

COMMUNITY

Annual Report Fiscal Year 2020: July 1, 2019–June 30, 2020



Center *for* Research Libraries
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GLOBAL RESOURCES NETWORK










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The Center for Research Libraries (CRL) is a member-governed, nonprofit international consortium of university, college, and independent research libraries collectively building, stewarding, and sharing a wealth of resource materials from all world regions to support inspired research and teaching. CRL's deep and diverse collections are shaped by specialists at major U.S. and Canadian research universities, who work together to identify and preserve collections and content, to ensure its long-term integrity and accessibility to researchers worldwide.

*Enriching research.
Expanding possibilities.
Since 1949.*

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Message from the Chair



The theme of the 2020 CRL Annual Report is community. The challenges of the past year bring us naturally to reflect on the resilience and power of community. One of the most important cooperative efforts in the research library community, CRL is a partnership of over 200 voting member institutions across the United States and Canada, an enduring model for building collective collections and leveraging shared infrastructure. Our shared commitment to CRL supports the research enterprise itself, ensuring that rarely held materials – reflecting stories, voices, and perspectives that are at risk of being marginalized or lost – are available to researchers and students to inform scholarship today and well into the future. Diversity, inclusivity, equity and respect form the heart of this mission; centering these foundational values in our work feels especially urgent.

The year 2020 brought uncertainty and unprecedented challenges. With the COVID-19 global health crisis as an unforgettable backdrop, we had to close library buildings, move to remote work, and partially reopen our operations even as the pandemic persists. The killing of George Floyd in May brought renewed urgency to addressing ingrained and stubborn

issues of racial violence and systemic oppression and prompted a rapid pivot in a larger societal reckoning with racism, historical oppression and the unequal burden borne by our BIPOC colleagues.

The CRL Board of Directors and I are pleased to report that CRL has not only met the challenges of 2020 with empathy and expertise, but has continued the strategic repositioning begun with Greg Eow's arrival in August 2019. The CRL leadership is actively engaging the CRL community to ensure that we – together – set CRL's future direction. For example, CRL committees have been meeting with increased frequency, providing greater community input into CRL's service portfolio, ensuring that our cooperative enterprise is community-owned and community-directed. The CRL Collections and Services Policy Committee (CSPC) conducted the first member survey to gather feedback on the priorities of CRL members. Finally, CRL has pursued partnerships with other organizations – such as HathiTrust and CRKN – with renewed vigor. Greg Eow and the new CRL leadership team are bringing fresh ideas, enthusiasm, and an openness to collaboration that will ensure that CRL continues to play a vital role in the research enterprise.

Now more than ever, we must leverage the power of community to address shared challenges. On behalf of the CRL Board of Directors, thank you for being a part of the community that is the Center for Research Libraries.

Deborah Jakubs, PhD

Chair, CRL Board of Directors

Rita DiGiallonardo Holloway University Librarian & Vice Provost for Library Affairs

Duke University

President's Report



In the early weeks of the COVID-19 crisis, at the 2020 CRL Annual Council of Voting Members Meeting, Board of Directors member Denise Stephens observed that our community faced the need to simultaneously build and draw from stores of resilience. Over the course of the last year, I have been humbled by our community's accomplishments in the face of the unusual and profound adversities of 2020.

Although the last year presented myriad challenges, it also provided immense opportunity to center and celebrate the power of community, the theme for the 2020 Annual Report.

CRL is at its core a community formed from a several decades-long effort by hundreds of librarians, archivists, and scholars across the research library community working cooperatively to build collections to support research and scholarship. Collections are not static, but are in fact dynamic sites that serve as a places to build and foster community. From the staff at CRL and CRL member institutions, to the thousands of researchers who rely on CRL's collections and services, to the foundations and CRL partner organizations who help sustain and amplify our work, CRL is a diverse and resilient community

dedicated to the creation of knowledge for the benefit of all.

The strength, energy, and dedication of the CRL community has made it possible for CRL to achieve a number of milestones in 2020, including:

- Record-setting attendance at the CRL Annual Voting Members Meeting “Context and Community” which explored the future of collective enterprises among research libraries.
- Digitizing 5.5 million pages through local on-demand scanning efforts and strategic digitization partnerships, growing CRL's corpus of digital content.
- Establishing access to tens of thousands of digital titles through special access negotiations with commercial partners and fair use analysis of CRL's own digital holdings to further facilitate remote research, discovery, and learning during the COVID-19 pandemic.
- A renewed focus on pursuing partnerships with mission aligned organizations, including partnering with HathiTrust and the California Digital Library, resulting in the development of open collection comparison tools and incorporation of HathiTrust metadata in the PAPER database.
- The launch of a new CRL International Collections and Content Group, to provide facilitated leadership to address the challenges related to the curation and stewardship of global collections and content.
- Building on CRL's long-standing commitment to supporting civil society through major funding from the John D. and Catherine T. MacArthur Foundation to develop a repository of human rights documentation related to the Mexican drug wars in partnership with three Mexican research institutions.

As we reflect on the challenges and the accomplishments of the past year, we should take heart in the resilience of our community, and think of the future with well-deserved optimism.

Greg Eow
President

CRL by the numbers

In FY20, CRL aquired titles from 48 countries and territories:

- | | |
|------------------------|------------------|
| Australia | Kazakhstan |
| Azerbaijan | Lesotho |
| Bangladesh | Mauritius |
| Belarus | Netherlands |
| Belgium | New Zealand |
| Bosnia and Herzegovina | Nigeria |
| Canada | Northern Ireland |
| China | Puerto Rico |
| Croatia | Qatar |
| Czech Republic | Russia |
| Denmark | South Africa |
| Dominican Republic | Spain |
| Egypt | Sweden |
| England | Switzerland |
| Estonia | Tajikistan |
| France | Thailand |
| Germany | Tunisia |
| India | Turkey |
| Indonesia | Ukraine |
| Iran | United Kingdom |
| Iraq | United States |
| Ireland | Vatican City |
| Italy | Venezuela |
| Japan | Zimbabwe |

\$2,195,819
invested to build
collective collections

114 libraries voted,
expanding and
building collective collections
as a community through the
Purchase Proposal Program

222 titles acquired
on demand
for researchers through the
Demand Purchase Program

130 libraries benefited from **198**
eResource offers negotiated by CRL

5,465,132
pages added online
to enrich research

88,706 new holdings
added to PAPR
in support of community-owned
infrastructure for shared print

159 institutions
attended
CRL forums and webinars

FY20 Selections for Cooperative Acquisitions: Purchase Proposal Program

Each year voting member libraries nominate and vote for CRL to acquire shared collections of primary source materials essential for scholarship yet too costly or specialized for individual institutions to acquire, making them available on loan. Titles approved in FY20:

Arabic Manuscripts on Islamic Law

12th - 20th century manuscripts • 2,795 fiche • \$26,058 USD

The original collection includes Islamic law manuscripts from three collections: the SOAS collection in London; the Yahuda collection of the JNUL in Jerusalem; and the Mingana Collection in Birmingham. As CRL already owns the material from the SOAS collection, only the Yahuda and the Mingana collections will be purchased. The collection covers all four major Schools of Islamic Law, manuscripts on the *usul al-fiqh*, and collections of fatwas.

Asian Law - Southeast Asia

1850 through 1945 • 3,588 fiche • \$24,146 USD

The original collection includes almost a hundred years of law titles covering the general Southeast Asia area along with the following countries: Burma, French Indochina, Indonesia, Philippines, Singapore, Thailand, Timor, and Vietnam. It also includes a sub-set of materials, Dissertations on Netherlands Indies Law 1850-1945, which CRL already owns. CRL will purchase the titles not owned.

Karaite Printing

16th Century to World War I (1914) • 468 fiche • \$6,215 USD

The Karaites are a Jewish sect known for their rejection of the Talmud and rabbinic oral law, as they recognize the Torah alone as the authority for religious law. Their works were never widely published, nor in large runs. As a result their works are rarely held. This collection includes prayer books, biblical commentaries, philosophical works, halakhic treatises, works on astronomy, the calendar, and textbooks.

Zhongguo fang zhi cong shu: Shaanxi Province, Third Series 中國方誌叢書 陝西 (Collection of Local Gazetteers: Shaanxi Province, Third Series)

1080-1948 • 308 volumes • 1,015,960 NTD (~\$35,033 USD)

This collection of reprinted gazetteers from the Shaanxi province in northern China covers the tenth to the early twentieth centuries. Descriptive gazetteers provide scholars with important primary source information.

Total Estimated List Price: \$91,452 USD

Interview with Dr. Alondra Nelson



On February 25, 2021, out-going CRL board member Dr. Alondra Nelson, sat for an interview with Darmon Lewis, CRL's Collections and Impact Assessment Analyst. During her time on the CRL Board of Directors, an appointment that began in 2018, Dr. Nelson served as the President of the Social Science Research Council in addition to being a tenured professor of sociology at Columbia University, where she served as the inaugural Dean of Social Science. During her interview with CRL, Dr. Nelson shared her expertise and passions as a scholar, advice she would give to current and future scholars, and her interest in CRL and support for CRL's mission.

[DC Lewis]: You're a renowned researcher, obviously; what research questions or problems are you most passionate about and why?

[Alondra Nelson]: My work spans from Afrofuturism in the late 1990s to my more recent interest in the history and sociology of bioethics – and also thinking these days about what the Covid-19 pandemic means for global society. I understand that people might look at the spectrum of that work and think that it's a bit unwieldy. How do you tie it together? How does it make sense?

What ties my scholarship together is this question: How and why do communities – particularly communities of color – that have been the objects of technological surveillance, the objects of scientific scrutiny, and of scientific experimentation, and of medical apartheid – how do those communities, in particular, find space and ability to be agents of science and technology and medicine?

How do you have tremendous innovation in music in the Black community? How do you have incredible innovation and ingenuity in scientific laboratories by Black scientists and technologists? And how do you think about the existence of those people – geniuses, frankly – in the context of this history of more than four centuries,

in which science and technology were among the most dangerous and pernicious sites for communities of color?

For marginalized communities, one could certainly say, "The whole world can be dangerous; a source of danger." But we know that there are very particular ways in which science and technology intervene on the body, in which science has an epistemological authority that allows it to shape the world in certain ways. So, science, and its applications, can be a special source of danger, for some communities. In the midst of that, the kind of ingenuity and innovation of Black and Brown scientists, technologists, nurses, and doctors is a miracle to me... in the context and against the backdrop of this kind of epistemological and ontological violence in history.

What I've been committed to conveying in my work is that both sides of this accounting are true and that both sides of that story are necessary. To use the example of my book on the Black Panthers' health activism, *Body and Soul* [The Black Panther Party and the Fight Against Medical Discrimination] – on the one hand, you have the Black Panther Party responding to the way that Black communities have been underserved by mainstream medicine. It's

trying to ensure that they had access to physicians and nurses who were not going to treat them inhumanely or abusively; initiatives like its sickle-cell anemia campaign were trying to expand public health, health education; and improve medical access for Black communities.

On the other hand, I also tell an account of how the Black Panther Party was challenging the ways in which Black communities were overexposed to medical harms. I write about the plans to form a center at UCLA to study violence – based on theories about the supposed “inherent biological propensity to violence” of some communities; Black and Latino boys and men in Southern California, in particular, were to have been this “experimental population.” The Black Panther Party – working with César Chávez and the National Farm Workers Association, working with the National Organization for Women, working with the Western Region of the NAACP – develops a campaign to block funding from the California state legislature to this proposed UCLA center. And they succeed – and this history is not well known. For, when you succeed at blocking medical harm, that doesn’t make headlines; the medical harm makes the headlines.

And so, how do we create historical narratives that are of little-known successes, but that are tremendously important? That’s what I mean about trying to tell that fuller story.

[DCL]: You spoke about the environment of people of color. What advice you have for women and BIPOC with the talent and interest to pursue careers as scholars and leaders in your field? What would you say as someone who has accomplished and has lived [in that environment] to those who have the same interests that you do and want to contribute the ways that you do?

“Understand that there is this hidden curriculum; everybody has these things they bring to the table, and there’s a lot of inequality there.”

