

American Library Association

2013-2014 EBD# 14.9

2013 - 2014 BARC #20



**FY 2015
Preliminary Budget**

**Submitted to:
ALA Executive Board**

**Keith Michael Fiels – Executive Director
Gregory L. Calloway – AED Finance**

**2014 Spring Meeting
April 12 – 13, 2014** 1

TO: ALA Executive Board
Budget Analysis and Review Committee (BARC)

ACTION REQUESTED:

Approval of the *Preliminary FY 2015 ALA Budget*

ACTION REQUESTED BY:

Keith Michael Fiels, Executive Director
Gregory L. Calloway, AED, Finance
L. Denise Moritz, Director of Financial Reporting and Compliance

DATE: April 4, 2014

DRAFT MOTION:

F&A recommends to the Executive Board that the Preliminary FY 2015 Budget proposal (EBD #14.9) be forwarded to the Budget Analysis and Review Committee (BARC) for further analysis and review. The Board affirms the strategic directions of this budget and requests that BARC report back on its analysis at the 2014 Annual Conference in Las Vegas.

Budget Alignment with ALA Programmatic Priorities, Strategic Plan and Strategic Initiatives

The fiscal year 2015 budget proposal reflects the following:

- The Programmatic priorities approved by Council
- The ALA 2015 Strategic Plan approved by Council
- Three strategic initiatives which serve as a focus for effort in the coming year
- A series of enabling strategies which support and advance the programmatic priorities and strategic initiatives

Programmatic Priorities

The Executive Board recommended and Council has approved the ALA programmatic priorities that constitute the framework for the *2015 Strategic Plan*. The ALA Programmatic Priorities

were approved by Council at the Philadelphia, PA Midwinter Meeting, January 2014, and are as follows:

- Advocacy for Libraries and the Profession
- Diversity
- Equitable Access to Information and Library Services
- Education and Lifelong Learning
- Intellectual Freedom
- Literacy
- Organizational Excellence
- Transforming Libraries

Strategic Framework and Strategic Initiatives

Over the last two years, the ALA leadership has engaged in a series of member conversation sessions at conferences, broadened and deepened to include insights from division and round table leadership, Council, focus groups, and a membership survey. The Executive Board and ALA staff have analyzed and synthesized these comprehensive conversations in order to develop a strategic framework that will guide our Association as we re-conceptualize our focus, structure, operations, and culture.

The strategic framework includes three **strategic initiatives**:

- **Advocacy** ALA shall advocate the public value of librarians, libraries and information services.
- **Information Policy** ALA, operating in the public interest, focuses at every level on a diverse set of policy areas that includes: intellectual freedom, privacy, civil liberties, telecommunications, funding for education and research programs, funding for libraries, copyright and licensing, government information, and literacy.
- **Professional and Leadership Development** The professional and leadership development of librarians and library workers is essential to high-quality professional practice and the future of libraries and information services.

The Strategic initiatives are part of a larger “Reimagining ALA” process that began with Board and Council discussions in the fall of 2012.

In 2013, the Association began working with the Harwood Institute for Public Innovation on an initiative known as “Libraries Transforming Communities.” As part of this work, the Association began to systematically engage in a process known as “looking outward.” Using practices developed by the Harwood Institute, ALA has engaged in a series of “kitchen table” conversations held in conjunction with the 2013 Annual Conference and the 2014 Midwinter Meeting.

These conversations have yielded a deeper understanding of member aspirations, identified obstacles to achieving these aspirations, and helped identify specific steps that would help ALA achieve its aspirations. The results of these conversations have been brought back into the Association through regular “Innovation Space” meetings, where staff incorporate the knowledge gained through the conversations into specific actions based on the insights gained from the member conversations. 20 Kitchen Table conversations are also planned with the Chapters using Harwood Institute method to help develop the next ALA Strategic Plan.

The Strategic Initiatives operate within the framework of the ALA 2015 strategic plan, which was approved by Council in June 2010. The 2015 budget represents the final year of this five year plan.

The FY 2015 budget includes funding for a one day retreat with division and round table leadership, which is a key component of the process for the development of the Association’s next strategic plan. This plan will be submitted to Council for approval in June 2015.

Enabling Strategies:

A set of **enabling strategies** have also been identified for ALA to undertake in order to create a “welcoming, inclusive, engaged and supportive organization” that is focused on the three strategic initiatives. Activities specifically designed to support a number of these enabling strategies are reflected in the 2015 budget:

- **Review staff structure and compensation to ensure focus on strategic initiatives.** The strategic repositioning of staffing resources within ALA is a key element of the 2015 budget. A number of significant new staff positions are being created or redefined to focus on the initiatives. In some instances, this will be done through “strategic repositioning” of existing staff resources. The 2015 budget includes a 2 per cent salary increase for all ALA staff, the first increase in base salary in two years. The expertise and energy of ALA staff is one of the key resources of the Association.
- **A more robust public communication and public relations/marketing capacity** will be created by a major realignment of ALA media relations and public awareness activities to more fully integrate them with ALA advocacy and research efforts, and to support the initiatives. A new advocacy plan will be created through conversations with members, and new organizational relationships will be put in place to support a new advocacy vision.
- **A focus on revenue streams and fundraising opportunities to support the strategic initiatives** are included in the 2015 budget, including increased staff support for the 15 X 15 planned giving campaign and a continued focus on new business development in the online learning and international areas. At the macro level, strong endowment growth has had a significant impact on the Association’s financial strength, and the budget proposes increased support from the endowment for strategic initiatives. Roughly \$1 million in amortization and depreciation for Neal-Schuman and RDA will steadily decrease over the next several years, freeing up funds to support strategic initiatives. Major updates to publishing and technology plans provide strong vision for the Association in these areas and will guide our investments in support of the strategic

initiatives. These plans will be incorporated into the Association's five-year budget plan. A newly created position in accounting will work with ITTS to expand the capabilities of the new financial system and to maintain financial stewardship at the highest possible level. Work is proceeding on a variety of online learning fronts, with online learning now representing an estimated \$1.4 million in yearly revenue.

