



## THE CENTER FOR SOCIOCULTURAL SPORT AND OLYMPIC RESEARCH

### Center Self-Study for 6 Year Review

Period 2017-2023

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#### Established in 2014

First 3-year review, submitted March 15, 2017

First 6-year review, submitted March 15, 2024

## Mission and Goals

As stated in the approved Center for Sociocultural Sport and Olympic Research (CSSOR) bylaws, CSSOR's mission is "To promote education and research concerning sport and the Olympic Games in their broadest cultural, social and political dimensions." To achieve this mission, CSSOR facilitates research on sport and the Olympic Games in traditionally recognized humanities disciplines as well as certain social science disciplines, specifically: history, philosophy, communication, ancient and modern languages, literature, religion, and visual and performing arts, anthropology, sociology, cultural studies, and law. CSSOR also seeks grants and fundraising to support education, research, and scholarly activities associated with its mission.

CSSOR engages students and the community through conferences, public lectures, symposia, publications, and various forms of educational media. As many courses on sport exist across the university, CSSOR supports faculty that develop courses on the topic of sport and the Olympic Games within the sociocultural disciplines listed above. **Appendix One** outlines how CSSOR aligns with the university, college, and department's mission and goals.

## Activities

Since its formation in June 2014, CSSOR has worked to advance diversity, equity, and inclusion as part of its broader mission. Over the past six years, this commitment has now moved to the forefront of the center's work, and is reflected in the full range of CSSOR's ongoing activities:

### 1. **Journal of Olympic Studies** ([www.olympicstudies.org](http://www.olympicstudies.org))

CSSOR has partnered with the University of Illinois Press to publish the peer-reviewed *Journal of Olympic Studies* (JOS). As the only peer-reviewed Olympic studies publication to partner with an academic press, the JOS provides an unrivalled multi-disciplinary scholarly home to the rising global interest in Olympic-themed research and publishes high quality academic work on the Olympic and Paralympic Movements from scholars in the fields of history, philosophy, communication, ancient and modern languages, literature, visual and performing arts, anthropology, sociology, cultural studies, economics, marketing, and law. Besides serving as an outlet for new and innovative research on the Olympics, one of the main goals of the JOS

editorial team is to encourage scholarly debate on important contemporary issues. In 2022, for instance, we released a special issue of JOS dedicated solely to the intersection of race and the Olympic Movement. Reinforcing CSSOR's commitment to highlighting and examining issues of social justice, this special issue covers topics related to systemic racism, activism, the experiences of Black athletes, whiteness, and colonialism. The journal is currently in its sixth year of publication. For Endorsements of JOS see **Appendix Two**.

## **2. Conference and Awards**

Another central part of the CSSOR mission is the hosting of an annual academic conference here on campus at the TSU. Started in 2018, we welcome scholars from around the world to present on social and cultural issues related to sport and the Olympic Games. Students and faculty from across campus can attend the event for free, and regularly watch sessions or present their research. This conference provides our campus community with an invaluable chance to listen to, and get invaluable feedback from, internationally recognized scholars. Indeed, a focal point of each CSSOR conference are the keynote addresses delivered by the recipients of the CSSOR Distinguished Scholar and Leadership Awards. The Distinguished Leadership Award was established in 2018 to recognize outstanding leaders who have dedicated themselves to help sport achieve its highest ideals. The Distinguished Scholar Award was established in 2015 to annually recognize one individual for their significant research contributions to the sociocultural understanding of sport. Both keynotes, which historically include scholars of color and focus on issues of race and inclusion in sport, are free to attend for students and faculty on campus.

Each year, CSSOR also offers an annual graduate student essay prize, the Robert K. Barney Graduate Student Essay Award, for an outstanding article on an Olympic theme. The winning student is invited to present their essay at the conference and their paper is published in JOS. This international competition encourages submissions from students around the world, providing an unrivaled opportunity for young scholars to promote their work and publish it in an outlet produced by a university press.

## **3. Greece Study Abroad Program**

CSSOR organizes an annual Greece Study Abroad Program, which provides substantial scholarships to ensure historically underrepresented students can access the benefits of

immersing in another culture while simultaneously studying sociocultural aspects of sport. The Greece Study abroad program is a unique opportunity for CSUF undergraduate and graduate students in the Department of Kinesiology. In partial fulfillment of 6 units of CSUF credit, students explore the cultural and historical foundations of the Olympic Games, visiting archaeological sites in Athens, Olympia, Delphi, Corinth, and Nemea, and studying at the International Olympic Academy along the way. The CSSOR directors plan and implement every aspect of the study abroad program, including curriculum design, budget, and travel arrangements. In order to ensure that the study abroad program is representative of our diverse kinesiology student-body, we have successfully received over \$150,000 in funding (via the IRA fund and charitable gifts) to help subsidize students from minority and lower socio-economic backgrounds.