[AN]: My father did not attend college. My mother went to college after high school and finished her degree as an adult; so [I’m] not exactly a first-generation student – I want to acknowledge this. My trajectory also emerges from a foundation of privilege. What makes my trajectory possible is that my parents invested in sending me to Catholic schools. I had a private school education and I had a fairly boring, suburban, middle-class upbringing. All of that contributes to one’s ability to feel like you can do things in the world. Colleagues who are of a younger intellectual or scholarly generation than mine have been really heroic in making visible the “hidden curriculum” of what it takes to be a professional scholar; and part of that curriculum is actually about being acculturated to middle-class life.

I have an amazing stepson, but I did not have children. I think it’s really important to actually say that. I didn’t have children when I was in graduate school; I didn’t have children when I was on the tenure track. That makes a huge difference that I try to be honest about; the energy and devotion of caretaking that I didn’t have to do meant I could do other things, including navigating a rather relentless Ivy League tenure track, which is not for the faint of heart.

The advice I have is to understand that there is this hidden curriculum; everybody has these things they bring to the table, and there’s a lot of inequality there. In addition – and I say this to my graduate students all the time – the work is really hard because it’s work that you do alone, often, or with a small cohort of fellow travelers. A lot of people don’t understand it, or won’t understand it, or don’t understand why you’re interested in a particular archive or a particular question to the point of obsession.

You really have to do it because you love it. I often tell people, the world of academic professional life is precarious, for reasons that we can have – and should have – strong critiques about. But, given that it’s precarious, why not do it for the love? Why not do a project that you think that no one else but you could possibly do?

Here’s more practical advice – because I feel that’s partly what your question is asking: Find good mentors; find peer mentors; find mentors in the world who can help you see around the corners to the future. For me, the key to mentorship is the people who can help you see a future for yourself that you can’t imagine for yourself. The people who are like, “Of course you should

be a professor!” And you’re just like, “Wait, what?” Those are good mentors, the ones who believe in you, who are able to offer you some advice, and who explode what you think your possibilities might be.

I would also say: Have different types of mentors. I often say to my students, “Have a mentor that you can feel completely comfortable with calling and asking, ‘What should I wear to this interview?’” And it needs to be someone you’re not afraid of, and who can give you very practical advice. Sometimes it’s good to have a mentor who knows exactly what it is you’re researching. And sometimes you want that mentor who’s a little bit removed, who brings an outside perspective. I like to think about a committee of people, a “kitchen cabinet,” each of whom bring a little bit to the table.

I would say, lastly: Go in with gimlet eyes. Go in just knowing that, until fairly recently, the library profession – and higher education more generally – was not intended to be a space of thriving and flourishing for BIPOC. People get disappointed and more traumatized by the experience of training into the Ph.D., or becoming an academic leader, when you’re just not very clear about that – the space was not built for us. The challenge then becomes asking, how do I navigate in a space that was not designed for me? And also, to the extent that I can, how do I try to succeed in that space and try to transform that space? And that’s a lot to have to ask of anybody. It’s hard enough just to finish graduate school without being also expected to transform higher education.

[DCL]: Thank you for that great answer. I know providing your own life experience as context is important to the

“The challenge then becomes asking, how do I navigate in a space that was not designed for me? And also, to the extent that I can, try to succeed in that space and try to transform that space. And that’s a lot to have to ask of anybody.”

answer, and I think rather relatable. So you are, obviously, an accomplished scholar, administrator, and a mentor. What inspired you to take on these leadership positions, and how do you define leadership?

[AN]: If I’m being honest, I somewhat stumbled into leadership. When I was working at Columbia, for a year I was Director for the Institute for Research on Women and Gender, and like most gender studies programs, we had a small faculty. I rotated into my first administrative leadership [role] as an untenured professor. A few years earlier, when I was an assistant professor at Yale, was Director of Undergraduate Studies for our department, which was African-American Studies, a Black Studies Department – so, again, a small group of over-taxed faculty asked to lead.

My first significant leadership experience was as Dean of Social Sciences at Columbia. I had been tenured about a year and a half before, so I worried – mightily, actually, if I’m being honest – about being a kind of compromised administrator; of being a person who compromises everything I believed about what is right and just in the world so that I could be “the leader or the administrator.” As I

often say to my students: If this goes badly, what’s the worst that could happen? And the worst that could happen is that I would continue to be a tenured professor at Columbia. With that backstop, I realized I did not have to accept compromising my values as an outcome.

As a dean at Columbia, if I felt like I was being placed in a position in which I am being asked to compromise my integrity in any way, I could default to plan B, which at the time was being a tenured professor at Columbia. That’s a pretty good outcome, no matter what [laughs]. So, I am aware that I had a sense of freedom, which doesn’t exist for administrators who are not tenured faculty.

That’s a level of privilege in which one can choose to do something transformative. And that provided freedom for me as I thought about going into the role. I found, in part because I’m a sociologist, that I love thinking on the scale of organizational strategy – which I’m sure Dr. Eow can resonate with. If you like thinking about how the pieces fit together and how the structure of organizations can improve things for people’s research, for their workflow, for their lives – and if you can figure it out and get it right – it’s exhilarating, because it

changes people's lives. It changes an institution. I really like that part of it, and I found that if I could work in a way that was anchored in integrity and felt centered on the mission of making, of expanding opportunities and expanding ability for faculty in the social sciences at Columbia to do their work, then that would be just fantastic. And because I was the first person in that position as Dean of Social Science, I also got to build out the office; I was able to create processes and create norms for a new office.

Well into the role, I realized the symbolic importance of the work, as well. As Dean at Columbia, the administrator who was assisting me – an incredible woman named Vina Tran, who now works with me at the Social Science Research Council – would say:

“You got an email from John Smith, who wants to meet with you.”

“Who is John Smith? Is he a faculty member?”

“No, he's not a faculty member. He lives in Harlem and wants to come and talk to you.”

The part of the job – that didn't have to be my job – that was just someone from the local community coming to Columbia University, wanting to come into Low Library,

this magnificent administrative building, and meeting with a Black administrator – if that's important to others, that's important to me. So, being able to have a role that allowed people to have that meeting has also been really important to me in all of my leadership roles. And – this might be the only thing I'll say about my new role in public service – representation is only a piece of things; representation inherently is not transformation. Still, it's really important, and it's really important in a multi-racial democracy for public servants to look like all of you.

[DCL]: Thank you for that great insight, Dr. Nelson. So, as faculty at Columbia University, which itself is a longtime and rather engaged CRL member (since 1971), you have been on the CRL Board of Directors since 2018. Obviously, that is changing with your career trajectory into the White House. That said, what made you decide to be on the Board of Directors for CRL? And, what is it about the Center for Research Libraries' mission that inspires you?

[AN]: I was invited onto the Board, to learn more about the Board, first by Jim Grossman and then by David Marshall, whom I had known from Social Science Research Council circles. I have found it to be just

an extraordinary organization, an organization whose mission is to hold the space of archives. When I came to learn particularly about the archive of Vietnam and all of these small but hugely significant pieces of our past, over which CRL has this beautiful stewardship, I thought it was tremendous. I asked myself, how can I help this organization think about this in a moment where libraries are changing, drawing from my perspective as a scholar – who has used archives in my work – and an administrator committed to common goods and expanding opportunity?

I also thought the conversations brought to the table – and rightly so – by dear friends and colleagues of mine, like the great Saidiya Hartman, the cultural historian, about the limits of archives. That conversation will often turn to – Saidiya uses the term “critical fabulation” – to gesture speculatively out of the archive.

A place like CRL, particularly under Dr. Eow's leadership, asks, “What if you could change the archive?” You can speculate out of the archive that exists, but you can also transform the archive.

Since Dr. Eow's leadership, in particular, I've been completely inspired and willing to help in any way that I could with the mission of changing what

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archives look like and what they can be and mean in the world. They really are the cornerstones of what one can know. How do we expand or refurbish or recreate or reinvigorate those cornerstones? So, I am sad to be leaving the CRL Board at the end of my three-year term, but it has been such a pleasure and I will continue to root you on from the sidelines.

[DCL]: As your tenure with the Board draws to a close, give us some advice, as we chart our future at CRL, what values and issues should we have at the top of our mind? What opportunities should we be taking advantage of to serve research and knowledge production?

[AN]: I would leave that to you, the experts – to Darmon, to Greg – what that looks like materially, but I would encourage you and your colleagues to continue to be really bold and audacious in thinking about what archives and libraries can be. I see a lot of that reimagination already happening at CRL.

Because CRL has this incredible convening power and sits in the middle of a network of libraries, I think it can be an experimental space for what libraries and archives can mean, which can then serve as a model, to serve as proof-of-concept for libraries as they think about the transformations that they want to enact. CRL is a lot more nimble than large universities or large university libraries. I would love to see CRL continue to be – as it has for the last couple of years – a real pathbreaker and a real pacesetter for the knowledge community around what new possibilities for archives and libraries. We really haven't begun to imagine fully what that might be.

[DCL]: We promise to do right by you in that mission... When we started our conversation, you spoke with passion and expertise about the Black Panther Party... Before you got on, Greg and I had a conversation about Judas and the Black Messiah, recently released, brought the

Party back into popular consciousness. Part of the movie delved into the efforts of the Illinois Chapter of the party, led by Chairman Fred Hampton, to open a neighborhood clinic on the West Side of Chicago. So as efforts continue to implement a strengthened system of government-supported healthcare measures, is there still a place for the mutual-aid setup of health service?

[AN]: First, let me just say that I liked that movie so much. I mean, talk about archives – just the first five minutes of archival footage alone – it's extraordinary. Some of it I had seen before – so, the now more-famous

Angela Davis interview that was shown in "The Black Power Mixtape 1967-1975," that is familiar; but there was also this other lesser-known footage.

I was struck by an image from the film. Early on in the movie, there are members of the Party as they're getting set up in Chicago. Two members of the Party roll by Fred Hampton with this machine, and the Hampton says, "What is that?" They say, "It's an EKG machine for our clinic." And I thought, "Oh my gosh, I can't believe that we've got a popular studio representation of the Black Panther Party that's not only willing to say, 'Oh, they might have had some tongue depressors and some cotton balls,' but also, 'They might have had an

EKG machine!" For the Chicago chapter of the Party, that was likely true: the Chicago chapter had by far the most sophisticated and advanced of the health clinics – I think there were actually two in Chicago, and they had a really wonderful partnership with, among other people, a local physician named Quentin Young, who died in 2016, and who helped later in his life start an organization called Physicians for a National Health Program, which helped to amplify that earlier work.

I think the Black Panther Party's health activism is still a pretty important example. Let's stipulate that a couple of things have changed: one, this was a time when, if

“I think [CRL] can be an experimental space for what libraries and archives can mean, which can then serve as a model, to serve as proof-of-concept for libraries as they think about the transformations that they want to enact.”

there was an abandoned storefront, particularly in a depressed or under-resourced community, in a lot of instances you were not going to get bothered. You could just say, "This is a Black Panther clinic now!" People would be like, "OK..." You might not get a lot of pushback. Obviously today, for all sorts of reasons, like immediate police presence, that kind of activism is just not possible today in the same way.

You saw a little bit of this pushback in Chicago. In the archive – actually, I used some of this in my book – you see clippings from the Tribune and other local press in Chicago detailing that public health authorities brought the Black Panthers into court, because they said that the activists just can't start a clinic. Members of the Party either wouldn't show up to court or would send their lawyer to say, "You can't tell us we can't start a clinic." The Chicago public health authorities were trying to make the Party fully legitimate by compelling it to do various regulatory things. The Party responded, "No, we're not doing that and reject wholesale the legitimacy of your request." Today, similar efforts would be shut down before it started.

And second, I think the terrain of what it means to protest has changed. Now, if one wants to have a protest, you have to go to City Hall and get a permit and say, "On Saturday, from 12 to 2:30 we're going to be in these blocks and have this protest." That wasn't the case several decades ago. Those kinds of structural things have changed forms of activism over time.