- **Increased collaboration with the division leaders and staff and their contribution to the strategic initiatives** are central to our 2015 plans and are highlighted in this 2015 budget. Many of our plans call for new partnerships with division efforts in a variety of areas, ranging from membership development to community engagement to advocacy.
- **A sustainable technological infrastructure that enables ALA to advance the strategic initiatives** will be supported through additional staffing resources, an updated technology strategy document that recognizes the growing importance of social media, mobile devices and cloud technologies, and a proposed strong investment in ALA's core technology infrastructure. Important investments are planned in 2015 to the Association's business continuity and data security systems.
- **ALA publishing and conferences will support the strategic initiatives** through a new publishing vision and plan and through the continuing "reimaging" of the conference experience based on member conversations and a focus on the member experience.
- **New Pathways for member involvement/engagement in strategic initiatives** are being created through new approaches to conferences, increased opportunities for virtual participation, and through increased use of Connect and other social media channels. A total "revamping" of the new member experience will be implemented in 2015, based on the kitchen table conversations and close collaboration with the divisions. For Connect, the focus will be on building a member matching feature in Connect, a group matching feature based on member profile interests, and more community features.

An additional enabling strategy will be the leveraging of external and internal relationships to support the initiatives

- **Establish and support a network of internal and external relationships that promote the strategic initiatives.** An Association-wide assessment of strategic partnerships and alliances is currently being conducted, with approximately 150 existing relationships identified. In 2015, a permanent database of these will be created, and work will begin on how we can more effectively leverage these partnerships to achieve our goals.

Key initiatives and highlights in the FY 2015 Budget:

- Annual Conference in San Francisco, Midwinter Meeting in Chicago, ACRL National Conference in Portland. The anticipated overhead from these strong conference sites will offset the lower overhead associated with an odd year and one division conference.
- Support for advocacy initiatives at the national, state and local levels. Continuation of the national school library advocacy campaign and the Citizens for Libraries/Office for Library Advocacy coordination of "Declaration for the Rights of Libraries" project, launched in 2014. Development of a new comprehensive advocacy plan and new relationships to support an expanded and more powerful advocacy effort.

- Establishment of an ALA Center for the Future of Libraries. The Center will gather information on societal, technological, demographic and educational trends from a variety of fields within and outside of librarianship and will serve as a focus and resource for “futures-thinking” and innovation in libraries of all types.
- A national Community Engagement project for libraries in partnership with the Harwood Institute for Public Innovation, which will provide community engagement training to hundreds of libraries and thousands of library staff members.
- A proposed allocation of \$250,000 in long-term investment funds in strategic technology investments to support an updated technology strategy document.
- Implementation of the new ALA e-commerce site (dues, events, fundraising), which will allow the Association to conduct commerce with its members, customers, and vendors in an accessible, user-friendly, and integrated fashion.
- Implementation of next generation *Engage* social networking platform for ALA Chapters to support advocacy at the state and national level, and experimentation with use of platform to promote local advocacy.
- Continuation of the work of the Digital Content Working Group to address issues related to the impact of ebooks and other forms of digital content on libraries of all types, with a FY 2014 focus on digital preservation and accessibility.
- Continuation of the ALA Leadership Institute initiated in 2013.
- Redesign of Annual Conference and “Repositioning” of Midwinter Meeting and reduction in number of face-to-face committee meetings. Digital capture of Annual Conference content.
- Implement a permanent Association digital archiving program in conjunction with the University of Illinois.
- Refine and expand the Legacy Society and Library Champions programs. Design and implement a refreshed and expanded giveALA (online donations) interface which will ultimately support the annual giving campaigns of ALA units following implementation of the new e-commerce system.
- Work to make ALA more welcoming via specific initiatives including re-engineering the membership web pages to support better member engagement and assist new members/student; improve and better communicate the member value proposition, better coordinate and communicate via social media channels; and work with ITTS, MACS, divisions and other units with the goal of “revamping” the membership and new member experience.
- Utilizing Harwood processes, work with ALA units (with a focus on divisions) to facilitate the identification and implementation of achievable processes and practices to help ALA be more welcoming with an initial focus on improved communications with student members and new members and support the implementation of programs that divisions can share/pilot that may be more useful at a division level or may serve as a pilot for Association-wide adoption.

Advocacy ALA shall advocate the public value of librarians, libraries and information services.

Major initiatives

- Creation of a new Advocacy Coordinating Group, headed by the AED for Communications and Member Relations in order to increase coordination – and impact – of advocacy, public information and research units. A new comprehensive advocacy plan will be created, informed by a series of kitchen table conversations at Annual Conference and discussion with ALA members and units.
- Integration of @ Your Library and I Love My Library web sites to create a more powerful vehicle for the promotion of libraries and the engagement of the public in advocacy at local, state and national levels.
- Expansion of the national school library advocacy campaign and the “Declaration for the Rights of Libraries” project, launched in 2014. AASL will lead editing of a school libraries focused *American Libraries* digital supplement that will be released in October. PIO will promote that value of school libraries and librarians through preparation of op-eds, letters to editor, and media relations placements.
- Migration to *Engage* advocacy software platform (from Capwiz) in 2015 will increase capabilities for members and public to advocate through ALA and Chapters at the local, state, and federal level.
- Implement second year of Libraries Transforming Communities community engagement initiative in partnership with the Harwood Institute for Public Innovation and funded by the Bill & Melinda Gates Foundation. Incorporate additional models of community engagement and, working with a cohort of ten public libraries, develop resources, training and a peer to peer support network that will allow hundreds of libraries to utilize community engagement practices in their local communities. Work with ACRL and AASL to develop academic and school library modules.

Related 2015 Initiatives:

- United for Libraries recently completed advocacy consultation for the first ten of twenty libraries selected to receive this service through a Neal-Schuman Foundation grant. The first three results are in and all three are positive. Salem-South Lyon, MI, Gilmanton, NH, and Long Beach, CA were all successful in their bids. Further results will come in during the course of this year.
- Lobby for: a) LSTA, School Libraries and ESEA, USF and broadband service to all libraries and communities, support for LOC and GPO-FDLP; b) increased funding for all library related programs; c) IMLS programs; d) preservation of fair use and other copyright policies; e) ongoing support for open government, no-cost public access to government information; f) preservation of E-rate and promotion of new broadband strategies. (OGR)

