

# INVESTMENT

Annual Report Fiscal Year 2016: (July 1, 2015–June 30, 2016)



*The* Center *for*  
Research  
Libraries

GLOBAL  
RESOURCES  
NETWORK








**The Center for Research Libraries (CRL)** is a member-governed, nonprofit consortium of universities, colleges, and independent research libraries.

#### MISSION

*The mission of the Center for Research Libraries is to support advanced research and teaching in the humanities, sciences, and social sciences by ensuring the survival and availability of primary source materials vital to those activities.*

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## Message from the Chair

This year's theme of "investment" resonates with the responsibilities of CRL and its Board. Each year the libraries that make up the CRL community make a significant investment of time and resources in the research mission of CRL. I am pleased to say that under Bernard Reilly's leadership CRL continues to manage those resources wisely by keeping costs under control and prudently investing in activities to strengthen and expand its core mission.

CRL is investing heavily in expanding access to research materials, most notably through its digitization program, which has been making significant progress in the past few years. At the same time, CRL has invested in expanding its holdings, especially in rare or at-risk sources. The global resources programs, for example, have targeted the preservation of newspaper and archival materials from around the globe and have fostered partnerships to support access to critical materials from a range of world regions. Pursuing a relatively new form of investment, CRL has been steadily expanding its licensing activities to provide members with access to various resources at reasonable rates. CRL also aims to help members make prudent investments of their own by offering them analyses and evaluations of the staggering array of eResources that are being made available at an increasing rate and for increasing fees.

Recognizing that resources are limited, CRL's Board has asked Mr. Reilly to prioritize those areas where CRL investments can make the greatest long-term impact in supporting research in the Humanities and Social Sciences. The Board, moreover, recognizes that in order to continue these kinds of investments in research resources, CRL needs to expand its membership base and needs to find new resources to match the membership's investment. CRL welcomed ten new members in 2015–2016, so that at the beginning of FY17, the total membership stands at 214. We on the Board are committed to helping CRL grow into the future.

As in past years, the membership of the Board itself is changing. This year, Susan Gibbons, the University Librarian at Yale, James Grossman, the Executive Director of the American Historical Association, and Susan Martin, the Provost and Senior Vice Chancellor for Academic Affairs at the University of Tennessee, all completed the second of two three-year terms and stepped down from the Board. I want to thank them for their outstanding service over six years.

A handwritten signature in black ink, appearing to read "S. Waugh". The signature is fluid and cursive, with a large initial "S" and a long, sweeping tail.

Scott Waugh

*Executive Vice Chancellor and Provost,  
University of California, Los Angeles*



## President's Report

"Investment"

Important documentary evidence disappears every day. From medieval Arabic manuscripts destroyed by Islamist groups in Mali, to the records of Mexico's internal intelligence agency reclassified and withdrawn from public view, loss is a constant. Since CRL's founding in 1949 its member libraries have invested to ensure the long-term accessibility of critical information and documentation. Together North American universities have created at CRL a vast, shared collection of newspapers, government records and publications, popular literature, and ephemera: rich source materials for humanities and social science research.

Maintaining those materials and making them available to scholars today and in the future requires ongoing investment. CRL libraries commit substantial resources each year to support staffing and maintenance of a bricks-and-mortar repository of over five million items, and managing millions of files digitized from those collections. In fiscal year 2016 alone, libraries invested over \$6.2 million in the endeavor. Libraries active in the Area Materials Projects and the Global Resources programs based at CRL voluntarily contributed nearly \$2 million more, to preserve important—and in many cases endangered—documentation from all world regions. Aside from monetary support CRL members also invest time and expertise: individuals at member libraries help identify published and unpublished documentation and evidence important to scholars, and work with CRL to acquire and preserve it. Without the efforts of the CRL community, much of this documentation and evidence would not survive.

New investment by the philanthropic sector this year built upon the longstanding commitment of CRL member libraries to sustaining the CRL enterprise. The Gladys Kriebel Delmas Foundation provided seed funding for the 2016 Global Resources Forum, @Risk: Stewardship, Due Diligence, and the Future of Print. CRL's work was also supported by the Carnegie Corporation of New York. Carnegie's investment enabled a two-year effort, completed this year, to digitize official gazettes from Africa and the Persian Gulf. The project exposed key government documentation from nations where the integrity of the public record is known to be at risk. It is interesting to note that in 1948 Carnegie provided ten major research universities the seed funding that led to CRL's founding.