But what remains true is that under-resourced and marginalized communities have always, out of necessity, had to create their own kind of community resources, particularly around health care. It was true long before the Black Panther Party, and it is true in the current moment. So, it's a legacy, I think, in which the Black Panther Party are an important milestone, but it's a legacy that is necessary for all communities that are poor, or that have a historic, understandable mistrust of mainstream medicine, of mainstream social welfare services more generally. I wouldn't say that the Panthers are the sole source of inspiration for this; this is how communities survive.

Collections and Services Policy Committee 2020 Member Survey

Purpose: The CRL Collections and Services Policy Committee (CSPC) administered a survey to CRL membership from November 19 - December 7, 2020 in order to best align resources to community priorities. The CSPC sought feedback from the broad CRL community – across all organizational levels and functions – in order to build collective intelligence to inform CRL strategy, programs, projects, and partnerships.

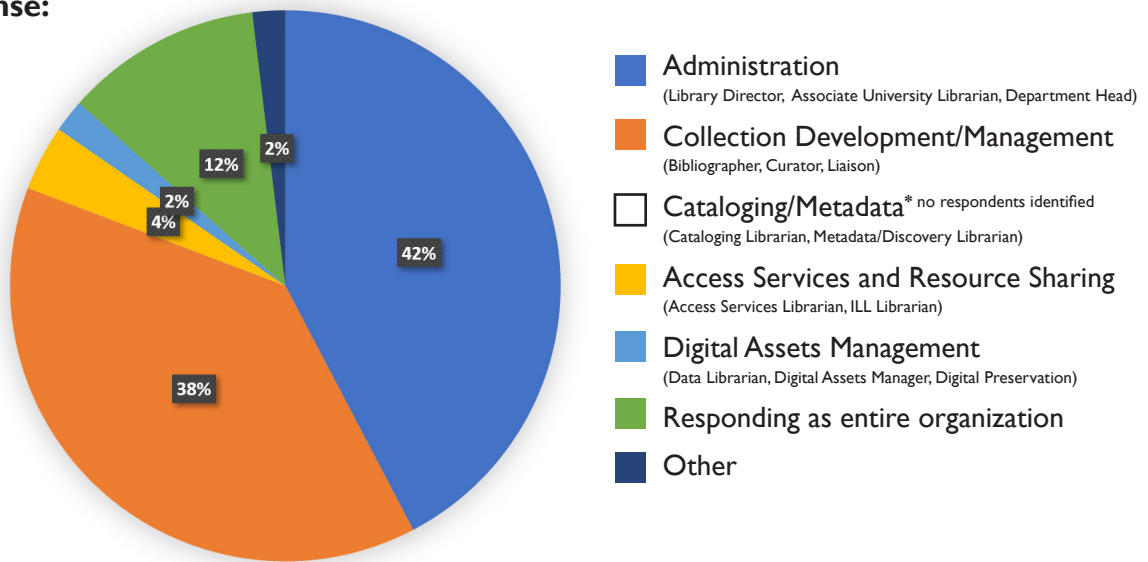
Methodology: The 27-question survey was designed to collect data that would address the following areas of interest:

#1 What do members expect from CRL?
(Questions 4-17)

#2 Which services are most important to members?
(Questions 18-23)

#3 How well does CRL meet member needs and expectations?
(Questions 24-25)

Response:



Result #1: What do members expect from CRL?

Members indicated a strong expectation for CRL to:

- Acquire, preserve, and disseminate rarely held international collections and content.
- Provide research-level collections to extend the reach of local collections & services.

Members indicated an expectation for CRL to:

- Serve as a community negotiations body, leveraging scale to broker desirable deals and terms with commercial publishers and vendors for scholarly products and content.
- Serve as a hub for collaboration across the research ecosystem, brokering partnerships between member libraries, as well as partner organizations.
- Serve as a platform to coordinate prospective collection development at the network level (collective collection building programs).

Result #2: Which services are most important to members?

#1 Collective Collections Building Programs

- 79% of respondents ranked this as either the most (52%) or second most (27%) important area of service.
- This area of service corresponds to data collected in the previous results section (Result #1) as something members expect from CRL.
- Services in this service area include: News/Serials subscriptions, Demand Purchase Program, Shared Purchase Program, Purchase Proposal Program, Community Collection Building (AMPS, GRN programs, CERES), and Deposit services/cooperative print archives.

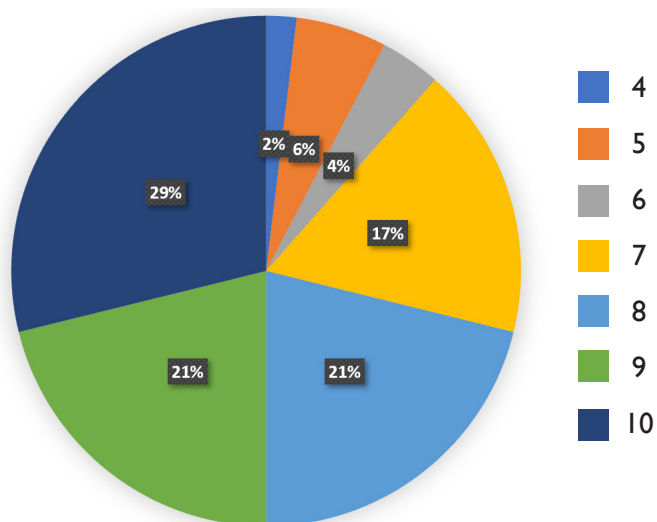
#2 Collections Delivery, Discovery, and Research Support

- 65% of respondents ranked this as either the most (40%) or second most (25%) important area of service.
- This area of service corresponds to data collected in the previous results section (Result #1) as something members indicated as a strong expectation of service for which they look to CRL.
- Services in this service area include: Collections delivery, discovery, and research support, ILL Services/Document Delivery, Digitization on Demand, Discoverability services (record loading), and Reference and research support.

#3 Digital Services

- Although 15% of respondents ranked this as the most important service area offered by CRL, the majority of respondents (68%) ranked Digital Services as either the second (35%) or third (33%) most important service area offered by CRL.
- Corresponding data gathered in the previous results section (Result #1) - the expectation to serve as a community negotiations body, leveraging scale to broker desirable deals and terms with commercial publishers and vendors for scholarly products and content - and the full roster of this service area, suggests consideration of Digital Services as an area of increased attention and prioritization.
- Services in this service area include: Collection partnerships (Linda Hall, LLMC, etc.), Collaborative digital initiatives (Global Press Archive, etc.), Electronic resource negotiations, and E-resource assessment & information sharing (eDesiderata/ccAdvisor).

Result #3: How well does CRL meet member needs and expectations?



In order to determine member satisfaction and how well CRL is perceived by members to meet their needs and expectations, the survey asked respondents how likely they were to recommend CRL to a colleague at a non-member institution on a scale of 1-10, one being low and ten being high.

Figures on the pie chart (left) represent the percentage of responses each rank received. The average rank is 8.29 and 88% of respondents ranked their likelihood of recommending CRL to others as seven or higher.

The Impact of CRL

SAMP's Unique Urdu and Hindi Collections Support Teaching and Scholarship in Devotional Literature, Gender Studies, and the Arts

Prof. Robert Phillips, lecturer for the Program in South Asian Studies at Princeton University, teaches courses in Hindi-Urdu and South Asian Studies, and has used both South Asia Materials Project (SAMP) and CRL resources to support different research, writing, and teaching projects.

SAMP's early twentieth-century Indian books project has been integral to Prof. Phillips' research on Hindu devotional literature in Urdu, for which he relied upon SAMP holdings of tazkiras (poetic anthologies with biographies). CRL has digitized more than 3,800 titles in the early twentieth-century Indian books project, which began as a joint effort of the Government of India and the Library of Congress called the [Microfilming of Indian Publications Project](#) (MIPP). The tazkiras included in the project supported Prof. Phillips' scholarship on the intersections between literature, society, and forms of devotional expression.

CRL resources have also been important to Prof. Phillips' course development and classroom teaching activities, including digital resources for his class Gender and Performing Arts in South Asia. For example, accessing historical collections of thumri lyrics provides further opportunity for thinking about continuity and change in performance repertoires.

Prof. Phillips has also used CRL resources for his scholarship on Hindi authors, Hindi fiction, and Hindi literary journals during the 1950s-1970s. Accessing [Āmukha](#) in SAMP's holdings offered an opportunity to incorporate the crucial - but often less-collected - genre of the little magazine into his research on Hindi modernism and a subsequent conference presentation.

"I found the intense and multifarious debates over Hindi literary modernism in these decades couldn't be adequately contextualized without recourse to the historicized, dynamic, dialogic, and even material contexts sited in the literary periodicals and little magazines. Moreover, the instances of modernist art and visual codes regularly encountered in them generated additional layers and levels of connection with local and transnational modernist art and print culture practices. Having access to materials like these through SAMP has been invaluable," said Prof. Phillips.

Under the umbrella of CRL, SAMP acquires and maintains a collection of unique materials related to the study of South Asia. SAMP reviews proposals to digitize and microfilm unique or endangered materials for the study of South Asia on an annual basis and welcomes collaboration with scholars, libraries, and archives worldwide to support its mission.

Member Institutions, FY20

listed by the year they first joined CRL

1949 – Founding Members

University of Chicago
University of Illinois at Urbana-
Champaign
Illinois Institute of Technology
Indiana University
University of Iowa
University of Kansas
Michigan State University
University of Minnesota
Northwestern University
Purdue University

1950

University of Cincinnati
University of Notre Dame
University of Wisconsin

1953

Ohio State University

1957

Marquette University

1959

University of Kentucky

1962

University of Missouri

1963

University of Toronto

1967

University of British Columbia
University of California,
Los Angeles
Cornell University
Harvard University
Iowa State University
Loyola University of Chicago
University of Pittsburgh
Princeton University
University of Rochester
University of Utah

1968

Arizona State University
Kent State University
Washington University in St. Louis

1969

University of California, Santa
Barbara
Carleton University
Northern Illinois University
Ohio University

1970

University of Illinois at Chicago
University of Michigan
Rutgers, The State University of
New Jersey Temple University
Texas A & M University

1971

Columbia University
University of Tennessee

1972

University of Arkansas

1973

Binghamton University
Chicago State University
University of Denver
Florida State University
University of Houston
Kansas State University
University of Massachusetts, Boston
McGill University
University of New Mexico
New York Public Library
University of Pennsylvania
Yale University

1974

University of Florida
Lake Forest College
University of Oregon

1975

Vanderbilt University

1976

University of Colorado
University of Delaware
University of Georgia

1977

University of Arizona
DePaul University
University of North Carolina
University of South Carolina
Stony Brook University
University of Texas at Austin
Tulane University
University of Virginia

1978

Colby College
University of Massachusetts,
Amherst Middlebury College
University of Oklahoma
University of Vermont
University of Washington

1979

University of California, Berkeley
University of California, Davis
University of California, Irvine
University of California, San Diego
University of California, Santa Cruz

1980

Carnegie Mellon University
Florida International University
Miami University of Ohio

1983

Brigham Young University
National Humanities Center
North Carolina State University
York University

1985

Oregon State University
Valparaiso University
University of Western Ontario

1986

Case Western Reserve University

1989

College of William & Mary
University of Southern California

1990

University of Alabama

1991

University of Maryland,
College Park
Virginia Tech

1993

University of Alberta
Bowling Green State University
University of Dayton
Duke University

1994

The Claremont Colleges
Emory University
George Mason University

1996

Kenyon College
New York University
University of Ottawa

1997

University of Calgary
Paul H. Nitze School of Advanced
International Studies at Johns
Hopkins University

1999

Ashland University
Oberlin College
Pennsylvania State University
Texas Tech University
University of Texas at San Antonio

2000

University of Victoria

2005

Carleton College
Colorado College
Georgia State University
Grinnell College
Knox College
Monmouth College

2006

University of Connecticut
University of Manitoba
University of South Florida

2008

Brock University
Canisius College
Colgate University
Dartmouth College
Lakehead University

Queen's University
Rhodes State College
University of Saskatchewan
Siena College
Simon Fraser University
Saint Lawrence University
Trent University
Vassar College
Wilfrid Laurier University

2009

Adler School of Professional
Psychology Hope College
The Newberry Library
The School of the Art Institute of
Chicago