- Maintain E-government initiative including coordination of training, policy models, in maintenance of a tool kit, etc. Continue work on proposed legislation recognizing and funding libraries as e-govt. “centers.” Develop and expand partnerships and coalitions on these issues, collaborate within ALA. (OGR)
- Target new coalitions, allies, and outreach efforts on copyright, broadband and cybersecurity issues; advocate for increased funding for library-related programs. Assess feasibility of establishing a congressional library caucus; implement as appropriate. (OGR)
- Manage fiscal year of the IMLS National Leadership Grant: Public Libraries as Providers of Digitally Inclusive Services and Resources: Transforming Communities, including dissemination of results. (ORS)
- Take an active role in developing library and information policies and standards by participation in the IMLS Library Statistics Working Group, and Committees of the International Standards Organization, and the National Standards Organization. (ORS)
- The ALA crisis communications team and help respond to libraries that need op-eds and letters to editor placed in their local publications to make their case for the value of their library.
- ALCTS created its Advocacy and Policy Committee in 2013 to enable the Association to play a proactive and effective role in policy development and legislative influence in order to enhance and ensure ALCTS’ contribution to the advancement of the profession and the improvement of library services.
- Continued expansion of Preservation Week advocating for the preservation of personal cultural heritage by engaging library users in their local library. (ALCTS)
- Campaign for *World’s Libraries* partnership with IFLA will provide new public awareness about the value of libraries in countries such as South Africa, Romania, Bulgaria, Jamaica, and Taiwan.
- The Office for Research & Statistics is currently in year 2 of an IMLS National Leadership Grant that funds the Digital Inclusion Survey of Public Libraries. Results will be used to inform policy makers and advocate the need for improved public access technology infrastructure and resources that promote inclusion in civic engagement, education, health and wellness, and workforce/employment.
- Continue to encourage ALSC members to become actively involved with grassroots advocacy through the Everyday Advocacy Website and resources. Create resources for libraries to foster partnerships with local organizations to expand advocacy efforts in their community.

- As part of an IMLS National Leadership Planning Grant *Causality: School Libraries and Student Success (CLASS)*, AALS will bring together 50 researchers to focus on the casual relationship between strong school library programs and student academic achievement, and create a white paper proposing a research agenda for future research for the school library field.
- Create a network of advocates in all 50 states. Each network will consist of diverse advocates (public, school, managers/non-managers, etc.) to ensure the network doesn't collapse when one person leaves (OGR).
- With a one-year planning grant from IMLS, PPO will be developing a comprehensive research agenda and five-year implementation plan to understand and document the characteristics, audiences, outcomes and value of public programming in libraries at a national level. The "National Impact of Library Public Programs Assessment" aims to advance an understanding of how library programs increase broad public access to knowledge and foster support for lifelong learners across diverse geographic, cultural, and socioeconomic backgrounds.
- PPO will re-launch ProgrammingLibrarian.org; integrating PPO brands, sites, and social media with ALA's web presence; and facilitating the creation of a new member group, the Programming Librarians Interest Group (PLIG).
- Washington Office will be creating videos, and scripts consisting of interviews with librarians and library patrons on ways that libraries use LSTA federal funds to support digital literacy, high-speed internet access, small business assistance, job assistance and services for New Americans.
- Through the work of its Performance Measurement Task Force, PLA is working on identifying standardized measures of effectiveness for widely-offered public library programs; these "plug and play" procedures for using outcomes for a group of services related to common community goals will produce comparable data that can be collected on a statewide or regional basis for advocacy purposes. Additionally, PLA will develop and promote training for implementation and use of the measures across public libraries.

Information Policy (ALA), operating in the public interest, focuses at every level on a diverse set of policy areas that includes: intellectual freedom, privacy, civil liberties, telecommunications, funding for education and research programs, funding for libraries, copyright and licensing, government information, and literacy.

Major Initiatives:

- Develop and implement a national policy agenda under the auspices of the Policy Revolution! Initiative. Develop new relationships and activities with influential stakeholders at the national level. (OITP)

- Strengthen the capacity of the Office for Government Relations through creation of a new high level lobbyist position focusing on copyright and privacy. This new lobbyist will work in very close collaboration with the copyright analyst in OITP as new federal copyright legislation is expected to be introduced.
- Establishment of an ALA Center for the Future of Libraries. The Center will gather information on societal, technological, demographic and educational trends from a variety of fields within and outside of librarianship and will serve as a focus and resource for “futures-thinking” and innovation in libraries of all types.
- Provide support for the Digital Content and Libraries Initiative and Working Group. Organize and lead working group and subgroup activities. Develop documents on policies and practices for the major policy areas addressed. (OITP).
- Banned Books Week will be expanded internationally, using social media and promoting the Challenge Database. (OIF)

Related 2015 Initiatives:

- Providing the research and resources to enable ALA staff to develop and promote legislation and policies that support information and library services in all types of libraries and information environments. (ORS)
- ALCTS created its Advocacy and Policy Committee in 2013 to enable the Association to play a proactive and effective role in policy development and legislative influence in order to enhance and ensure ALCTS’ contribution to the advancement of the profession and the improvement of library services.
- ALCTS created its Standards Committee to provide ongoing education to ALCTS members and other interested individuals in the information industry about relevant standards and to actively promote member involvement in the standards development process.
- The national education policy related to Common Core State Standards (CCSS) was addressed in “Powerful Partnerships: Libraries, Technology, and the Common Core,” a new webinar on how to propel the school library program into the center of teaching and learning in the era of CCSS. The webinar complements the fall 2013 action brief, “Implementing the Common Core State Standards: The Role of the School Librarian,” created by AASL in collaboration with the Achieve organization.
- PLA will enhance and sustain its IMLS grant funded digital literacy website DigitalLearning.org to include additional classes (in Spanish and other languages) as well as more resources for librarians and other community centered organizations. This will be accomplished through support from PLA and partnerships with Federal, technology and educational organizations.

Professional and Leadership Development *The professional and leadership development of librarians and library workers is essential to high-quality professional practice and the future of libraries and information services.*

Major initiatives:

- A new ALA elearning commons will bring together ALA’s online continuing education offerings through a new web portal that will provide members and others with improved access to a growing array of courses, including certification courses, CEUs and free webinars. A new partnership with San Jose State University SILS will pilot a “plug and play” model for joint development and deployment of elearning modules in the future.
- Joint ALA-Division recruitment/retention initiatives will be launched to grow membership/revenue and better deploy organizational resources. This initiative is one of several based on the kitchen table conversations held as part of ALA’s “looking outward” initiative.
- In FY2015 the Spectrum Scholarship Program will award a minimum of 50 scholarships to students from racial and ethnic groups currently underrepresented in the profession. Since its inception in 1997, Spectrum has provided more than \$6million in support to over 930 talented students. The IMLS funded Spectrum Doctoral Fellowship program continues to support six Spectrum Doctoral Fellows thru FY 2015. Since its inception in 2006, 18 individuals have pursued a doctoral degree with the support of this program.
- HRDR will support ALA President-Elect Courtney Young, in partnering with ALA Chapters to provide training for a national cohort of 25 librarians from a cross section of libraries to become certified Career Development Facilitators (CDF). By offering this innovative training to those in state chapters, participants will be able to assist their peers as well as the thousands of patrons from their libraries through several facets of career planning and the job search.
- The Emerging Leaders Program will be entering its 9th year with the 2015 Co-hort. To date 696 participants have participated in the program which was initiated in 2007. The ALA-APA will continue to further its mission in supporting the certification of individuals through its CPLA (245 enrollees and 75 graduates) and LSSC (455 enrollees and 80 graduates) programs, as well as comparable worth and pay equity activities. During the next fiscal year it will seek to partner with states on certification initiatives and continue its advocacy efforts by providing materials that assist in elevating salaries and status of all library workers.
- A staff working group has been developing a strategy for ALA’s international presence. Activities for 2015 include presenting a series of programs at the Sharjah Book Fair (first ever 2-day library conference during the Book Fair for 200 ALA members and non-members in the Middle East Region), a pilot program in China, and the presenting of materials at book fairs and other events through Combined Book Exhibit (e.g., Taiwan) or individual agreements (e.g. Japan Library Fair).

- ALA Editions/Neal-Schuman will publish 54 titles. Representative book and e-book titles include *Managing Digital Projects*, *Driving Transformational Change in Public Libraries*, *Sustainable Libraries*, *7 Steps to Effective Online Teaching*, *The Personal Librarian: From Resources to Relationships*, *The Faculty Commons for Teaching and Research*, *Managing with Data and Metrics*, *Fundamentals of Technical Services*, *The Library Innovation Cookbook*, *Service Leadership*, *Rightsizing the Academic Library Collection*, *Professional Competencies*, *Re-inventing Reference*, *Getting Started in Demand-Driven Acquisition of E-books*, and *Embedded Librarianship*.
- ALA TechSource is increasing the number of its webinars and e-courses from 6 a month in FY14 to 8 a month in FY15. Topics in this realm include *Creating Subject Guides for the 21st Century Library*, *How to Teach Online*, *Getting Started with Open Access*, and *Re-Thinking Library Instruction: Libraries as Social Learning Centers*.
- RDA has exceeded its FY 2014 target, with 410 new subscribers to date.. The print version has sold 468 copies and an e-book version is now available. In FY15, there will be an Essential RDA that will function as the Concise AACR2 did for AACR2. RDA has been adopted as the primary standard for cataloging by 16 national libraries. The RDA Toolkit currently provides access in English, French and German, and will soon offer Spanish and Italian Discussions are underway for translations into Finnish, Arabic, Catalan, Japanese, Korean, Norwegian, and Swedish, and China is translating the print version.
- United for Libraries provides statewide subscriptions to groups in Nebraska, North Dakota, and Kansas representing 670 libraries as well as region-wide purchases in a portion of Los Angeles county and Broward county (with reduced benefits) representing 102 libraries. Access to the UFL databases and webinars provides for leadership development for Friends and Trustees in these locations.
- PLA partnered with the international City/County Management Association (CMA) in 2013 to build on PLA's existing model by developing the PLA Leadership Academy, an asset-based curriculum that educates librarians on how to build relationships with local government and other agencies. PLA will continue its focus on leadership training and has received additional funding from IMLS that will allow more offerings of the Academy over a three-year period (2014 – 2017) as well as hosting a summit to bring together leadership training providers for collaboration and sharing of best practices.
- In conjunction with select divisions, ALA will launch pilot communications and outreach activities to new student members and new first-year regular members to help them better understand all that ALA offers, and present ALA in a more welcoming manner.
- AASL will enter year six of "Learning4Life," a comprehensive 3-5 year plan to ensure adoption of its learning standards and its vision for school library programs with a focus on a summative evaluation of the plan.

Related 2015 Initiatives:

- Through the Knowledge Alliance recruitment initiative, OFD seeks to build a network of recruitment partners by FY2015 to deploy racially and ethnically diverse early career librarians to career and graduate education fairs targeting students from underrepresented groups.
- The Diversity Research Grant program will award three \$2500 grants in FY2015 and recognize an individual for achievement in diversity research. This program has provided \$105,000 to support original research addressing critical gaps in the knowledge of diversity issues within library and information science since its inception in 2002.
- ALSC will publish a white paper on the need for diversity in library collections and programming and continue and pursue the means to host a national diversity summit to contribute resources and information to the library service to children field through the Dia initiative.
- Developing site-specific finding aids or “roadmaps” to the resources from ALA and others for “best practices” information needed to develop new services, such as <http://www.ala.org/tools/new-immigrants> (Advocacy) or <http://www.ala.org/tools/libfactsheets/alalibraryfactsheet19> (Information Policy) or <http://www.ala.org/tools/disaster-response> (Professional and Leadership Development)
- Maintain strong accreditation standards and processes for library and information science programs with input from all sectors of the profession and the public. A revision of the 2009 *Standards* will be brought to ALA Council at the 2015 Midwinter Meeting.
- Increase the diversity of library professionals and sustain their professional growth through multiple strategies. Intensified emphasis is placed in the *Standards* revision on expectations of programs to “ensure that their student bodies, faculties, and curriculum reflect the diverse histories and information needs of the people served.”
- In April, a pilot Facebook advertising campaign to increase student membership will launch. Based on results and what is learned from the pilot, it will be expanded into FY15.
- The membership pages of ALA’s website were re-engineered to add a “Get the Most from Your Membership” section, containing member orientation information and a new portal to guide members to the many tools kits offered by numerous units, ways to become involved with ALA, and ways to connect with other ALA members, including social media.
- The “[Why ALA?](#)” brochure, offering 20 compelling reasons for ALA membership, was introduced at the Midwinter Meeting in Philadelphia. In FY14 and FY15 this brochure (and a web version) will evolve to strategically present combined ALA/individual division information, creating an integrated value message.

