125,738
GRAND EXPENSE TOTAL	\$718,463	\$756,673	\$754,039
NET	(\$51,776)	(\$147,545)	(\$787)

TABLE 1

Item	Amount Shown	Deferred Amount	Cash Equivalent
Membership dues	\$167,470	\$ 77,952	\$ 245,422
<i>Choice</i>	978,116	330,000	1,308,116
<i>C&amp;RL</i>	85,460	20,106	105,566
<i>C&amp;RL News</i>	197,671	8,096	205,767
<i>RBML</i>	15,215	575	15,790
Total deferred		\$106,729	

• **Liaison:** Planning work will go on with AAUP on a faculty workshop; we will issue a special edition of the AAHE recruitment publication for academic administrators and participate in an ARL Library school faculty development program.

• **Publishing:** *Books for College Libraries*, 3d edition, will go to press; *Choice* will enter a new phase of automation; work begins on a research volume for the *Publications in Librarianship* series.

In comparing the pie charts for 1987/88 with those for 1986/87, several interesting observations can be made. Budgeted revenue from dues is expected to decrease from 35% to 31%; conference and workshop revenue is envisioned at 16%, vs. 9% last year; funded project income is anticipated at 9%, up from 5%; and publications revenues (not including *Choice*), will decline as a percent of the total, from 51% to 43%. Similar changes are expected in expenses. The move to increasing professional development activities is one members have asked for. This budget indicates the Association is responding to member needs.

### Implementation of accrual accounting

In 1986/87, ALA began to apply the principles of accrual accounting for the ALA financial reporting system. All ALA units recorded deferred revenues in that year. We are now receiving reports on an accrual basis. The year-end figures in this article are on an *accrual* basis, although the budgeted figures are in *cash*. Next year, the budget will also be on an accrual basis. To translate the 1986/87 accrual report to a cash basis and make it more comparable to the budget, the accounts where deferred revenues were deducted are shown in Table 1.

This means that, on a cash basis, the total revenue for 1986/87 was \$609,128 (shown on accrual-based report) plus \$106,729 (deferred), or \$715,857. The net cash loss for the year was thus \$40,816, compared with a budgeted loss of \$51,776.

### Surplus funds allocation

The ACRL Budget and Finance Committee, together with the Planning Committee, have proposed to the Board a process for allocating "surplus funds," by which they mean unanticipated net revenue. For several years, ACRL year-end performance has been better than expected, but there has been no mechanism for incorporating the unantic-

pated excess into the current year's operating budget. The process will suggest a way members can play a role in determining how to spend any such "surplus funds."

### Summary of ACRL's financial position

The fund balance, as expressed after accruals and deferrals, is now \$497,657. This means that ACRL was able to absorb the impact of accrual accounting without compromising its fund balance goal, which was set by the Board at 6 months' operating expenses. ■■

## ACRL staff profile

Karen Duhart, administrative secretary to the ACRL deputy executive director, has been a member of the ACRL staff since June 1986. Her responsibilities include coordinating the annual update of the ACRL roster and typing board minutes, summaries, and agendas for the ACRL Executive Committee as well as a variety of other administrative and clerical tasks. As part of her job, Duhart verifies the membership status of ACRL participants on the new ALA McDonnell-Douglas computer system.



Karen Duhart

Prior to coming to ACRL, Duhart worked for the Chicago, Milwaukee, St. Paul & Pacific Railroad, where she was assistant to the manager of the Law Department and, later, secretary for four real estate representatives in the Property Management Department. She holds diplomas from Catherine College and the Illinois School of Commerce.

Born and raised in Chicago, Duhart enjoys bowling, roller skating, concerts and the theater, and reading in her spare time. She plans to go back to school and pursue an entrepreneurial career. ■■

# COLLEGE AND RESEARCH LIBRARIES NEWS

## Volume 48, 1987

Editor's Note: This index is for *C&RL News* issues only. The 1987 index for *College & Research Libraries* will appear in the January issue of *C&RL*.

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## COLLEGE & RESEARCH LIBRARIES NEWS

Prepared by Eldon W. Tamblyn

### FILING

Filing is word-by-word.

### ABBREVIATIONS

Standard abbreviations are used except in titles. Names of some organizations, ALA, ACRL, LC, etc. are also abbreviated and are alphabetized as if spelled out. Special abbreviations:

appt.	—appointment
f.	—foundation
port.	—portrait
profil.	—profile
prog.	—program

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