2010

Illinois Wesleyan University
Millikin University

2011

Carroll College
University of Central Florida
University of North Florida
Olivet Nazarene University
University of the South
Williams College

2012

Baruch College–CUNY
Baylor University
University of California, Merced
Graduate Center–CUNY
Mississippi State University
Norwich University
West Virginia University

2013

Bard College
Boston College
Carthage College
University of Nebraska–Lincoln
Northeastern University
Union College

2014

Luther College
Mount Holyoke
Occidental College
University of San Francisco
Saint Olaf
Smith College
Stanford University

Trinity University

2015

Amherst College
Hampshire College
High Point University
Illinois College of Optometry
University of Miami
National Agricultural Library
Pepperdine University
Rollins College
University of San Diego

2016

Furman University
Hamilton University
Macalester College
The New College of Florida
United States Military Academy
Virginia Commonwealth University
University of West Florida

2017

University of Alabama at
Birmingham Beloit College
Brandeis University
University of North Texas

2018

Lafayette College
Wofford College

2019

Ball State University
Butler University
Concordia University
Kalamazoo College
Lehigh University
University of North Carolina at
Greensboro
SUNY Geneseo
University of Texas at Dallas
Thomas Jefferson Foundation

2020

Université Laval
McMaster University
Mount Allison University
Ryerson University
College of Wooster

Global Affiliates

2006

University of Hong Kong

2015

Max Planck Institute for Human
Development

2016

American University of Beirut

2018

East Asia Department, Berlin State
Library (Staatsbibliothek zu Berlin)

2020

Göttingen State and
University Library (Staats- und
Universitätsbibliothek Göttingen)

Affiliate Members

1981

Association of Research Libraries
(ARL)

1983

Online Computer Library Center
(OCLC)

MacArthur Foundation Grant:

Repositorio de Documentación sobre Desapariciones en México

Preserving Documentation Related to Disappearances in Mexico

In March 2020, CRL received an award from The John D. and Catherine T. MacArthur Foundation to support a collaborative initiative to gather and safeguard human rights documentation relating to disappearances of people in Mexico during the Drug War era.

The Repository of Documentation relating to Disappearances in Mexico [Repositorio de Documentación sobre Desapariciones en México], or RDDM is a multistage and multistakeholder initiative designed to promote the ability of memory institutions and other civil society actors to secure and preserve documentation vital to civil society in Mexico. The principal partners – CRL, El Colegio de México, the Instituto de Investigaciones Jurídicas de la Universidad Nacional Autónoma de México (IIJ-UNAM), and the Universidad Iberoamericana Ciudad de México – will build upon the data-gathering efforts and collective expertise of a number of government agencies, civil society organizations, and academic institutions to assemble, organize, preserve, and make accessible a broad range of data and primary documentation relating to disappearances in Mexico.

Jorge Ruiz Reyes, researcher in the Human Rights Program at the Universidad Iberoamericana Ciudad de México and a participant in the joint initiative, notes there have been three distinct time periods of documented disappearances in recent Mexican history: the “Dirty War,” a period lasting roughly from 1968 – 1980 in which political opponents of the regime were forcibly disappeared as a strategy to eliminate people considered direct enemies of the State; the “guerra de baja intensidad” in the 1990s, a low intensity campaign aimed at counterinsurgency; and finally the “Drug War” (guerra contra el narcotráfico), roughly beginning in 2006 through present day, in which an unprecedented number of individuals have been disappeared, whether at the hands of criminal drug trafficking organizations, law enforcement personnel, and/or persons unknown.

This latest period highlights the depth of crisis facing Mexican society as a whole. At the time of proposal submission to MacArthur, official accounts placed the number of persons officially registered as disappeared since 2006 at more than 60,000. As of the writing of this report, that number has been updated to reflect more than 80,000 disappearances.

Efforts to search for disappeared persons have been bolstered by the enactment of Mexico’s 2017 Law on Disappearances, and the creation of a Comisión Nacional de Búsqueda (National Search Commission). But to date the government has fallen short in its efforts to develop more robust databases on disappeared persons, forensic and genetic evidence, and clandestine graves. The families of the disappeared – organized into local collectives and connected with state-level and national NGOs – still bear the brunt of the task of searching for their loved ones, and academics and journalists have carried out most of the investigation into the scale and characteristics of the problem of disappearances. Very few individuals have been brought to justice for these crimes. A number of civic initiatives are pressing for the establishment of new mechanisms for truth and justice in Mexico, and against impunity – efforts directed to a significant degree toward addressing the crisis of disappearances.

The RDDM brings together experiences of academic libraries and researchers, human rights organizations (including collectives of victims’ families), journalists, and technical assistance

providers in the field of archives and historical memory to consolidate and preserve the documentation and results of research related to disappearances in order to ensure their long-term access for purposes of truth, justice and historical memory.

“There is a complex relationship between disappearances and information,” notes Karina Ansolabehere, a human rights researcher at the Institute for Legal Research at UNAM (IIJ-UNAM). “Disappearances have the objective to literally disappear someone; to hide what has happened. The main challenge we face in our work with the RDDM, and in our related work on the Observatorio sobre Desaparición e Impunidad en México, is to make the invisible visible. This is where the indirect evidence is really useful.”

To support investigation efforts, the RDDM will collect governmental and nongovernmental reports, legislation, court decisions, press reports, academic studies, databases, maps, interviews, freedom of information reports, and information from human rights community groups and family members. Those materials will come in the form of documents, photos, audio-visual materials, and access to social media posts. The core of the project will be the development of a repository of digital documentation and a freely accessible and searchable portal to that documentation that will make the various dimensions of the crisis visible to Mexican society and the world at large.

The ultimate beneficiaries of the initiative are intended to be families of the disappeared and groups of relatives of victims (colectivos), and Mexican society as a whole. The documentation in the repository will provide access to dispersed, fragmented and difficult to obtain materials to assist in the discovery of information, training documentation, identification of relevant data for victims’ cases, and outreach and exposure. “It is a documentation of one of these complicated episodes in history that we really don’t know when will end,” notes Aurora Gómez-Galvarriato, professor of economic history and RDDM principal investigator at El Colegio de Mexico. “It will become part of the history of Mexico and also of Latin America and of humanity.”

CRL gratefully acknowledges The MacArthur Foundation for its support of the RDDM initiative. Selected quotes from this piece were derived from the August 2020 article commissioned by MacArthur: “[Preserving Evidence of Disappearances](#)”

<https://www.macfound.org/press/grantee-stories/preserving-evidence-disappearances>

Members of Global Resources Programs

As of June 30, 2020

CAMP (Cooperative Africana Materials Project)

Afrika-Studiecentrum
(Leiden, The Netherlands)
Ben-Gurion University of the
Negev (Israel)
Bodleian Library of Commonwealth
& African Studies at Rhodes
House
Boston University
University of California, Berkeley
University of California,
Los Angeles
University of Cambridge, African
Studies Center
University of Chicago
Columbia University
Cornell University
Dartmouth College
Duke University
University of Edinburgh
Emory University
University of Florida
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
University of Kansas
Library of Congress
School of Oriental and African
Studies, University of London
Michigan State University
University of Michigan
University of Minnesota
New York Public Library
New York University
Nordic Africa Institute
University of North Carolina
Northwestern University
University of Notre Dame
Ohio State University
Ohio University
University of Pennsylvania
Princeton University
Rutgers University
Southern Methodist University
Stanford University
Syracuse University
Temple University
University of Toronto
Vanderbilt University

University of Virginia
University of Wisconsin-Madison
Yale University

African Affiliates

University of Cape Town
Mountains of the Moon University

CIFNAL (Collaborative Initiative for French Language Collections)

University of Alberta
Brandeis University
Brigham Young University
University of British Columbia
Brown University
University of California, Berkeley
University of California, Irvine
University of California,
Los Angeles
University of California, San Diego
University of California, Santa Cruz
University of Chicago
Colgate University
University of Colorado, Boulder
Columbia University
Cornell University
Dartmouth College
University of Denver
Duke University
Ecole Nationale Supérieure des
Sciences de l'Information et des
Bibliothèques
University of Florida
George Mason University
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
John Carter Brown Library
Johns Hopkins University
University of Kansas
University of Manitoba
University of Maryland, College
Park
University of Michigan
Michigan State University
University of Minnesota
New York Public Library
New York University
Newberry Library

University of North Carolina
Northwestern University
University of Notre Dame
University of Ottawa
Pennsylvania State University
University of Pennsylvania
Princeton University
Purdue University
Queens University
Reed College
Smith College
Stanford University
University of Texas, Austin
University of Toronto
Tulane University
University of Utah
Vanderbilt University
University of Vermont
University of Virginia
University of Washington
University of Wisconsin
Yale University
York University

GNARP (German-North American Resources Partnership)

University of Alabama
University of Alberta
Brigham Young University
Brown University
University of California, Berkeley
University of California, Irvine
University of California,
Los Angeles
University of California, San Diego
University of California, Santa Cruz
University of Chicago
University of Cincinnati
University of Colorado, Boulder
Cornell University
Dartmouth College
University of Delaware
Duke University
University of Florida
Georgetown University
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
Johns Hopkins University

Library of Congress
University of Manitoba
University of Maryland, College Park
University of Michigan
Michigan State University
Middlebury College
University of Minnesota
New York University
University of North Carolina
Northwestern University
University of Notre Dame
Pennsylvania State University
University of Pennsylvania
Princeton University
Rice University
Rutgers University
Stanford University
University of Toronto
University of Utah
Vanderbilt University
Washington University
University of Washington
University of Waterloo
University of Wisconsin
Yale University

German Partners

Bayerische Staatsbibliothek
Goethe-Institut, New York
Humboldt-Universität zu Berlin
Niedersächsische Staats- und
Universitätsbibliothek Göttingen
Universitätsbibliothek Tübingen
Universitäts- und Landesbibliothek
Sachsen-Anhalt, Halle

LAMP (Latin American Materials Project)

Brigham Young University
Brown University
University of California, Berkeley
University of California, Irvine
University of California,
Los Angeles
University of California, San Diego
University of California, Santa
Barbara
University of California, Santa Cruz
University of Chicago
Columbia University
University of Connecticut
Cornell University
Dartmouth College
Duke University

Emory University
University of Florida
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
University of Kansas
Library of Congress
University of Massachusetts-
Amherst
University of Miami
Michigan State University
University of Michigan
University of Minnesota
University of New Mexico
New Mexico State University
New York Public Library
New York University
University of North Carolina
Northwestern University
University of Notre Dame
Ohio State University
University of Pennsylvania
University of Pittsburgh
Princeton University
Rice University
Rutgers University
University of Southern California
Stanford University
University of Texas
University of Toronto
Tulane University
Vanderbilt University
University of Virginia
University of Wisconsin
Yale University

LARRP (Latin Americanist Research Resources Project)

University of Arizona
Arizona State University
Boston College
Brigham Young University
University of California, Berkeley
University of California,
Los Angeles
University of California, San Diego
University of California, Santa
Barbara
Columbia University
University of Connecticut
Cornell University
Dartmouth College
Duke University

Emory University
University of Florida
Florida International University
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Kansas
Library of Congress
University of Massachusetts,
Amherst
University of Miami
University of Michigan
Michigan State University
University of Minnesota
University of New Mexico
New York Public Library
New York University
University of North Carolina
University of Notre Dame
Ohio State University
Ohio University
University of Pennsylvania
University of Pittsburgh
Princeton University
Rice University
Rutgers University
University of San Diego
University of South Florida
University of Southern California
Syracuse University
University of Texas
University of Toronto
Tulane University
Vanderbilt University
University of Wisconsin
Yale University

Latin American Affiliates

Biblioteca Inca
Centro de Investigaciones
Regionales de Mesoamerica
Instituto de Estudios Peruanos
Universidad de Puerto Rico,
Rio Piedras
Universidade Federal do Rio
Grande do Sul
Universidade de San Andres
University of the West Indies/
St. Augustine

MEMP (Middle East Materials Project)