#### **4. Ongoing Research**

CSSOR's four Co-Directors publish award winning research on topics directly related to diversity, equity, and inclusion. For instance, Dr. Gleaves has published numerous widely cited articles on transgender athletes, Dr. Llewellyn and Dr. Rider have produced a new book on race, activism, and apartheid South Africa (forthcoming, Oxford University Press), and Dr. Julie Brice has published extensively on femininity and diversity within fitness spaces, using novel innovative theoretical and methodologies to conduct impactful and meaningful research, and recently has focused on issues around gender inequalities at the 2023 FIFA World Cup, co-editing two books on the topic.

#### **5. Curriculum Development**

Finally, all of the activities outlined above inform, guide, and inspire teaching practices. CSSOR's work shapes the content of KNES 380 and KNES 381, which are two core classes in the Kinesiology major and also serve the university General Education in categories D3, C3 and Z for Cultural Diversity. Our center's co-directors were instrumental in the creation of a new social justice hire (Dr. Brice), putting our department at the forefront of kinesiology nationally and globally.

## **Organizational Structure and Governance**

CSSOR's governance is comprised of four co-directors. Each of the co-directors coordinate one specific aspect of the center's mission:

Coordinator for Research and Grants

Coordinator for Curriculum and Student Development

Coordinator for Conferences and Community Outreach

Coordinator for Communications and Media

For a description of each role see the CSSOR bylaws in **Appendix Three**.

## **Resource and Sustainability**

CSSOR remains committed to sustainability while achieving its goals. CSSOR has three primary areas that generate revenue: The JOS, Greece Study Abroad (GSA), and the CSSOR Annual Conference. Both the GSA and the annual conference are both revenue neutral. The GSA receives funds from the ASI Instructionally Related Activities (IRA) Grant and student fees that combine to cover the costs associated with the study abroad program (See **Appendix Four** for GSA Budget). The CSSOR Annual Conference covers its expenses through conference registration and advertising in its conference program. JOS generates revenues through subscriptions and journal article sales though it continues to rely on commitments from the Health and Human Development Dean's office to cover its costs. CSSOR maintains a goal that JOS will achieve self-sustainability within the next five years (target date of 2030 or sooner).

Together, these three activities annually combine for approximately \$140,000 of revenue with only JOS relying on a subsidy to balance its costs. CSSOR does not occupy any physical space nor does it employ any staff to assist its management or activities. Going forward, we anticipate JOS to continue its growth towards profitability, eventually leading CSSOR to generate an annual surplus that can be used to further support its mission and activities.

## Highlights and accomplishments

- Recognition by the International Olympic Committee and United States Olympic Committee as an International Olympic Studies Center.
- Hosted 9 annual CSSOR Distinguished Scholar Lectures.
- Hosted 5 annual CSSOR Distinguished Leadership Award Lectures.
- Hosted 9 international academic conferences at CSUF, attracting over 900 scholars from across the globe.
- Organized 6 annual study abroad trips to Greece for CSUF kinesiology students (2015-2019 and 2023). The 2024 edition of the Greece study abroad is scheduled for May.
- Organized the 2017 North American Society for Sport History (NASSH) Conference.
- Created the international peer-review journal, *Journal of Olympic Studies*, and its website: [www.olympicstudies.org](http://www.olympicstudies.org)
- Published 9 issues (to-date) of the *Journal of Olympic Studies* (including 37 articles, 7 book review essays, 2 special issues, and 4 forums).

## Planning and Strategic Outlook

The sheer size and scope of work currently undertaken by CSSOR is incredibly diverse and time consuming. Simply maintaining what we already do is a large undertaking. As such, we are not planning on adding any new significant projects to our considerable portfolio. Rather, we shall continue to dedicate our energy and resources to fulfil our mission, to support DEI initiatives, and to meet the strategic goals of the department, college, and university. In addition to that, we are also planning to use CSSOR's activities to prepare for, and study, the 2028 Summer Olympics, which are due to take place in Los Angeles (and southern California).