- ALA will introduce Fundamentals of Cataloging web course this summer, which will be another ALCTS developed course for the LSSC. ALCTS has introduced the first Spanish language webinar this spring on RDA and the first web course offered exclusively for an international (outside North America) audience taught by an ALCTS member in United Arab Emirates.
- CRO/CRC to continue yearly *Chapter Leaders Forums* at Annual Conference and Midwinter to prepare 60 incoming Chapter Leaders for their role guiding their associations.
- ORS will deliver presentations at state chapters, at ALA, and at other library-related conferences designed to inform librarians about current ORS research, to provide instruction in locating sources of federal, state and local data, and to empower librarians to use both qualitative and quantitative data for decision making and advocacy.
- ALSC will evaluate and update Core Competencies for Librarians Serving Children in Public Libraries and develop training based on them. Support best practices sharing and developing leaders through mentoring program, ALSC Student Sessions, #alschat Twitter discussions.
- AASL will emulate its *School Libraries in the Anytime Anywhere Learning Landscape* theme by offering nine satellite sites at locations across the country during the institute, which takes place in October 2014.
- *eCollab*, a repository of webinars and professional development resources for members or by subscription, will be expanded with the addition of more than 70 offerings including recordings from session at the national conference. (AASL)
- United for Libraries updated the school library toolkit and added a new academic library toolkit. All three are available free of charge at <http://www.ala.org/united/friends>.

**American Library Association
Budget Narrative – Total ALA
FY 2015**

The total preliminary FY 2015 budgeted revenue for ALA is \$50,929,852. This reflects an increase of \$308,868 from the total final FY 2014 budgeted revenue. The most significant changes are:

- Δ Dues revenue is comprises a smaller percentage of ALA’s revenue budget
FY 2015 \$8.4m – 16%
FY 2014 \$8.6m – 17%
- Δ Book sales account for 11% of total budgeted revenue, down 3% from FY 2014.
- Δ Other sales are making up a larger portion of the revenue budget, up \$130k from FY 2014, mostly due to online sales.
- Δ Booklist continues to perform well year after year and is expected to increase 2015 revenues over 2014 by \$86,886.
- Δ Subscriptions and advertising revenue are budgeted to increase by \$250k each.
- Δ Meetings and Conferences revenue is expected to hold at 24% of total budgeted revenue, compared to the FY 2014 budget, even though there will be only one Division national conference. The static pattern is due to an increase in budgeted revenue for the 2015 Annual Conference: registration fees are budgeted \$1 million higher than the FY 2014 budget and exhibit space revenue is budgeted to exceed 2014 by \$274,000.

The total preliminary FY 2015 budgeted expenses for ALA is \$52,985,613. This reflects an increase of \$2,091,664 from the total final FY 2014 budgeted expenses. Consistent with the FY 2014 budget, payroll and related expenses represent 41% of total budgeted expenses. It is planned that the beginning FY 2015 division and round table net assets, will be \$14,620,753. At the end of fiscal year 2015, it is estimated to be \$12,623,728. The decrease in net assets of \$1,997,025 is mostly due to hosting one division national conference, instead of two, in 2015. Taking in account the General Fund deficit of \$747,150, Total ALA operating net assets is budgeted to be \$11,817,843.

Finally, ALA’s investment portfolio is strong and has been performing well under current market conditions. The long-term investment balance at March 31, 2014 was \$37,623,869, compared to a fiscal year-end balance of \$34,381,883. Through the first six months of the fiscal year, ALA has recognized realized gains on the investments of \$608,535 and unrealized gains of \$2,667,852.

***General Fund
Revenues***

The General Fund revenues for FY 2015 are budgeted at \$29,498,008 consisting of:

- Net dues income, which is budgeted at \$5,568,894, represents an increase of \$15,200 compared to the FY 2014 projections of \$5,553,694. Note: Refer to the Communications and Member Relations overview for an analysis of membership levels.
- Sale of materials, which includes sale of books, Graphics and Digital Reference is budgeted for a total of \$4,978,488 as compared to the FY 2014 projection of \$5,794,868. The decrease of \$816,380 is primarily attributed to ALA Editions. ALA Editions book sales are budgeted at \$4,588,627 as compared to \$4,767,130 in FY 2014 projections. A total of 54 front list titles are projected for release as compared to 52 in FY 2014. The average list price will be decreased on front list sales, with the average price per title targeted at \$58.85, compared to \$60.06 in FY 2014. Graphics sales are budgeted to reach \$1,085,448, which represents a \$100,820 decrease compared to the FY 2014 projections of \$1,186,268.
- Other sales include mail list rental, Online Guide to Reference subscription sales, and non-catalog product sales at the ALA Store, and are budgeted to be \$1,082,730 as compared to \$384,870 in FY 2014 projections, representing an increase of \$697,860 due to online sales.
- Subscriptions are budgeted at \$3,231,539 as compared to \$2,957,294 in the FY 2014 projections. Subscription revenue is a function of Booklist, Booklist Online, RDA and TechSource subscriptions. Booklist magazine subscriptions budgeted slightly higher than the FY 2014 projections at \$1,686,400. American Libraries magazine subscriptions budgeted flat at \$77,000 in comparison to FY 2014 projections. RDA budgeted an increase of \$230,361 in subscriptions from the FY 2014 projection for a total of \$1,200,514.
- Advertising income budgeted at \$4,119,068 reflects an increase of \$198,283 from the FY 2014 projections. Booklist advertising is budgeted at \$2,517,694 which is higher than FY 2014 projections of \$2,381,197 and the FY 2014 budget of \$2,352,636.
- Revenues for meetings and conferences, registration fees and exhibits, space rental and meal functions are budgeted at \$8,115,075, which is a \$1,555,768 increase from the FY 2014 projections due to anticipated draw of the Chicago and San Francisco sites. The FY 2015 budget reflects revenues for exhibits sales at \$4,182,000 and registration fees at \$3,905,575.
- Miscellaneous income, which includes donations, interest and dividends and royalties, is \$2,399,414 as compared to the FY 2014 projection of \$2,520,208, which reflects a decrease of \$120,794.

Expenses

Expenses for the General Fund are budgeted at \$29,498,008, which is \$1,804,182 more than the FY 2014 projection.