American University in Cairo
American University of Beirut
University of Arizona
Arizona State University
Brigham Young University
University of California, Berkeley
University of California,
Los Angeles
University of California,
Santa Barbara
University of Chicago
Columbia University
Cornell University
Duke University
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
Library of Congress
McGill University
Michigan State University
University of Michigan
University of Minnesota
New York Public Library
New York University
University of North Carolina
Northwestern University
University of Notre Dame
Ohio State University
University of Pennsylvania
Princeton University
University of Southern California
Stanford University
University of Texas
University of Toronto
University of Washington
Washington University
University of Wisconsin
Yale University

SAMP (South Asia Materials Project)

University of British Columbia
University of California, Berkeley
University of California,
Los Angeles
Centre for Studies in Social
Sciences, Calcutta
University of Chicago
Columbia University
Cornell University

Duke University
Emory University
Harvard University
University of Hawaii
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
Kansas State University
Library of Congress
Madan Puraskar Pustakalaya
University of Michigan
Michigan State University
University of Minnesota
University of Missouri
Mushfiq Khwaja Library and
Research Centre
New York Public Library
New York University
University of North Carolina
North Carolina State University
University of Notre Dame
Ohio State University
University of Pennsylvania
Princeton University
Raja Muthiah Research Library
Rutgers University
Stanford University
Syracuse University
University of Texas
University of Toronto
University of Virginia
University of Washington
Washington University
University of Wisconsin
Yale University

SAOA (South Asia Open Archives)

University of California, Berkeley
Centre for Studies in Social
Sciences, Calcutta
University of Chicago
Columbia University
Cornell University
Duke University
Emory University
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
Madan Puraskar Pustakalaya
University of Michigan
Michigan State University
University of Minnesota

Mushfiq Khwaja Library and
Research Centre
New York Public Library
New York University
University of Pennsylvania
Princeton University
Raja Muthiah Research Library
Stanford University
University of Texas at Austin
University of Virginia
University of Washington
University of Wisconsin
Yale University

SEAM (Southeast Asia Materials Project)

Arizona State University
University of California, Berkeley
University of California, Irvine
University of California,
Los Angeles
University of Chicago
Columbia University
Cornell University
Duke University
Harvard University
University of Hawaii
Indiana University
Leiden University
Library of Congress
School of Oriental and African
Studies, University of London
University of Michigan
Michigan State University
University of North Carolina
Northern Illinois University
University of Notre Dame
Ohio University
University of Oregon
Princeton University
Stanford University
University of Toronto
University of Washington
University of Wisconsin
Yale University

SEEMP (Slavic and East European Materials Project)

University of Arizona
Arizona State University
University of California, Berkeley
University of California,
Los Angeles
University of Chicago

Columbia University
Cornell University
Duke University
University of Florida
Harvard University
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
University of Kansas
Library of Congress
University of Michigan
University of Minnesota
New York Public Library
New York University
University of North Carolina
University of Notre Dame
Ohio State University
University of Pittsburgh
Princeton University
Stanford University
University of Texas
University of Toronto
University of Washington
University of Wisconsin
Yale University

**TRAIL (Technical Report
Archive & Image Library)**

Los Alamos National Laboratory
University of Arizona
Arizona State University
University of Arkansas
Baylor University
Brigham Young University
California Institute of Technology
University of California, Berkeley
University of California,
Los Angeles
University of California, Riverside
University of California, San Diego
University of Cincinnati
Colorado School of Mines
University of Colorado, Boulder
Colorado State University
Georgia Institute of Technology
U.S. Government Publishing Office
Harvard University
University of Houston
University of Illinois at Urbana-
Champaign
Indiana University
University of Iowa
Iowa State University
Johns Hopkins University

Kansas State University
Massachusetts Institute of
Technology
University of Massachusetts,
Amherst
University of Michigan
University of Nevada, Las Vegas
University of New Mexico
University of North Texas
Northwestern University
University of Notre Dame
Ohio State University
Oklahoma State University
Oregon State University
University of Pennsylvania
Pennsylvania State University
Princeton University
Purdue University
Rice University
Stanford University
Syracuse University
Texas A & M University
University of Texas, Austin
University of Texas, San Antonio
Texas Tech University
Utah State University
Virginia Tech
Washington State University
University of Washington
University of Wisconsin
University of Wyoming
Yale University

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Serving as of May 1, 2020

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as of April 1, 2021**

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Director of Communications and
Membership Engagement

Ryan Jacobs
Interim Director of Information
Systems and Technology Strategy

Raymond Sallay
Interim Director of Administration

James Simon
Director of Collections and
Partnerships

Amy Wood
Interim Director of Information
Systems and Technology Strategy

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University of California, Los
Angeles

CENTER FOR RESEARCH LIBRARIES

FINANCIAL STATEMENTS

JUNE 30, 2020

CENTER FOR RESEARCH LIBRARIES

FINANCIAL STATEMENTS

JUNE 30, 2020 AND 2019

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REPORT OF INDEPENDENT AUDITORS

To the Board of Directors of
Center for Research Libraries

Report on the Financial Statements

We have audited the accompanying financial statements of Center for Research Libraries (the Center), which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, of functional expenses and of cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Center's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Center's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by the Center's management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of Center for Research Libraries as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter

As discussed in Note 2, during the year ended June 30, 2020, the Center adopted new accounting standards that clarify the scope and accounting guidance for contributions received and contributions made as well as revenue from contracts with customers. Our opinion is not modified with respect to this matter.

Legacy Professionals LLP

Westchester, Illinois

December 3, 2020

CENTER FOR RESEARCH LIBRARIES

STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2020 AND 2019

	<u>2020</u>	<u>2019</u>
ASSETS		
Cash and cash equivalents	\$ 6,128,409	\$ 4,175,176
Accounts receivable	243,600	73,037
Grants receivable	127,198	297,913
Prepaid expenses	86,062	165,805
Deferred financing costs	43,269	51,996
Investments	9,711,390	9,363,303
Property and equipment - net	<u>1,541,888</u>	<u>1,903,004</u>
Total assets	<u>\$ 17,881,816</u>	<u>\$ 16,030,234</u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	\$ 1,068,886	\$ 988,216
Due to database vendors	2,959,967	2,300,424
Deferred revenue	2,922,082	3,295,687
Loans payable	<u>1,484,409</u>	<u>569,854</u>
Total liabilities	<u>8,435,344</u>	<u>7,154,181</u>
NET ASSETS		
Net assets without member restrictions		
Operating	4,305,533	3,286,680
Area Materials Projects	3,669,906	3,745,251
Net investment in property and equipment	<u>1,086,990</u>	<u>1,333,150</u>
Total	9,062,429	8,365,081
Net assets with member restrictions	<u>384,043</u>	<u>510,972</u>
Total net assets	<u>9,446,472</u>	<u>8,876,053</u>
Total liabilities and net assets	<u>\$ 17,881,816</u>	<u>\$ 16,030,234</u>

See accompanying notes to financial statements.

CENTER FOR RESEARCH LIBRARIES

STATEMENTS OF ACTIVITIES

YEARS ENDED JUNE 30, 2020 AND 2019

	2020			2019		
	Without Member Restrictions	With Member Restrictions	Total	Without Member Restrictions	With Member Restrictions	Total
REVENUE AND OTHER SUPPORT						
Membership cost share	\$ 6,868,035	\$ -	\$ 6,868,035	\$ 6,722,493	\$ -	\$ 6,722,493
Area Materials Projects	939,110	-	939,110	916,324	-	916,324
Grants	-	343,318	343,318	47,011	603,646	650,657
Cataloging revenue	1,225	-	1,225	1,400	-	1,400
Newspaper microfilm sales	300	-	300	28,613	-	28,613
Microform sales and subscriptions	1,253	-	1,253	2,216	-	2,216
Investment income - net	437,852	-	437,852	448,319	-	448,319
Other income	91,559	-	91,559	112,901	-	112,901
Net assets released from restrictions	470,247	(470,247)	-	690,531	(690,531)	-
Total revenue and other support	<u>8,809,581</u>	<u>(126,929)</u>	<u>8,682,652</u>	<u>8,969,808</u>	<u>(86,885)</u>	<u>8,882,923</u>
EXPENSES						
Program	6,306,489	-	6,306,489	6,648,512	-	6,648,512
Management and general	832,679	-	832,679	811,782	-	811,782
Fundraising	119,065	-	119,065	176,946	-	176,946
Total expenses	<u>7,258,233</u>	<u>-</u>	<u>7,258,233</u>	<u>7,637,240</u>	<u>-</u>	<u>7,637,240</u>
CHANGE IN NET ASSETS BEFORE COLLECTION ITEMS						
PURCHASED AND NOT CAPITALIZED	1,551,348	(126,929)	1,424,419	1,332,568	(86,885)	1,245,683
COLLECTION ITEMS PURCHASED AND NOT CAPITALIZED						
	<u>854,000</u>	<u>-</u>	<u>854,000</u>	<u>1,181,884</u>	<u>-</u>	<u>1,181,884</u>
CHANGE IN NET ASSETS	697,348	(126,929)	570,419	150,684	(86,885)	63,799
NET ASSETS						
Beginning of year	8,365,081	510,972	8,876,053	8,210,397	601,857	8,812,254
Released for capitalized equipment	-	-	-	4,000	(4,000)	-
End of year	<u>\$ 9,062,429</u>	<u>\$ 384,043</u>	<u>\$ 9,446,472</u>	<u>\$ 8,365,081</u>	<u>\$ 510,972</u>	<u>\$ 8,876,053</u>

See accompanying notes to financial statements.