## Appendix 1: Mission and Goals

CSSOR Activities	Scholarship: (CSSOR's <i>Journal of Olympic Studies</i> , grants and fundraising, directors' research outputs)	Education: (Study abroad courses, curriculum development)	Community Outreach: (CSSOR annual conference with keynotes and panels open to the public, Barney Award open to public)
<i>University Mission and Goals Alignment</i>	<p>Goal 3 (Recruit, develop, and retain high-quality and diverse faculty and staff)</p> <p>Goal 4 (Expand and strengthen physical and financial capacity and community relations)</p>	<p>Goal 1 (Enhance support for student access, learning and academic success)</p> <p>Goal 2 (Foster student engagement and wellbeing)</p>	<p>Goal 2 (Foster student engagement and wellbeing)</p> <p>Goal 4 (Expand and strengthen physical and financial capacity and community relations)</p>
<i>College's Mission and Goals Alignment</i>	<p>Goal 4 (Advance the impact of the college)</p>	<p>Goal 1 (Promote Academic Excellence and Student Success)</p> <p>Goal 2 (Foster a culture of Discovery and Innovation)</p>	<p>Goal 3 (Enhance college climate and culture of inclusion)</p> <p>Goal 4 (Advance the impact of the college)</p>
<i>Department's Mission and Vision</i>	<p>"The production of nationally and internationally recognized basic and applied research that advances the understanding and practice of human movement across the lifespan."</p> <p>"Leadership in the field of kinesiology and its sub disciplines through professional service and community outreach"</p>	<p>"The best well-rounded scientific and humanistic undergraduate and graduate kinesiology and athletic training curricula that delivers cutting edge knowledge through high impact practices."</p>	<p>"A community that embraces diversity and inclusivity of students, faculty, and research interests related to human movement"</p>

## **Appendix 2: Endorsements of the *Journal of Olympic Studies***

“The Journal of Olympic Studies is a pre-eminent publication that contains thoroughly researched and interesting articles on Olympic studies submitted by international scholars. The presentations supplement and often shed new light on portions of the general mass of Olympic-related material. I always await the next issue of the Journal with great anticipation.”

Richard W. Pound, Former Vice-President of the International Olympic Committee and President of the World Anti-Doping Agency

“The Journal of Olympic Studies adds a much-needed perspective into the vast field of sport studies, understanding the global sense and sensibility of this mega-event and its complicated legacies. Using many different lenses from a variety of fields, the content in this peer-reviewed offering ensures that important, rigorous scholarship on the Olympic Games is part of conversations on nation, economy, international relations, culture, and media, to name only a few.”

Professor Amy Bass, Manhattanville College

“The Journal of Olympic Studies is a wonderful new academic journal that promises to make a significant contribution to the scholarly literature on the most important mega sporting event in the world. Published for the Center for Sociocultural Sport and Olympic Research at California State University, Fullerton, the journal has already attracted imminent scholars as contributors and is marked by its interdisciplinary approach to the study of the Olympic games. There is no doubt the journal will soon take its place among the best scholarly outlets and be widely read and frequently cited.”

Professor David K. Wiggins, President of the North American Society for Sport History



## **Appendix 3: CSSOR Bylaws**

### **The Center for Sociocultural Sport and Olympic Research Bylaws**

#### **Article I – Name**

The name of this organization is The Center for Sociocultural Sport and Olympic Research, referred to in the bylaws as CSSOR.

#### **Article II – Mission**

- A. To promote education and research concerning sport and the Olympic Games in their broadest cultural, social and political dimensions.

#### **Article III – Purpose**

- A. Conduct research on sport and the Olympic Games in relation to human culture and society. This includes research in traditionally recognized humanities disciplines as well as certain social science disciplines, specifically: history, philosophy, communication, ancient and modern languages, literature, religion, visual and performing arts, anthropology, sociology, cultural studies, and law.
- B. Seek grants and fundraising to support education, research, and scholarly activities associated with the center's mission.
- C. Organize the dissemination of sociocultural research about sport and the Olympic Games through activities such as conferences, symposia, publications, and various forms of educational media.
- D. Support and develop courses on the topic of sport and the Olympic Games within the sociocultural disciplines listed above.
- E. Engage in community outreach and service to promote a better appreciation for sport as a social and cultural phenomenon

#### **Article IV – Administration**

CSSOR's administration will be comprised of four co-directors. Each of the co-directors will coordinate one specific aspect of the center's mission.

## Section 1 – Co-directors Roles

### A. Coordinator for Research and Grants:

1. Facilitate and encourage the creation and dissemination of original research in the sociocultural study of sport and the Olympic Games.
2. Form collaborative networks between members and the academic community.
3. Administer the center's publications in collaboration with the other co-directors.
4. Seek out and apply for research grants that will support the work of the center.
5. Explore new and innovative ways to study sport and the Olympic Games from a sociocultural perspective.