- Payroll and related expenses of \$14,325,306 represent 49% of the total expense budget, compared to 48% in the FY 2014 budget. Payroll related expenses are budgeted to increase by \$417,422 from FY 2014 projection. A 2% salary increase, including benefits, of \$260,000 have been included in the FY 2015 budget. There is a total of 37.342 unfunded FTE totaling approximately \$2,550,000 savings for salaries and benefits. Publishing has 6.8 unfunded FTE, Accounting and Staff Support Services has 4.142 unfunded FTE, Member Programs and Services has 11.9 unfunded FTE, Communications has 7.5 unfunded FTE, Executive Office unit including Human Resources and the Development Office has 3.0 unfunded FTE, and Washington Office/OITP has 4.0 unfunded FTE. A total of 5 positions are funded in the 2015 budget offset by 4 staff reductions.
- Outside Services are budgeted at \$4,044,749, which is higher than the FY 2014 projection by \$307,751.
- Travel and related expenses are budgeted at \$986,467, which is \$26,302 greater than the FY 2014 projection.
- Meetings and Conferences expenses are budgeted at \$3,842,024, which is \$532,421 over FY 2014 projections. The major increases include: facilities rent - \$122,935, special transportation - \$190,184 and security - \$100,902.
- Publication related expenses are budgeted at \$2,964,921 and are \$13,537 less than the FY 2014 projections.
- Operating Expenses are budgeted at \$4,831,130, which is an increase of \$315,065 from the FY 2014 projections. Operating expenses include subscription equivalent for organizational members to receive the *Library Worklife* newsletter offered by the ALA-APA.
- Overhead recovery for the General Fund is expected to be \$2,063,228 as compared to \$2,149,271 in the FY 2014 projections. The primary reason for the decrease is due to hosting one division national conference, instead of two, offset by higher grant and General Fund overhead. Divisions are budgeted to contribute \$1,529,489 in overhead (25.4 % overhead rate) as compared to \$1,770,292 in the FY 2014 projections, which is \$240,803 lower. The grant overhead is budgeted at \$551,241 and \$131,102 higher than FY 2014. The FY 2015 overhead rate is based on the FY 2012 Indirect Cost Study.

Division Fund

- By the end of FY 2015, the Division fund net assets are budgeted at \$11,186,450. Total net revenue is budgeted to be a loss of \$2,044,587 in FY 2015.
- The following divisions have requested long-term investment transfers in the Division FY 2015 budget: ACRL - \$150,000; ALSC - \$50,000 and LITA - \$50,000.

- No new positions were requested or budgeted for FY 2015. 8.3 unfunded positions are from ACRL, AASL, ASCLA, RUSA, LLAMA, LITA and UFL.
- Revenues for the Divisions are budgeted at \$13,502,287, which represents a decrease of \$1,998,734 from the FY 2014 budget due to one national conference scheduled for 2015, instead of two. Dues revenue for FY 2015 is \$2,700,315, which is \$27,942 lower than the FY 2014 budget of \$2,728,257. Dues income for Divisions represents 20% of total Division revenue.
- Sales of materials is budgeted at \$686,365, which represents a \$32,706 decrease from FY 2014. Other sales of materials are budgeted at \$1,250,836, which is a \$98,000 decrease compared to budget.
- Subscription sales and advertising income are budgeted at \$1,844,907 and \$1,227,480, respectively.
- Meetings and conferences are budgeted to be \$3,724,277, which represents a decrease of \$1,570,342 compared to FY 2014 due to one Division national conference vs. two Division national conferences in FY 2014.
- Miscellaneous income is budgeted at \$2,068,107, which represents a \$151,428 decrease from FY 2014. Miscellaneous income is composed of the following: donations of \$836,975, royalties of \$790,002 and other income of \$441,130.
- Total expenses, including overhead and taxes for the Divisions, are budgeted at \$15,546,876, which represents a \$456,656 decrease from the FY 2014 budget. The decrease is primarily due to the scheduling of one national conference instead of two, specifically outside services, travel, and overhead account for the decrease. Support to the small Divisions total \$49,081, consistent with the FY 2014 budget. CHOICE building expenses including interest on the mortgage total \$87,255.

Round Tables

FY 2015 Round Tables revenues are budgeted at \$412,785 compared to \$395,020 in the FY 2014 budget. Dues account for \$180,482 or 44% of total revenue, and sales and meeting functions contribute \$65,300 and \$82,083, respectively, to revenues. Sales of \$65,300 are primarily related to the sale of the Coretta Scott King seals, which are included in EMIERT. Subscription, advertising, donations and miscellaneous revenues are \$8,325, \$16,600, \$20,479 and \$22,516, respectively.

Expenses for the FY 2015 budget are \$365,223 resulting in net revenue of \$47,562. The total Round Tables net assets are budgeted at \$1,437,278 by the end of FY 2015. All Round Tables are budgeted to end the year with positive net assets.

Plant Fund

The Plant Fund budget consists of the 40 and 50 East Huron buildings, the Washington Office building, and the CHOICE building for total ALA building cost of \$1,631,342 which covers the Headquarters building (\$1,151,736) and the Washington Office building (\$392,351) related expenses. The CHOICE portion of the cost is \$87,255, which includes depreciation and interest expense.

Long-Term Investments

Long-term investments are budgeted to fund: Other Scholarships and Awards - \$168,800 and Spectrum Scholarships - \$230,000, which includes a total of 50 scholarships, 30 from the ALA Spectrum Family, 1 TLA scholarship, 2 from the MLA/NLM, 1 from Pro-Quest in honor of Ron Clowney, 10 from the Scholarship Bash, 2 named scholarships (Turock and Gordon) and 4 scholarships from ALA Divisions: ALSC, ACRL, AASL and YALSA. The Long-Term Investment's total budget is \$1,127,370 and includes a placeholder of \$250,000 to fund the ALA Strategic Technology Plan for FY 2015 only.

Grants and Awards

The preliminary budget reflects approved grants in the amount of \$6,448,138, which will be adjusted as pending proposals are approved. Overhead recovered from grants of \$551,241 will offset expenses in the General Fund.

Capital Budget

The proposed capital budget for FY 2015 totals \$2,159,865. The computer and technology related budget totals \$1,952,318 which results in \$208,236 of depreciation to the ALA budget which includes Publishing capital request to support continued development of RDA, website development, electronic store and Booklist Online development. The capital budget continues to maintain ALA's property, which includes improvements to the 40 and 50 East Huron buildings and Washington Office building with a capital request of \$169,000 and related depreciation of \$8,450. Furniture and equipment budget totals \$24,000 with related depreciation of \$2,400. There is a capital contingency of \$100,000 for unanticipated needs.

Technology Reserve Fund

There is no Technology Reserve Fund capital request in FY 2015.

The Technology Reserve Fund is intended to provide a stable source of funds for one-time major capital items associated with the Association's core "enterprise" technology systems and infrastructure.

The Executive Board approved a transfer of \$1.0 million from the General Fund reserve to establish the Technology Reserve. The funds were expended to support implementation of the Content Management System and the finance/accounting system.