CENTER FOR RESEARCH LIBRARIES
STATEMENT OF FUNCTIONAL EXPENSES AND COLLECTION EXPENDITURES
YEAR ENDED JUNE 30, 2020

	Program Expense								Supporting Services			
	Collections Storage and Maintenance	Acquisitions	Conversion of Materials	Service and Delivery	Cataloging and Metadata	Area Materials Projects	Licensing Negotiations	Grants	Total Program	Management and General	Fundraising	Total
SUPPORT SERVICES												
Cataloging fees	\$ -	\$ -	\$ -	\$ -	\$ 17,596	\$ -	\$ -	\$ -	\$ 17,596	\$ -	\$ -	\$ 17,596
Innovative	3,082	65,784	-	-	-	-	-	-	68,866	-	-	68,866
Microform costs	4,534	5,771	14,427	16,488	-	-	-	-	41,220	-	-	41,220
Other support	88,681	206,923	-	295,604	-	344,754	-	4,279	940,241	-	-	940,241
	<u>96,297</u>	<u>278,478</u>	<u>14,427</u>	<u>312,092</u>	<u>17,596</u>	<u>344,754</u>	<u>-</u>	<u>4,279</u>	<u>1,067,923</u>	<u>-</u>	<u>-</u>	<u>1,067,923</u>
PERSONNEL AND OPERATIONS												
Board and Council expense	-	-	-	-	-	-	-	66	66	18,510	-	18,576
Business expense	207	543	465	815	535	1,924	-	85	4,574	21,176	57	25,807
Consumable supplies	4,694	14,885	3,148	6,009	1,947	-	-	-	30,683	7,061	327	38,071
Indirect expenses	-	-	-	-	-	29,089	-	-	29,089	-	-	29,089
Insurance	7,299	14,151	12,372	15,775	14,612	-	-	-	64,209	17,683	2,151	84,043
Member relations	-	-	-	-	-	-	-	-	-	7,247	-	7,247
Memberships	1,972	42,099	-	-	1,436	-	-	-	45,507	30,392	-	75,899
Other outside support	6,091	11,828	10,252	13,095	12,042	72,929	18,000	42,700	186,937	50,406	1,777	239,120
Personnel	339,295	657,812	575,139	733,340	679,273	196,122	381,538	405,938	3,968,457	610,696	99,989	4,679,142
Postage and delivery	13,648	29,521	12,508	19,434	4,906	5,097	-	-	85,114	5,606	1,371	92,091
Special events	-	-	-	-	-	-	-	4,202	4,202	4,994	-	9,196
Telecommunications	3,453	7,997	3,157	4,962	1,284	21	-	-	20,874	1,821	344	23,039
Travel	205	4,369	-	-	149	23,380	-	12,977	41,080	3,990	-	45,070
	<u>376,864</u>	<u>783,205</u>	<u>617,041</u>	<u>793,430</u>	<u>716,184</u>	<u>328,562</u>	<u>399,538</u>	<u>465,968</u>	<u>4,480,792</u>	<u>779,582</u>	<u>106,016</u>	<u>5,366,390</u>
PLANT AND OTHER												
Equipment leases	1,272	2,744	1,161	1,787	447	1,075	-	-	8,486	521	128	9,135
Service contracts	21,976	47,406	20,054	30,861	7,727	168	-	-	128,192	8,986	2,208	139,386
Repairs	2,736	5,901	2,496	3,842	962	-	-	-	15,937	1,119	275	17,331
Utilities	33,498	72,261	30,568	47,041	11,778	-	-	-	195,146	13,696	3,366	212,208
	<u>59,482</u>	<u>128,312</u>	<u>54,279</u>	<u>83,531</u>	<u>20,914</u>	<u>1,243</u>	<u>-</u>	<u>-</u>	<u>347,761</u>	<u>24,322</u>	<u>5,977</u>	<u>378,060</u>
Total operating expenses	532,643	1,189,995	685,747	1,189,053	754,694	674,559	399,538	470,247	5,896,476	803,904	111,993	6,812,373
INTEREST EXPENSE	3,537	7,630	3,228	4,967	1,244	-	-	-	20,606	1,446	355	22,407
DEPRECIATION	66,844	144,194	60,997	93,869	23,503	-	-	-	389,407	27,329	6,717	423,453
Total expenses before collections	<u>603,024</u>	<u>1,341,819</u>	<u>749,972</u>	<u>1,287,889</u>	<u>779,441</u>	<u>674,559</u>	<u>399,538</u>	<u>470,247</u>	<u>6,306,489</u>	<u>832,679</u>	<u>119,065</u>	<u>7,258,233</u>
COLLECTION EXPENDITURES - NOT CAPITALIZED												
Materials	-	642,093	-	-	-	203,190	-	-	845,283	-	-	845,283
Preservation	-	517	-	-	-	-	-	-	517	-	-	517
Reference works	-	8,200	-	-	-	-	-	-	8,200	-	-	8,200
	<u>-</u>	<u>650,810</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>203,190</u>	<u>-</u>	<u>-</u>	<u>854,000</u>	<u>-</u>	<u>-</u>	<u>854,000</u>
Total	\$ <u>603,024</u>	\$ <u>1,992,629</u>	\$ <u>749,972</u>	\$ <u>1,287,889</u>	\$ <u>779,441</u>	\$ <u>877,749</u>	\$ <u>399,538</u>	\$ <u>470,247</u>	\$ <u>7,160,489</u>	\$ <u>832,679</u>	\$ <u>119,065</u>	\$ <u>8,112,233</u>

See accompanying notes to financial statements.

CENTER FOR RESEARCH LIBRARIES
STATEMENT OF FUNCTIONAL EXPENSES AND COLLECTION EXPENDITURES
YEAR ENDED JUNE 30, 2019

	Program Expense								Supporting Services			
	Collections Storage and Maintenance	Acquisitions	Conversion of Materials	Service and Delivery	Cataloging and Metadata	Area Materials Projects	Licensing Negotiations	Grants	Total Program	Management and General	Fundraising	Total
SUPPORT SERVICES												
Cataloging fees	\$ -	\$ -	\$ -	\$ -	\$ 22,206	\$ -	\$ -	\$ -	\$ 22,206	\$ -	\$ -	\$ 22,206
Innovative	2,319	63,132	-	-	-	-	-	-	65,451	-	-	65,451
Microform costs	8,876	11,296	28,241	32,276	-	-	-	-	80,689	-	-	80,689
Other support	75,114	175,266	-	250,380	-	247,115	-	37,000	784,875	-	-	784,875
	<u>86,309</u>	<u>249,694</u>	<u>28,241</u>	<u>282,656</u>	<u>22,206</u>	<u>247,115</u>	<u>-</u>	<u>37,000</u>	<u>953,221</u>	<u>-</u>	<u>-</u>	<u>953,221</u>
PERSONNEL AND OPERATIONS												
Board and Council expense	-	-	-	-	-	-	-	516	516	51,426	-	51,942
Business expense	451	1,512	923	1,371	1,592	4,770	-	1,533	12,152	28,811	278	41,241
Consumable supplies	5,115	16,089	3,532	6,696	2,602	110	-	-	34,144	6,105	69	40,318
Indirect expenses	-	-	-	-	-	21,094	-	15,880	36,974	-	-	36,974
Insurance	4,939	16,245	9,536	14,066	18,404	-	-	-	63,190	17,411	3,366	83,967
Member relations	-	-	-	-	-	-	-	-	-	16,076	-	16,076
Memberships	698	19,002	-	-	985	-	-	-	20,685	12,058	-	32,743
Other outside support	6,079	19,960	11,702	17,265	22,542	54,701	49,478	71,735	253,462	5,368	4,121	262,951
Personnel	243,906	802,291	470,944	694,704	909,267	187,175	395,940	525,196	4,229,423	606,787	166,251	5,002,461
Postage, printing and delivery	20,206	45,346	18,136	28,275	8,998	1,817	-	-	122,778	7,591	379	130,748
Special events	-	-	-	-	-	-	-	35,474	35,474	12,173	-	47,647
Telecommunications	3,080	10,095	2,682	4,289	1,552	235	-	11,672	33,605	3,088	55	36,748
Travel	224	6,101	-	-	316	24,107	-	31,848	62,596	4,913	-	67,509
	<u>284,698</u>	<u>936,641</u>	<u>517,455</u>	<u>766,666</u>	<u>966,258</u>	<u>294,009</u>	<u>445,418</u>	<u>693,854</u>	<u>4,904,999</u>	<u>771,807</u>	<u>174,519</u>	<u>5,851,325</u>
PLANT AND OTHER												
Equipment leases	544	1,220	488	761	242	426	-	-	3,681	166	10	3,857
Service contracts	22,174	49,754	19,895	31,018	9,852	-	-	7,185	139,878	6,777	411	147,066
Repairs	2,280	5,116	2,046	3,189	1,013	-	-	-	13,644	697	42	14,383
Utilities	34,148	76,621	30,638	47,768	15,173	-	-	-	204,348	10,437	634	215,419
	<u>59,146</u>	<u>132,711</u>	<u>53,067</u>	<u>82,736</u>	<u>26,280</u>	<u>426</u>	<u>-</u>	<u>7,185</u>	<u>361,551</u>	<u>18,077</u>	<u>1,097</u>	<u>380,725</u>
Total operating expenses	430,153	1,319,046	598,763	1,132,058	1,014,744	541,550	445,418	738,039	6,219,771	789,884	175,616	7,185,271
INTEREST EXPENSE	4,339	9,735	3,893	6,069	1,928	-	-	-	25,964	1,326	82	27,372
DEPRECIATION	67,307	151,023	60,389	94,152	29,906	-	-	-	402,777	20,572	1,248	424,597
Total expenses before collections	501,799	1,479,804	663,045	1,232,279	1,046,578	541,550	445,418	738,039	6,648,512	811,782	176,946	7,637,240
COLLECTION EXPENDITURES - NOT CAPITALIZED												
Materials	-	864,879	-	-	-	289,043	-	-	1,153,922	-	-	1,153,922
Preservation	-	24,145	-	-	-	-	-	-	24,145	-	-	24,145
Reference works	-	3,817	-	-	-	-	-	-	3,817	-	-	3,817
	<u>-</u>	<u>892,841</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>289,043</u>	<u>-</u>	<u>-</u>	<u>1,181,884</u>	<u>-</u>	<u>-</u>	<u>1,181,884</u>
Total	<u>\$ 501,799</u>	<u>\$ 2,372,645</u>	<u>\$ 663,045</u>	<u>\$ 1,232,279</u>	<u>\$ 1,046,578</u>	<u>\$ 830,593</u>	<u>\$ 445,418</u>	<u>\$ 738,039</u>	<u>\$ 7,830,396</u>	<u>\$ 811,782</u>	<u>\$ 176,946</u>	<u>\$ 8,819,124</u>

See accompanying notes to financial statements.

CENTER FOR RESEARCH LIBRARIES

STATEMENTS OF CASH FLOWS

YEARS ENDED JUNE 30, 2020 AND 2019

	<u>2020</u>	<u>2019</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Member cost share and non-member fees received	\$ 8,016,857	\$ 48,156
Grants and contributions received	514,033	633,979
Interest and dividends received	270,478	242,377
Cash paid to suppliers and employees	(6,643,233)	(7,001,780)
Interest paid	<u>(22,407)</u>	<u>(27,371)</u>
Net cash provided by (used in) operating activities	<u>2,135,728</u>	<u>(6,104,639)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of investments	(989,713)	(642,725)
Sale of investments	809,000	440,000
Purchase of collections	(854,000)	(1,181,884)
Purchase of property and equipment	<u>(62,337)</u>	<u>(71,697)</u>
Net cash (used in) investing activities	<u>(1,097,050)</u>	<u>(1,456,306)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds received on loan	1,029,642	-
Principal payments on loan	<u>(115,087)</u>	<u>(110,124)</u>
Net cash provided by (used in) investing activities	<u>914,555</u>	<u>(110,124)</u>
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	1,953,233	(7,671,069)
CASH AND CASH EQUIVALENTS		
Beginning of year	<u>4,175,176</u>	<u>11,846,245</u>
End of year	<u>\$ 6,128,409</u>	<u>\$ 4,175,176</u>
RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH PROVIDED BY OPERATING ACTIVITIES		
Change in net assets	\$ 570,419	\$ 63,799
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Collections purchased	854,000	1,181,884
Depreciation	423,453	424,597
Realized and unrealized (gain) on investments	(167,374)	(205,942)
Amortization of deferred financing cost	8,727	8,728
Changes in operating assets and liabilities		
Accounts receivable	(170,563)	439,114
Grants receivable	170,715	(16,678)
Prepaid expenses	79,743	(45,219)
Accounts payable and accrued expenses	80,670	219,983
Due to database vendors	659,543	(8,859,892)
Deferred revenue	<u>(373,605)</u>	<u>684,987</u>
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	<u>\$ 2,135,728</u>	<u>\$ (6,104,639)</u>

See accompanying notes to financial statements.

CENTER FOR RESEARCH LIBRARIES

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2020 AND 2019

NOTE 1. NATURE OF ACTIVITIES

Center for Research Libraries (the Center) is a membership consortium of institutions with significant academic and research libraries. The Center's mission is to foster and advance scholarly and scientific research through cost-effective, cooperative programs that provide reliable access through traditional and electronic means to unique and unusual collections of library materials in all appropriate formats, international in scope and comprehensive in disciplines.

A majority of the Center's revenue is derived from membership cost share assessments. Other revenue and support consist of grants and sales of materials reproduced.

The following provides a brief description of the Center's program services:

Collections Storage and Maintenance - The Center maintains active and inactive collections consisting of an estimated five million volumes or equivalents in its repository facility. These collections are in paper, microform and electronic media. Activities associated with storage and physical maintenance of the Center's film and paper collections include sorting, shelving, labeling, housing, and binding conservation work. Also included are the costs of maintaining, monitoring and improving the portion of the building dedicated to collections storage, including climate control and other functions.

Acquisitions - This program consists of activities supporting the acquisition and processing of collection materials, including surveying of members on collection needs, selection and subscription costs, ordering, transporting and receiving materials.

Conversion of Materials - The Center preserves unique and at-risk cultural and historical materials through microfilming and digital conversion. Materials are organized, analyzed, collated and shipped to and from service providers by the Center and partner organizations. Film and digital copies are produced and distributed.

Service and Delivery - The Center delivers an estimated 33 million pages of collection materials to member institutions and other clients each year. Activities include receiving and processing requests for the Center's collection materials from member libraries and clients, retrieval and preparation of materials for delivery, shipping, fulfillment of electronic document delivery requests, receipt and re-shelving of returned materials and fulfillment and processing of member purchase requests for individual items.

NOTE 1. NATURE OF ACTIVITIES (CONTINUED)

Cataloging and Metadata - This program involves production and processing of preliminary and final catalog records, finding aids for the Center's collection materials and metadata for electronic resources including those produced and/or acquired by the Center.