### B. Coordinator for Curriculum and Student Development:

1. Develop and guide the center's educational initiatives.
2. Engage the members in the center's educational initiatives.
3. Apply the knowledge and ideas developed by the center to the student experience in the classroom.
4. Invite guest lecturers and speakers to attend and present at the CSUF campus.

### C. Coordinator for Conferences and Community Outreach:

1. Organize, host, and promote conferences and workshops at CSUF.
2. Plan and administer community outreach projects run by the center.
3. Ensure that CSSOR's members and CSUF's students are engaged in the center's mission and have access to its resources.
4. Foster an amicable relationship between the center and the community.
5. Update and maintain the center's website and media presence.

### D. Coordinator for Communications and Media:

1. Create, manage, and develop the CSSOR social media.
2. Update and maintain the CSSOR's website (<https://www.cssor.org/>), the Journal of Olympic Studies' website (<https://olympicstudies.org/>), and media presence.
3. Coordinate with Journal of Olympic Studies contributors to promote research and special issues across multiple platforms.
4. Promote CSSOR's activities across digital spaces, as well as throughout the campus and larger community.
5. Work alongside the Coordinator for conferences and community outreach to manage and promote guest speakers and conference activities.

## **Article V – Operating Procedures**

### **A. Co-directors:**

1. If any of the co-directors step down or retire then the remaining three directors must select a replacement.
2. The co-directors have an indefinite term of service.
3. The co-directors must hold monthly meetings. One co-director will record the meeting minutes and share them with the other co-directors.
4. All meeting minutes, reports, publications, and other pertinent information on the center's workings will be stored in the center's archives in KHS 136.
5. The co-directors must write and submit an annual report to the Dean of the College of Health and Human Development.
6. The co-directors can appoint committees and ad hoc committees to further the center's goals.
7. All major decisions that relate to the center must be approved by all of the directors.

## **Article VI – Fiscal Policies**

- A. The fiscal year shall correspond to that of CSUF.
- B. The books and accounts of the CSSOR shall be kept by CSUF and shall be audited in accordance with CSUF policies.
- C. The CSSOR's budget shall be derived from internal and external funding sources and shall be administered by the co-directors.

## **Article VII – Revision of Bylaws**

- A. These bylaws will be reviewed every three years by the co-directors. The co-directors can only change the bylaws following a two-thirds majority vote.