The Andrew W. Mellon Foundation was also a major contributor toward building CRL's capacity for collection analysis, which has emerged as a pressing need as libraries are pressured to make difficult decisions on retention of print holdings. The Foundation provided much of the funding for development of the PAPR registry and the ICON database, data resources that inform decision-making at libraries regarding print collections. Mellon support was vital to the analyses of the preservation landscape that CRL undertook this year.

This report describes key outcomes of those investments.

A handwritten signature in black ink that reads "Bernard F. Reilly". The signature is written in a cursive, slightly stylized font.

Bernard F. Reilly

President



**\$2.2 million** invested in *new library materials* and *digitization*



**5.9 million** *digitized pages* added to support research at CRL libraries



**553** *titles* acquired as *demand purchases* for researchers



**202** libraries represented at *collections webinars*



**114** voted on *purchase proposals*



**132** took up *CRL electronic resource offers*

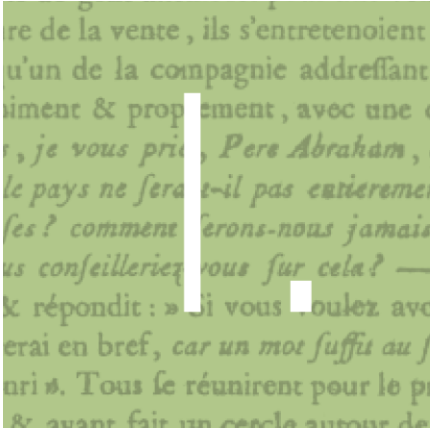


**\$34,747** the mean *savings* for a library taking up a *CRL eResource offer*

## Acquisitions from 109 countries in FY16:



- Sweden (1,259 items)
- Germany (850 items)
- India (796 items)
- Finland (701 items)
- United States (312 items)
- Thailand (265 items)
- France (115 items)
- England (108 items)
- Pakistan (60 items)
- Netherlands (44 items)



## Identifying and Preserving Critical Source Materials

The area studies programs supported by CRL were extremely productive in FY16, prioritizing for microfilm preservation and/or digitization over 40 newspaper titles and archival materials from Africa, Latin America, South Asia, Southeast Asia, and the Middle East. These communities of interest—the longstanding Area Materials Projects (AMPs) and the Global Resources programs—work under the CRL administrative umbrella to preserve and make accessible important, and often at-risk, documentation from all world regions. CRL promotes cross-fertilization and operational economies of scale to the programs, including support for digitization. This marks the third year that CRL provided a financial incentive for AMP digitization projects, which were undertaken by both MEMP and SAMP.

CRL also completed work this year on a two-year project digitizing official gazettes from Africa and the Persian Gulf, exposing key historical government documentation from nations where the integrity of the public record is known to be at risk. Sponsored in part by the Carnegie Corporation of New York, this initiative resulted in the scanning of nearly 15,000

issues of official gazettes, totaling over 400,000 pages. Of note is the availability of the Iraq Gazette (*al-Waqai` al-'Iraqiyah/ (فيقار علق عى اقولا*) for the years 1990-1999, previously embargoed in North America following the Gulf War. CRL continues to add related content, including harvesting from the web. The collection is hosted on CRL's Digital Delivery Server; LLMC will share access to the digital files to support cross-searching with other international legal content.

Project Ceres, a partnership with the United States Agriculture Information Network (USAIN) and the Agriculture Network Information Center (AgNIC), continues to support the preservation and digitization of historical collections in the field of agriculture. A fourth round of Project Ceres funding was awarded this year, providing \$48,839 to support digitization and local print archiving of agricultural extension and experiment station publications from five institutions. In addition, the TRAIL project scanned more than 66,000 pages of technical publications produced by various U.S. government agencies.



## Titles Preserved by CRL-Supported Collaborative Global Programs

### Africa

CAMP preserved the following titles on microfilm:

#### Cameroon

*Dikalo* (2011)

#### Ethiopia

*Fortune* (2000–2012)

#### Lesotho

*The Mirror* (1996–2006)

#### Liberia

*Analyst* (2013–2014)

#### Malawi

*The Nation* (2013)

#### Mali

*Républicain* (2011–2013)

#### Nigeria

*Nigerian Spokesman*

*Vanguard* (2014)

#### Senegal

*Sud Quotidien* (2011–2013)

*Le témoin* (2011–2012)

### Latin America

LAMP preserved the following titles on microfilm (digitized where noted):