Area Materials Projects (AMPS) - This program involves specific support for the Area Materials Projects and other self-funded area studies projects undertaken by the Center for partner organizations. Activities include identification and procurement of materials for preservation, microfilming and digitization as well as conversion and cataloging of those materials.

Licensing Negotiations - The Center identifies electronic databases and datasets of potential interest to member institutions; negotiates with their publisher and vendors terms for the subscription and purchase of those databases on behalf of the Center members; and provides to appropriate personnel at member libraries information on the value, limitations, and terms of access for those electronic resources. In some instances, the Center also invoices member libraries for their purchase/subscription to the electronic resources, and disburses funds due to the publishers/vendors.

Grants - The Center expends funds related to grants received to fund preservation, cataloging, union lists, acquisitions and other activities, either independently or as a partner in cooperative projects. These grants are normally from private philanthropies or from the U.S. federal government.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting - The Center's financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles.

New Accounting Pronouncements - In May 2014, Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) No. 2014-09, *Revenue from Contracts with Customers (Topic 606)*, which was effective for the Center's financial statements for the year ended June 30, 2020. This guidance provides additional framework for recognizing revenue and is intended to improve comparability of revenue recognition practices across not-for-profit entities. Analysis of various provisions of this standard resulted in no significant changes in the way the Center recognizes revenue, and therefore no changes to previously issued audited financial statements were required on a retrospective basis. However, the presentation and disclosures of revenue have been enhanced in accordance with the standard.

In June 2018, the FASB issued ASU No. 2018-08, *Not-for-Profit Entities: Clarifying the Scope and Accounting Guidance for Contributions Received and Contributions Made (Topic 605)*, which was effective for the Center's financial statements for the year ended June 30, 2020. Key provisions in this guidance include clarification regarding the accounting for grants and contracts as exchange transactions or contributions, and improve guidance to better distinguish between conditional and unconditional contributions. There was no effect on net assets in connection with the implementation of this ASU.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Basis of Presentation - In order to conform with provisions of generally accepted accounting principles, the Center, as a not-for-profit entity, is required to report information regarding its financial position and activities in two classes of net assets: without member restriction and with member restriction.

Net Assets without Member Restrictions - Net assets that are not subject to member-imposed restrictions and available to finance the general operations of the Center. The only limits on the use of net assets without member restriction are the broad limits resulting from the nature of the Center, the environment in which it operates and the purposes specified in its articles of incorporation. Net assets without member restrictions are reflective of revenues and expenses associated with the principal operating activities of the Center are not subject to member-imposed stipulations. Net assets without member restrictions may include Board-designated amounts, which represent assets set aside by the Board of Directors and management over which the Board retains control. As of June 30, 2020 and 2019, net assets of \$4,756,896 and \$5,078,401 respectively, had been designated by the Board primarily for the purposes of Area Materials Projects as described in Note 1, and for property used in its operations.

Net Assets with Member Restrictions - Net assets subject to member or grantor imposed restrictions. Some member-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the member. Other member-imposed restrictions are perpetual in nature, where the member stipulates that resources be maintained in perpetuity. Member-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both. As described in Note 11, as of June 30, 2020 and 2019, the Center has net assets with member restrictions of \$384,043 and \$510,972 respectively.

Cash and Cash Equivalents - The Center considers all liquid investments, including amounts invested in money market instruments, with a maturity of three months or less when purchased to be cash equivalents. The Center maintains its cash and cash equivalents on deposit with various financial institutions and investment companies, which at times may exceed federally insured limits.

Accounts and Grants Receivable - Accounts and grants receivable are stated at the amounts that the Center expects to collect from outstanding balances. Bad debts, which are typically minimal, are written off as incurred.

Deferred Financing Costs - The costs incurred in obtaining the Center's loan have been deferred and are being amortized on a straight-line basis over the term of the loan.

Investments - The investments of the Center are reported at fair value. The fair value of a financial instrument is the amount that would be received to sell that asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date (the exit price). Purchases and sales of the investments are reflected on a trade-date basis. Dividend income is recorded on the ex-dividend date. Interest income is recorded on the accrual basis.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Property and Equipment - Property and equipment with a cost in excess of \$1,000 and a useful life greater than one year are recorded at cost and depreciated using the straight-line method over the estimated useful lives of the assets. Estimated lives range from three to ten years for furniture and equipment and from ten to thirty years for building and improvements. Upon sale or retirement, the cost and related accumulated depreciation are eliminated from the respective accounts and the resulting gain or loss is included in the statements of activities. Property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. There were no impairment charges for the years ended June 30, 2020 and 2019.

Collections - The Center has an extensive collection of library materials, which is held for research purposes. The materials were acquired through purchases and contributions since the Center's inception. The Center has adopted a policy of not capitalizing collection expenditures in its financial statements.

Purchases of collection items are recorded as decreases in net assets without member restrictions in the year in which the items are acquired and a release of net assets with member restrictions if acquired with such funds. Contributed collection items are not reflected in the financial statements. Proceeds from disposals or insurance recoveries are reflected as increases in the appropriate net asset class.

The collections are subject to a policy that requires proceeds from their sales to be used to acquire other collection items. No collection items were disposed of through sales during the years ended June 30, 2020 and 2019.

Due to Database Vendors - The Center acts as a conduit on behalf of members by collecting and then remitting database vendor subscription premiums on their behalf. Amounts held at year end that had not yet been remitted are shown as a liability on the statements of financial position.

Revenue Recognition - The Center receives a significant portion of its operating revenue from membership cost share assessments, AMPS and grants.

Membership cost share assessments are recognized as revenue monthly over the period of the membership year. Membership cost share assessments received in advance of the membership year are accounted for as deferred revenue at year end. AMPS funds received for projects during the year are recognized as revenue monthly over the period of the membership year. AMPS funds received in advance of the project year are accounted for as deferred revenue.

Grant awards without substantial conditions are recognized in the period in which they are approved by the governing bodies. Various grants may be subject to certain conditions, which are met by incurring qualifying expenses for the particular program or project that is funded by the grant. Revenue from such grants are recognized when the funds have been expended on activities stipulated in the grant agreement. Grantor-restricted support is reported as an increase in net assets with member restrictions. When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with member restrictions are reclassified to net assets without member restrictions and reported in the statements of activities as net assets released from restrictions. Grant funds received in advance are accounted for as deferred revenue.

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Functional Expenses - The costs of providing the various programs and supporting services have been summarized on a functional basis in the statements of activities. The statements of functional expenses present the natural classification detail of expenses by function. Expenses which are directly associated with a particular program or supporting service are allocated directly to that functional category. Certain costs have been allocated among the program and supporting services benefited. Therefore, expenses require allocation on a reasonable basis that is consistently applied. The allocated expenses are allocated on the basis of time spent, physical space occupied and programs benefited.

Income Taxes - The Center is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. Accordingly, there is no provision for income taxes recorded in the accompanying financial statements.

Accounting principles generally accepted in the United States of America require the Center to evaluate its tax positions and recognize tax liabilities if it has taken an uncertain position that more likely than not would not be sustained upon examination by tax authorities. The Center is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress.

Management Estimates and Assumptions - The preparation of financial statements in conformity with accounting principles generally accepted in the United States requires management to make estimates and assumptions that affect the amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Subsequent Events - Subsequent events have been evaluated through December 3, 2020, which is the date the financial statements were available to be issued.

NOTE 3. LIQUIDITY AND AVAILABILITY OF RESOURCES

The Center manages its liquidity and reserves following three guiding principles: operating within a prudent range of financial soundness and stability, maintaining adequate liquid assets to fund near-term operating needs, and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be discharged.

The Center considers membership cost share assessments, Area Materials Projects revenue, investment income without restrictions, conditions without member restrictions, and contributions with member restrictions for use in programs that are ongoing, major and central to its annual operations as available to meet cash need for general expenditures. General expenditures include collection expenditures not capitalized, program expenses, general and administrative expenses, fundraising expenses, and grant commitments expected to be paid in the subsequent year. Annual operations are defined as total expenses related to program services, supporting service activities and collection expenditures not capitalized.

NOTE 3. LIQUIDITY AND AVAILABILITY OF RESOURCES (CONTINUED)

Financial assets available for general expenditures within one year at June 30, 2020 and 2019 comprise the following:

	<u>2020</u>	<u>2019</u>
Cash and cash equivalents	\$ 6,128,409	\$ 4,175,176
Accounts receivable	243,600	73,037
Grants receivable	127,198	297,913
Investments	<u>9,711,390</u>	<u>9,363,303</u>
Total financial assets	16,210,597	13,909,429
Member/external-imposed restrictions		
Purpose restricted by members/grantors	(384,043)	(510,972)
Cash held for database vendors	<u>(2,959,967)</u>	<u>(2,300,424)</u>
Net financial assets after member/external-imposed restrictions	12,866,587	11,098,033
Internal designations		
Financial assets held for Area Materials Projects	<u>(3,669,906)</u>	<u>(3,745,251)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 9,196,681</u>	<u>\$ 7,352,782</u>

NOTE 4. INVESTMENTS

The composition of investments at June 30, 2020 and 2019 is as follows:

	<u>2020</u>	<u>2019</u>
Mutual funds	\$ 5,346,890	\$ 5,073,119
Money market funds	<u>4,364,500</u>	<u>4,290,184</u>
Total	<u>\$ 9,711,390</u>	<u>\$ 9,363,303</u>

Investment income for the years ended June 30, 2020 and 2019 is as follows:

	<u>2020</u>	<u>2019</u>
Interest and dividends	\$ 270,478	\$ 242,377
Realized and unrealized gains	<u>167,374</u>	<u>205,942</u>
Total	<u>\$ 437,852</u>	<u>\$ 448,319</u>

NOTE 5. FAIR VALUE MEASUREMENTS

The *Fair Value Measurements and Disclosures* Topic of the FASB Accounting Standards Codification established a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described below:

Basis of Fair Value Measurement

- Level 1 Unadjusted quoted prices in active markets that are accessible at the measurement date for identical, unrestricted assets or liabilities

- Level 2 Quoted prices in markets that are not considered to be active or financial instruments for which all significant inputs are observable, either directly or indirectly

- Level 3 Prices or valuations that require inputs that are both significant to the fair value measurement and unobservable

The following tables set forth, by level within the fair value hierarchy, the Center’s investment assets at fair value as of June 30, 2020 and 2019. As required, assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurement.

		<u>Fair Value Measurements at 06/30/20 Using</u>		
		<u>Quoted Prices</u>		
		in Active	Significant	
		Markets for	Other	Significant
		Identical	Observable	Unobservable
		Assets	Inputs	Inputs
		<u>(Level 1)</u>	<u>(Level 2)</u>	<u>(Level 3)</u>
<u>Total</u>				
Mutual funds:				
Equity	\$ 3,199,054	\$ 3,199,054	\$ -	\$ -
Fixed income	2,147,836	2,147,836	-	-
Money market funds	<u>4,364,500</u>	-	<u>4,364,500</u>	-
Total	<u>\$ 9,711,390</u>	<u>\$ 5,346,890</u>	<u>\$ 4,364,500</u>	<u>\$ -</u>

NOTE 5. FAIR VALUE MEASUREMENTS (CONTINUED)

	<u>Total</u>	<u>Fair Value Measurements at 06/30/19 Using</u>		
		<u>Quoted Prices in Active Markets for Identical Assets (Level 1)</u>	<u>Significant Other Observable Inputs (Level 2)</u>	<u>Significant Unobservable Inputs (Level 3)</u>
Mutual funds:				
Equity	\$ 3,012,959	\$ 3,012,959	\$ -	\$ -
Fixed income	2,060,160	2,060,160	-	-
Money market funds	<u>4,290,184</u>	<u>-</u>	<u>4,290,184</u>	<u>-</u>
Total	<u>\$ 9,363,303</u>	<u>\$ 5,073,119</u>	<u>\$ 4,290,184</u>	<u>\$ -</u>

Level 1 Measurements

The fair values of the mutual funds are determined by reference to the funds' underlying assets, which are principally marketable equity and fixed income securities. Shares held in mutual funds are traded in active markets on national securities exchanges and are valued at the net asset value as of the last business day of each period presented.