Appendix 4: Revenue and Budgets

Greece Study Abroad Budget

Study Abroad to Greece					
	Students	Fac/Vol	Total		Default Exch
Estimated people	26	4	30	1 Euro=	\$ 1.10
Museum Entrance Fees	Euros	Dollars	Total in \$\$	Total in Euro	Budgeted
Olympic Stadium	€ 10.00	\$ 11.00	\$ 330.00	€ 300.00	\$ 330.00
Acropolis	€ 20.00	\$ 22.00	\$ 660.00	€ 600.00	\$ 660.00
Nat Arch Museum	€ 12.00	\$ 13.20	\$ 396.00	€ 360.00	\$ 396.00
Isthmea	€ 8.00	\$ 8.80	\$ 264.00	€ 240.00	\$ 264.00
Nemea	€ 6.00	\$ 6.60	\$ 198.00	€ 180.00	\$ 198.00
Delphi	€ 12.00	\$ 13.20	\$ 396.00	€ 360.00	\$ 396.00
Guide Athens	€ 310.00	\$ 341.00	\$ 341.00	€ 310.00	\$ 341.00
Guide Delphi	€ 230.00	\$ 253.00	\$ 253.00	€ 230.00	\$ 253.00
IOA Classroom 4 day + VAT	€ 150.00	\$ 165.00	\$ 660.00	€ 600.00	\$ 660.00
Hotel Classrooms	€ 150.00	\$ 165.00	\$ 165.00	€ 150.00	\$ 165.00
Olympia	€ 15.00	\$ 16.50	\$ 733.70	€ 667.00	\$ 734.00
Museum Entrance Fees		Sub-Total	\$ 4,396.70	€ 3,997.00	
Hotels	Singles	Doubles	Triangles	Confirm	
Room	2	14	0	TRUE	
	Euros	Dollars	Total in \$\$	Total in Euro	Budget
Athens (single)	€ 192.00	\$ 211.20			
Athens (doubles)	€ 202.00	\$ 222.20	\$ 17,666.00	€ 16,060.00	\$ 17,666.00
Athens (triple)		\$ -			
Nauplia (single)	€ 93.00	\$ 102.30			
Nauplia (double)	€ 103.00	\$ 113.30	\$ 1,790.80	€ 1,628.00	\$ 1,791.00
Nauplia (triple)		\$ -			
Delphi (single)	€ 103.00	\$ 113.30			
Delphi (double)	€ 143.00	\$ 157.30	\$ 2,428.80	€ 2,208.00	\$ 2,429.00
Delphi (triple)		\$ -			
IOA (single per head +VAT)	€ 180.00	\$ 198.00			
IOA (double per head +VAT)	€ 150.00	\$ 165.00	\$ 20,064.00	€ 18,240.00	\$ 20,064.00
Hotels		Sub-Total	\$ 41,949.60	€ 38,136.00	
Miscellaneous	Euros	Dollars	Total in \$\$	Total in Euro	Budget
Bus	€ 4,700.00	\$ 5,170.00	\$ 5,170.00	€ 4,700.00	\$ 5,170.00
Flight	na	\$ 1,704.00	\$ 51,120.00	na	\$ 51,120.00
Faculty Per Diem ( \$128/\$87)		\$ 1,249.00	\$ 4,996.00	na	\$ 4,996.00
Guest Honorarium	na	\$ 2,500.00	\$ 2,500.00	na	\$ 2,500.00
Banquet	€ 35.00	\$ 38.50	\$ 1,155.00	€ 1,050.00	\$ 1,155.00
Wire Transfer Fee 4x	na	\$ 65.00	\$ 260.00	na	\$ 260.00
Scholarship Fee		\$ 13,000.00	\$ 13,000.00		
Drop/Price Change Protection		\$ 3,346.42	\$ 3,346.42	\$ -	\$ 3,346.42
Grossup so that Full Price is:	na	\$ 4,550.00		na	\$ -
Miscellaneous		Sub-Total	\$ 81,547.42		
Grand Total			\$ 127,893.72		

Cells shaded this color may be changed with password Greece

Costs	Amount	Number	Total
Cost per Person	\$ 4,263.12	30	\$ (127,893.72)
Cost per Volunteer	\$ 4,263.12	1	
Cost Per CSUF Faculty *	\$ 2,763.12	3	
Cost Per Student	\$ 4,745.91	26	
Subsidized Cost Per Student	\$ 3,245.91	26	
Advertised Price (w/round)	\$ 3,050.00	10	\$ 30,500.00
Advert w/partial scholarship	\$ 2,550.00	13	\$ 33,150.00
Full Scholarship	\$ -	3	\$ -
Student Revenue			\$ 63,650.00
Additional Revenue			
IRA			\$ 43,500.00
CCF			\$ -
Philanthropic			\$ 9,000.00
Scholarship fee			\$ 13,000.00
BALANCE			\$ 1,256.28

\*Sub with IRA

\*Sub with IRA and CCF

Vendor Budget Worksheet					
Budget to Vendors	Budgeted	Billed Amount	Paid	To Be Paid	Variance
IOA	\$ 20,724.00			\$ -	\$ -
MJ Deposit				\$ -	\$ -
MJ Final	\$ 51,120.00			\$ -	\$ -
Escape to Greece Deposit				\$ -	\$ -
Escape to Greece Final	\$ 31,948.00			\$ -	\$ -
CSUF	\$ 7,756.00			\$ -	\$ -
Total	TRUE	\$ 111,548.00	\$ -	\$ -	\$ -
Budgeted:	What we agree with vendors				
Billed Amount:	Amount from actual vendor invoice				
Paid:	Amounts actually paid to date (calculating euros when needed)				
To be paid	What we still owe vendors				
Variance:	Difference between budgeted and what we have paid and expect to pay				

Student/Faculty Prices			
		Amount	
	Per Person Cost	\$ 4,263.12	
	Faculty Price After IRA*	\$ 2,763.12	
	Student Full Price	\$ 4,745.91	
	Student Price W IRA	\$ 3,245.91	
			Students
\$ 1,500	Subsidized Price	\$ 3,050.00	10
\$ 500	Partial	\$ 2,550.00	13
	Full Scholarship	\$ -	3
	Total Student Revenue	\$ 63,650.00	26
	Surplus available	\$ 1,256.28	TRUE