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AMERICAN LIBRARY ASSOCIATION
FY 2015 BUDGETARY CEILING - TOTAL ALA

| | General Fund | Divisions | Round Tables | Plant Fund | Grants & Awards | Long Term Investment | Total All Funds |
|--|-------------------|-------------------|------------------|-------------|------------------|----------------------|-------------------|
| Projected Net Asset Balance at end of FY 2014 (Available for Budgetary Ceiling) | | 13,231,037 | 1,389,716 | 0 | 0 | | 14,620,753 |
| Projected Net Asset Balance at end of FY 2014- Operating Reserve (not available for budgetary ceiling) | 132,850 | | | | | 35,827,654 | 36,072,632 |
| Projected Net Asset Balance at end of FY 2014- Operating Reserve(including non operating results) | (747,150) | | | | | | (747,150) |
| Tech Reserve Fund at the end of FY 2014 | | | | | | | 0 |
| Total Operating and Board Designated Reserve (not available for budgetary ceiling) | (747,150) | | | | | 34,630,145 | 33,995,123 |
| FY 2015 Budgeted Revenues | 28,920,022 | 13,484,072 | 412,785 | 0 | 6,448,138 | 1,277,954 | 50,542,971 |
| Revenue Transfer: | | | | | | | |
| Interest & Dividend trf to G.F. | 533,568 | | | | | (533,568) | 0 |
| Spectrum Interest/Dividends | | | | | | 150,244 | 150,244 |
| Spectrum Capital Gain | | | | | | 236,638 | 236,638 |
| Life Member Dues | 48,198 | 14,435 | | | | (62,633) | 0 |
| Continuing Members | (3,780) | 3,780 | | | | | |
| Total Revenues including Capital Gain Transfer | 29,498,008 | 13,502,287 | 412,785 | 0 | 6,448,138 | 1,068,635 | 50,929,853 |
| TOTAL ALA BUDGETARY CEILING | 29,498,008 | 26,733,324 | 1,802,501 | 0 | 6,448,138 | 1,068,635 | 65,550,606 |
| FY 2015 Budgeted Expenses | | | | | | | |
| Salary and Benefits | 14,325,306 | 6,226,652 | 1,377 | 0 | 925,831 | | 21,479,166 |
| Other | 13,844,038 | 9,267,544 | 363,846 | 1,631,342 | 5,522,307 | 647,370 | 31,276,447 |
| Spectrum Scholarship Expenses | | | | | | 230,000 | 230,000 |
| LTI- Strategic Technology Investment | (250,000) | | | 0 | | 250,000 | 0 |
| Plant Fund Transfer | 1,544,087 | 87,255 | | (1,631,342) | | | 0 |
| Support To Small Divisions | 34,577 | (34,577) | | | | | 0 |
| Total Expenses | 29,498,008 | 15,546,874 | 365,223 | 0 | 6,448,138 | 1,127,370 | 52,985,613 |
| FY 2015 Projected Net Revenues (Expenses) Capital Gain | 0 | (2,044,587) | 47,562 | 0 | (0) | (58,735) | (2,055,760) |
| FY 2015 Projected Change in Net Assets Net Assets Transfer | 0 | (2,044,587) | 47,562 | 0 | (0) | (58,735) | (2,055,760) |
| Budgeted Net Asset at end of FY 2015 | (747,150) | 11,186,450 | 1,437,278 | 0 | (0) | (58,735) | 11,817,843 |

American Library Association FY 2015 Total ALA Budget By Fund

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| | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2015 Budget | 2014 Budget | 2015 Budget |
|---|-----------------------------|-------------------------------|--------------------------------|------------------|-----------------------------|------------------|------------------------|-----------------------------|----------------|----------------------|------------------------|------------------------|
| | OPERATING/GENERAL FUND (11) | OPERATING/DIVISIONS FUND (12) | OPERATING/RND TABLES FUND (13) | Plant Fund | LT Endowment Funds/34&35&36 | Roll up 47&48&49 | All Funds | OPERATING/GENERAL FUND (11) | ALA - APA | All Funds | All Funds | Variance |
| | All - Less TRF | All | All | All | All | All | All - Less TRF and APA | Technology Reserve F | All | All With TRF and APA | All - Less TRF and APA | All - Less TRF and APA |
| ACCOUNT | | | | | | | | | | | | |
| (400) Subtotal Dues | 5,568,894 | 2,700,315 | 180,482 | | -62,633 | | 8,387,058 | | | 8,387,058 | 8,649,515 | -262,457 |
| (410) Subtotal Sales-Net | 4,978,488 | 686,365 | 17,000 | | 509 | | 5,682,362 | | 46,622 | 5,728,984 | 6,905,436 | -1,223,074 |
| (411) Subtotal Other Sales | 1,082,730 | 1,250,836 | 65,300 | | 10,000 | 5,000 | 2,413,866 | | | 2,413,866 | 2,284,096 | 129,770 |
| (412) Subtotal Subscriptions | 3,231,539 | 1,844,907 | 8,325 | | | | 5,084,771 | | 0 | 5,084,771 | 4,919,080 | 165,691 |
| (414) Subtotal Advertising | 4,119,068 | 1,227,480 | 16,600 | | | | 5,363,148 | | | 5,363,148 | 5,136,938 | 226,210 |
| (420) Subtotal Meetings and Conferences | 8,115,075 | 3,724,277 | 82,083 | | | 92,000 | 12,013,435 | | 40,750 | 12,054,185 | 12,125,543 | -112,108 |
| (430) Subtotal Grants & Awards | 2,800 | 0 | | | | 5,754,764 | 5,757,564 | | | 5,757,564 | 4,135,344 | 1,622,220 |
| (440) Subtotal Misc. | 2,399,414 | 2,068,107 | 42,995 | | 1,120,759 | 596,374 | 6,227,649 | | 10,000 | 6,237,649 | 6,465,032 | -237,383 |
| Total Revenue | 29,498,008 | 13,502,287 | 412,785 | | 1,068,635 | 6,448,138 | 50,929,852 | | 97,372 | 51,027,224 | 50,620,984 | 308,868 |
| (500) Payroll & Related Expenses | 14,325,306 | 6,226,652 | 1,350 | 0 | | 925,831 | 21,479,139 | | 76,754 | 21,555,892 | 20,822,813 | 656,326 |
| (510) Outside Services | 4,044,749 | 1,472,569 | 17,820 | 114,690 | 281,197 | 1,485,177 | 7,416,203 | | 45,520 | 7,461,722 | 6,668,196 | 748,007 |
| (520) Travel and Related Expenses | 986,467 | 653,050 | 9,550 | 0 | 7,000 | 334,060 | 1,990,127 | | 4,000 | 1,994,127 | 2,145,314 | -155,187 |
| (530) Meetings and Conferences | 3,842,024 | 2,699,899 | 210,490 | 0 | 426,600 | 1,134,113 | 8,313,126 | | 1,948 | 8,315,074 | 6,980,377 | 1,332,749 |
| (540) Publication Related Expenses | 2,964,921 | 1,361,107 | 72,057 | 0 | 2,125 | 182,647 | 4,582,857 | | 5,117 | 4,587,973 | 4,977,744 | -394,887 |
| (550) Operating Expenses | 4,831,130 | 1,417,290 | 17,305 | 797,602 | 85,376 | 1,645,490 | 8,794,193 | | 6,136 | 8,800,329 | 9,622,872 | -828,679 |
| (590) IUT | -1,026,815 | 131,226 | 11,623 | 719,050 | 325,072 | 189,579 | 349,734 | | 274 | 350,008 | 0 | 349,734 |
| Total Direct Expenses | 29,967,782 | 13,961,793 | 340,195 | 1,631,342 | 1,127,370 | 5,896,897 | 52,925,379 | | 139,748 | 53,065,127 | 51,217,316 | 1,708,063 |
| Contribution Margin | -469,774 | -459,506 | 72,590 | -1,631,342 | -58,735 | 551,241 | -1,995,526 | | -42,376 | -2,037,902 | -596,332 | -1,399,194 |
| IUT-General Overhead | -2,063,228 | 1,529,489 | 25,028 | 0 | | 551,241 | 42,530 | | 0 | 42,530 | 0 | 42,530 |
| Total Expenses Excl. Alloc | 27,904,554 | 15,491,282 | 365,223 | 1,631,342 | 1,127,370 | 6,448,138 | 52,967,909 | | 139,748 | 53,107,656 | 51,217,316 | 1,750,593 |
| IUT-Allocations | 1,593,454 | 34,577 | | -1,631,342 | | | -3,311 | 300,000 | | 296,689 | -341,068 | 337,757 |
| Total Exp. Incl. OH & Alloc. | 29,498,008 | 15,525,859 | 365,223 | -0 | 1,127,370 | 6,448,138 | 52,964,598 | 300,000 | 139,748 | 53,404,345 | 50,876,248 | 2,088,350 |
| Net Rev/(Exp) Before Taxes | -0 | -2,023,572 | 47,562 | 0 | -58,735 | -0 | -2,034,745 | -300,000 | -42,376 | -2,377,121 | -255,264 | -1,779,481 |
| Taxes/Income | 0 | 21,017 | | | | | 21,017 | | | 21,017 | 27,701 | -6,684 |
| Total Expenses Incl. Taxes | 29,498,008 | 15,546,876 | 365,223 | -0 | 1,127,370 | 6,448,138 | 52,985,615 | 300,000 | 139,748 | 53,425,362 | 50,903,949 | 2,081,666 |
| Net Rev/(Exp) After Taxes | -0 | -2,044,589 | 47,562 | 0 | -58,735 | -0 | -2,055,762 | -300,000 | -42,376 | -2,398,138 | -282,965 | -1,772,797 |