Level 2 Measurements

The money market funds are valued at cost, which approximates their fair value.

NOTE 6. PREPAID EXPENSES

Prepaid expenses consisted of the following as of June 30, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Prepaid library materials	\$ 69,325	\$ 92,959
Prepaid - other	<u>16,737</u>	<u>72,846</u>
Total prepaid expenses	<u>\$ 86,062</u>	<u>\$ 165,805</u>

In the course of cataloging its dissertations collection, the Center incurs usage fees to access the Online Computer Library Center, Inc. (OCLC) database. The Center is able to offset these fees from credits received from OCLC for the reciprocal use of the Center. The Center had earned cumulative net credits of \$3,769 as of June 30, 2020 and 2019.

NOTE 7. PROPERTY AND EQUIPMENT

Property and equipment consisted of the following as of June 30, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Land	\$ 128,446	\$ 128,446
Building and improvements	12,137,444	12,122,452
Furniture and equipment	<u>2,344,697</u>	<u>2,297,352</u>
	14,610,587	14,548,250
Less accumulated depreciation	<u>(13,068,699)</u>	<u>(12,645,246)</u>
Net property and equipment	<u>\$ 1,541,888</u>	<u>\$ 1,903,004</u>

Depreciation expense was \$423,453 for the year ended June 30, 2020 and \$424,597 for 2019.

NOTE 8. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following as of June 30, 2020 and 2019:

	<u>2020</u>	<u>2019</u>
Accounts payable	\$ 522,558	\$ 506,596
Accrued vacation	335,994	244,786
Accrued salaries and withholdings	142,606	168,210
Other accrued expenses	<u>67,728</u>	<u>68,624</u>
Total	<u>\$ 1,068,886</u>	<u>\$ 988,216</u>

NOTE 9. DEFERRED REVENUE

The Center regularly bills in advance of the upcoming fiscal year for membership cost share assessments and AMPS membership. Those membership payments that are received for future fiscal years are held as deferred revenue to be recognized in the fiscal year for which they will be earned. Occasionally, grant payments received in advance of a future fiscal year are also held as deferred revenue. As of June 30, 2020 and 2019, deferred revenue consisted of the following:

	<u>2020</u>	<u>2019</u>
Deferred membership cost share	\$ 2,792,816	\$ 3,261,171
AMPS deferred revenue	121,650	26,900
Grants deferred	<u>7,616</u>	<u>7,616</u>
Total	<u>\$ 2,922,082</u>	<u>\$ 3,295,687</u>

The following table provides information about significant changes in the deferred registration and program fees for the year ended June 30, 2020:

Membership cost share assessments paid in advance, beginning of year	\$ 3,261,171
Revenue recognized that was included in membership cost share at the beginning of year	(3,261,171)
Increase in membership cost share due to cash received during the period	<u>2,792,816</u>
Membership cost share assessments dues paid in advance, end of year	<u>\$ 2,792,816</u>
Other deferred revenue (AMPS and grants), beginning of year	\$ 34,516
Revenue recognized that was included in other deferred revenue at beginning of year	(34,516)
Increase in other deferred revenue due to cash received during the period	<u>129,266</u>
Other deferred revenue, end of year	<u>\$ 129,266</u>

NOTE 10. LOANS PAYABLE

The Center has entered into a loan agreement with BMO Harris Bank. The loan is secured by the Center's property in Chicago, Illinois.

The loan is repayable in monthly installments of \$11,458 including principal and interest. The interest rate is 4.28%. The loan matures in 2024. Interest expense for the years ended June 30, 2020 and 2019 was \$22,407 and \$27,371 respectively.

Future principal payments are as follows:

Year ending June 30,	
2021	\$ 120,086
2022	125,402
2023	130,954
2024	<u>78,325</u>
Total	<u>\$ 454,767</u>

In May 2020, the Center qualified for and received a loan pursuant to the Paycheck Protection Program (PPP), a program implemented by the U.S. Small Business Administration under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), for an aggregate principal amount of \$1,029,642. The PPP loan bears interest at a fixed rate of 1.0% per annum, has a term of two years, and is unsecured and guaranteed by the SBA. The Center did not provide any collateral or guarantees for the PPP loan. The promissory note provides for customary events of default, including those relating to failure to make payment and breaches of representations. The Center may prepay the principal of the PPP loan at any time without incurring any prepayment charges. The principal amount of the PPP loan is subject to forgiveness upon the Center's request to the extent that the PPP loan proceeds are used to pay expenses permitted by the CARES Act. Although the Center believes that its use of the PPP loan will meet the conditions for forgiveness, the Center cannot assure its future adherence to the forgiveness criteria and that the PPP loan will be forgiven, in whole or in part.

NOTE 11. GRANT ACTIVITY

Net assets with member restrictions arise from grants received from various organizations to support cataloging, microform projects, digitization, digital preservation activities and the purchase of equipment to automate library materials. Grant contributions received that are not expended for their restricted purposes are refundable to the grantor. The following tables present a summary of grant activity for the years ended June 30, 2020 and 2019:

	2020								Total
	Carnegie Corp. of New York	MacArthur Foundation	Mellon Foundation	New York Public Library	Qatar Foundation	University of Arizona	Whiting Foundation		
	Carnegie-CWDL	MXDOC	RDDM	Shared Print Data Infrastructure	ReCAP Serials Record Reclamation	World Digital Library	Govt Docs Digitization Project	World Digital Library	
REVENUE									
Grants	\$ -	\$ -	\$ 220,000	\$ -	\$ 123,318	\$ -	\$ -	\$ -	\$ 343,318
EXPENSES									
Board/Council travel	-	-	66	-	-	-	-	-	66
FICA	2,903	-	425	9,845	6,954	-	-	-	20,127
Medical insurance	7,391	-	636	53,413	16,703	-	-	-	78,143
Other business expense	-	-	85	-	-	-	-	-	85
Other library support	-	-	-	4,279	-	-	-	-	4,279
Outside professional services	-	22,140	20,560	-	-	-	-	-	42,700
Retirement	2,935	-	579	12,344	9,351	-	-	-	25,209
Salaries	40,043	-	5,863	124,364	92,137	-	-	-	262,407
SA salaries	-	-	-	11,460	3,801	-	-	-	15,261
Special event	-	-	-	14	-	648	-	3,540	4,202
Travel	-	2,860	1,593	1,908	3,183	3,433	-	-	12,977
Workmens' compensation	691	-	101	2,344	1,655	-	-	-	4,791
Total expenses	53,963	25,000	29,908	219,971	133,784	4,081	-	3,540	470,247
CHANGE IN NET ASSETS	(53,963)	(25,000)	190,092	(219,971)	(10,466)	(4,081)	-	(3,540)	(126,929)
NET ASSETS									
Beginning of year	73,776	25,000	-	278,679	106,565	18,258	5,095	3,599	510,972
End of year	\$ 19,813	\$ -	\$ 190,092	\$ 58,708	\$ 96,099	\$ 14,177	\$ 5,095	\$ 59	\$ 384,043

	2019								Total
	Carnegie Corp. of New York	MacArthur Foundation	Mellon Foundation	New York Public Library	Qatar Foundation	University of Arizona	Whiting Foundation		
	Carnegie-CWDL	MXDOC	RDDM	Shared Print Data Infrastructure	ReCAP Serials Record Reclamation	World Digital Library	Govt Docs Digitization Project	World Digital Library	
REVENUE									
Grants	\$ 200,000	\$ 25,000	\$ -	\$ 338,646	\$ -	\$ 30,000	\$ -	\$ 10,000	\$ 603,646
EXPENSES									
Board/Council travel	-	-	516	-	-	-	-	-	516
FICA	4,151	-	13,060	2,837	7,389	-	-	-	27,437
Medical insurance	9,708	-	2,672	5,428	20,575	-	-	-	38,383
Other business expense	-	-	-	1,413	-	120	-	-	1,533
Other library support	-	-	37,000	-	-	-	-	-	37,000
Outside professional services	20,000	-	51,735	-	-	-	-	-	71,735
Retirement	5,867	-	15,916	2,113	9,338	-	-	-	33,234
Salaries	58,668	-	184,585	40,095	102,110	-	-	-	385,458
SA salaries	-	-	-	-	2,327	-	-	-	2,327
Service contracts	-	-	7,185	-	-	-	-	-	7,185
Special event	26,879	-	-	2,194	-	-	-	6,401	35,474
Staff development	-	-	-	-	782	-	-	-	782
Telecommunications	-	-	11,672	-	-	-	-	-	11,672
Travel	-	-	13,628	5,237	1,023	11,622	-	-	31,510
Workmens' compensation	951	-	2,991	650	1,693	-	-	-	6,285
Total expenses	126,224	-	340,960	59,967	145,237	11,742	-	6,401	690,531
CHANGE IN NET ASSETS	73,776	25,000	(340,960)	278,679	(145,237)	18,258	-	3,599	(86,885)
NET ASSETS									
Beginning of year	-	-	344,960	-	251,802	-	5,095	-	601,857
Released for capitalized equipment	-	-	(4,000)	-	-	-	-	-	(4,000)
End of year	\$ 73,776	\$ 25,000	\$ -	\$ 278,679	\$ 106,565	\$ 18,258	\$ 5,095	\$ 3,599	\$ 510,972

NOTE 12. PENSION PLAN

The Center has established and made available to its employees a defined contribution money purchase pension plan. Under this plan, funds contributed by the Center and participating employees are used to purchase retirement annuity and life insurance contracts for the participants through the Teachers Insurance and Annuity Association and/or the College Retirement Equities Fund. Contributions made by the Center are based on participants' compensation as defined by the plan. The Center's contributions for the years ended June 30, 2020 and 2019 totaled \$286,875 and \$310,890 respectively.

NOTE 13. RELATED PARTY TRANSACTIONS

The Center earns cataloging revenue from OCLC and also purchases cataloging and other services from OCLC. Cataloging revenue was \$1,225 and \$1,400 during the years ended June 30, 2020 and 2019, respectively. Total services purchased from OCLC were approximately \$17,596 and \$22,206 for the years ended June 30, 2020 and 2019, respectively.

The Center also routinely provides membership services to educational institutions that employ members of the Board of Directors.

NOTE 14. CONCENTRATION OF CASH

The Center maintains its cash balances in financial institutions deemed to be creditworthy. Balances are insured by FDIC up to \$250,000 per financial institution. Balances may at times exceed insured limits. However, the balances are swept nightly into a money market account that is secured by U.S. Government bonds. The Center believes its credit risk to be minimal.

NOTE 15. DEFERRED FINANCING COSTS

In 2014, the Center capitalized \$45,023 in additional financing costs associated with the refinancing of its loan with BMO Harris Bank. In 2001, the Center capitalized \$110,448 in financing costs associated with the original financing of the loan. These costs are being amortized over the term of the loan using the straight-line method, which approximates the effective interest method. Amortization expenses were \$8,727 and \$8,728 for the years ended June 30, 2020 and 2019, respectively. Accumulated amortization for the years ended June 30, 2020 and 2019 was \$112,201 and \$103,474 respectively.

Future amortizations of capitalized financing costs as of June 30, 2020 are as follows:

Year ending June 30,	
2021	\$ 8,727
2022	8,727
2023	8,727
2024	8,727
Thereafter	<u>8,361</u>
Total	<u>\$ 43,269</u>

NOTE 16. RISKS AND UNCERTAINTIES

The Center invests in various securities. These securities are exposed to a variety of risks, such as interest rates, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the statements of financial position. The current economic environment has increased the degree of uncertainty.

Due to the heightened uncertainty related to the potential impact of the novel coronavirus (COVID-19) on its operations, the Center's revenues and operations are subject to risks, uncertainties and changes in circumstances that could significantly affect its future financial results and operations. The potential impact and duration is unknown as of the date of the financial statements were available to be issued.

The Center has taken steps to ensure that it can continue to function while its staff shelter at home to mitigate the effects of the pandemic. This includes the establishment of remote connectivity and teleworking capability for numerous staff, including receptionists, secretaries and other essential administrative staff.