\*This cost is incorporated into the Student Price

Revenue	
IRA	\$ 43,500.00
CCF	\$ -
Donation	\$ 9,000.00
Scholarships	\$ 13,000.00
Total	\$ 65,500.00

Confirmation Table

All students/faculty have rooms  
All students assigned a payment category  
Excess of Budgeted Expenses - Vendor budget by equals or exceeds Expenses  
Adverse variance is less than Surplus  
Gross Revenue is not a negative amount

T  
R  
U  
E

## Conference Budget

shaded cells can be adjusted as appropriate do not change these cells

Fixed Costs	Estimate		Revenue	
Keynote 1	\$ 500.00		Sponsorships	\$ 600.00
Barney	\$ 250.00		Grants	\$ -
Rooms	\$ 430.00		Budgeted Loss	\$ -
Taps	\$ 500.00			
Marriott	\$ 2,305.00		Comped Registrations	6
Total Fixed Costs	\$ 3,985.00		Students as % of all Reg	40%
			% discount for students	35%
			ave % charge by paypal	3.23%
Variable Costs	Per Person			
Coffee	\$ 8.00		Estimated Full Reg Rate	\$ 245.00
Meals	\$ 30.00		Estimated Student Reg Rate	\$ 160.00
Drinks	\$ 10.00		# of non-comp Attendees needed	36
Name Badges	\$ 5.00			
Journal	\$ 40.00		Estimated Total # of Attendees	33
Other Variable			Full Reg Rate to breakeven	\$ 260.00
Total Variable Costs	\$ 93.00		Student Reg Rate	\$ 170.00
Est sum	\$ 3,069.00			
			Student Reg Income	\$ 2,171.55
Est Total	\$ 7,054.00		Full Reg Income	\$ 4,981.78
			Total Income	\$ 7,153.33
			Net Income	\$ 99.33

# Journal of Olympic Studies Profit-Loss Annual

	Actual 2020			Actual 2021			Actual 2022			Actual 2023*		
Paid Circulation												
Journal Income	Qty	Rate	Amount	Qty	Rate	Amount	Qty	Rate	Amount	Qty	Rate	Amount
Subscribers - Individual Print Only	1	\$30	\$30	7	\$30	\$210	4	\$30	\$120	2	\$35	\$70
Subscribers - Individual Electronic Only	1	\$30	\$30	4	\$30	\$120	0	\$30	\$0	4	\$35	\$140
Subscribers - Individual Print + Electronic	3	\$40	\$120	5	\$40	\$200	43	\$40	\$1,720	48	\$45	\$2,160
Subscribers - Institution Print Only	0	\$65	\$0	1	\$65	\$65	0	\$65	\$0	0	\$80	\$0
Subscribers - Inst. E-Only	1	\$65	\$65	9	\$65	\$585	12	\$65	\$780	21	\$80	\$1,680
Subscriber - Inst. P+E	0	\$85	\$0	3	\$85	\$255	1	\$85	\$85	4	\$90	\$360
TOTAL SUBSCRIPTION INCOME:	6		\$245	29		\$1,435	60		\$2,705			\$4,410
JSTOR Back File Royalty/Single article sales			\$0.00			\$0			\$275			\$499
Subsidiary rights			\$0.00			\$0			\$0			\$0
TOTAL INCOME:			\$245			\$1,435			\$2,980			\$4,909
Production Expenses												
Printing & Binding			\$1,600			\$1,600			\$1,600			\$2,355
Mass Mailing Labor & Materials			\$300			\$425			\$460			\$300
Postage (Mass Mailing)			\$160			\$185			\$202			\$202
Renewals			\$300			\$300			\$300			\$300
Copyediting			\$1,100			\$1,100			\$1,100			\$1,100
Layout / Typesetting			\$1,728			\$1,728			\$1,728			\$1,728
Fulfillment Services			\$1,680			\$1,680			\$1,680			\$1,680
Production Editor & Liaison			\$2,150			\$2,150			\$2,150			\$2,150
Marketing			\$1,500			\$1,500			\$1,500			\$1,500
JSTOR Hosting			\$1,200			\$1,200			\$1,200			\$1,200
General & Administrative			\$2,050			\$2,050			\$2,050			\$2,050
Miscellaneous						\$150			\$150			\$150
JSTOR/Agg Fees			\$22			\$189			\$48			
TOTAL PRODUCTION EXPENSES:			\$13,790			\$14,257			\$14,168			\$14,715
ANNUAL SURPLUS / DEFICIT:			-\$13,545			-\$12,822			-\$11,188			-\$9,806

\* 2023 reflects through Oct sale