American Library Association
Statement of Revenues and Expenses - Total ALA
Budget Schedule 1

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| | YTD 2013 Actual | 2013 Budget | 2014 Budget | 2014 Projection | 2014 Projection - Budget Variance | 2015 Budget | 2015 Budget Less Prior Year Projection |
|---------------------------------------|-----------------------|-------------------|-------------------|--------------------|---|-------------------|--|
| FUND | | | | | | | |
| OPERATING/GENERAL FUND (11) | 28,662,911 | 31,640,176 | 28,821,439 | 27,693,826 | -1,127,613 | 29,498,008 | 1,804,181 |
| OPERATING/DIVISIONS FUND (12) | 13,489,583 | 13,454,651 | 15,501,021 | 14,645,308 | -855,713 | 13,502,287 | -1,143,021 |
| OPERATING/RND TABLES FUND (13) | 410,750 | 401,704 | 395,020 | 395,020 | 0 | 412,785 | 17,765 |
| Plant Fund | | | | 0 | 0 | | 0 |
| Grants and Awards | 6,922,284 | 6,285,991 | 4,853,993 | 4,853,993 | 0 | 6,448,138 | 1,594,145 |
| Longterm Investment (Endowment Fund) | 521,164 | 839,955 | 1,049,511 | 1,049,511 | 0 | 1,068,635 | 19,124 |
| Total Revenues | 50,006,692 | 52,622,477 | 50,620,984 | 48,637,659 | -1,983,325 | 50,929,852 | 2,292,194 |
| OPERATING/GENERAL FUND (11)-594 | 28,552,235 | 31,348,405 | 28,821,439 | 27,693,826 | -1,127,613 | 29,498,008 | 1,804,181 |
| OPERATING/DIVISIONS FUND (12) w Tax | 13,558,805 | 15,214,826 | 16,003,532 | 15,058,980 | -944,552 | 15,546,876 | 487,896 |
| OPERATING/RND TABLES FUND (13) | 287,482 | 321,073 | 334,753 | 334,753 | 0 | 374,036 | 39,283 |
| Plant Fund | 0 | 0 | 0 | 0 | 0 | -0 | -0 |
| Grants and Awards | 6,690,228 | 6,285,991 | 4,853,993 | 4,853,993 | 0 | 6,448,138 | 1,594,145 |
| Longterm Investment (Endowment Fund) | 801,644 | 779,193 | 890,232 | 890,232 | 0 | 1,127,370 | 237,138 |
| Total Expenses | 49,890,394 | 53,949,488 | 50,903,949 | 48,831,784 | -2,072,165 | 52,994,428 | 4,162,644 |
| OPERATING/GENERAL FUND (11) | 110,676 | 291,771 | 0 | -0 | -0 | -0 | -0 |
| OPERATING/DIVISIONS FUND (12) | -69,222 | -1,760,175 | -502,511 | -413,671 | 88,840 | -2,044,589 | -1,630,918 |
| OPERATING/RND TABLES FUND (13) | 123,268 | 80,631 | 60,267 | 60,267 | 0 | 38,749 | -21,518 |
| Plant Fund | -0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants and Awards | 232,056 | 0 | 0 | 0 | 0 | 0 | 0 |
| Longterm Investment (Endowment Fund) | -280,480 | 60,762 | 159,279 | 159,279 | 0 | -58,735 | -218,014 |
| NET REVENUE/(EXPENSE) Less TRF | 116,298 | -1,327,011 | -282,965 | -194,125 | 88,840 | -2,064,575 | -1,870,450 |