#### Argentina

*La Protesta* (1935–1976, 1983–2012) digitized

#### Brazil

*Fundo Abdias Nascimento* [acquired five additional microfilm reels from this archive]

#### Mexico

*El Diario* (Jan. 2008–Dec. 2010)

#### United States

*Listin USA* (1992)

### The Middle East

MEMP preserved the following titles on microfilm (digitized where noted):

#### Afghanistan

*Da kūchinyāno anīs* (1970–1971) digitized

*Da Wūlasi Jargay jaridah* (1988–1989)

*Majallah-i al-Falāḥ* (1930–1964) digitized

Haftah'nāmah-i Kābul (2002–2006) digitized

İnşāf (2002–2010)

İrshād al-Niswān (1994–2010)

Şadā-yi āzādī (2003–2011)

Şirāt (2001–2010)

Zīdahgī-i Hizbī (1987–1990)

#### Egypt

*Al-Tahrir* (2014)

#### Lebanon

*Al-Hadaḥ* (1979–1989)

#### Poland

*Awedis* (2009–2015)

### South Asia

SAMP preserved the following titles on microfilm (digitized where noted):

#### India

*Capital* (1931–1941)

*Divān-i Akḥṭar* (1861) digitized

*Majmū'ah* (1901) digitized

*Nigār'nāmah-i Munshī* (1882) digitized

*Qadīm va jadīd* (1933) digitized

#### Pakistan

*Lughāt-i Afghānī* (19-- ) digitized

*Parsi sansar & loke sevak* (2004–2012) digitized

*Tavar* (2008–2009)

*Ustaman* (2008–2010)

#### Sri Lanka

*Ceylon Times* (1932–1933)

### Southeast Asia

SEAM preserved the following titles on microfilm:

#### Indonesia

*Cenderawasih pos* (2011–2014)

*Harian Hidup Baru* (2000–2002)

#### Laos

*Bulletin quotidien / KPL* (1987)

#### Malaysia

*Malayan Thung Pau Daily News* (1970–1974)

### Slavic and Eastern Europe

SEEMP preserved the following titles on microfilm:

#### Kazakhstan

*Qazaq Eli* (1995–2010)

*Qazaqstan mughalimi* (1988–2010)

*Qazaqstan sarbazy* (1994–2007)

*Uchitel' Kazakhstana* (1994–2007)

### United States

TRAIL preserved the following publications in digital format:

U.S. Army Engineer Waterways Experiment Station Bulletins

NBS Technologic Papers

NBS Building Materials and Structures Reports

# EXCITING MOMENTS

“Sunday Mirror” Camera-man Johnny Mills only can record —

LIKE THIS

AND LIKE THAT

“You Just Squeeze up”



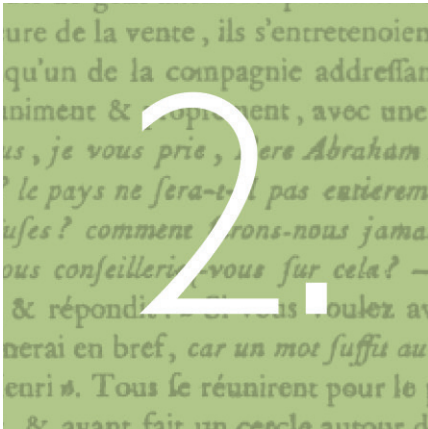
## THE IMPACT OF CRL: Documenting Ghanaian Social Change through the Music Scene

Alison K. Okuda’s doctoral dissertation for New York University, *Caribbean and African Exchanges: The Post-Colonial Transformation of Ghanaian Music, Identity, and Social Structure*, re-examined popular conceptions of pan-Africanism by exploring connections between the music scenes in London and Ghana. Okuda discovered a reverse “Triangle Trade”: women and men from Anglophone Caribbean countries migrating to London, and then sometimes to Accra, Ghana (as well as from Ghana to London). “Rather than trading people and products, they were trading ideas and music,” Okuda notes. The height of movement was the 1950s up to 1962, after which the Commonwealth Immigrants Act restricted emigration to the U.K.

“Exciting Moments” [“Tomato Calypso,” performed by the Tempos]. *Sunday Mirror*, Accra, Ghana. August 30, 1953, p. 9.

A faculty advisor introduced Okuda to CRL’s rich collection of African newspapers. These allowed her to explore the transformation of post-colonial Ghana during the process of nation building. “Social change through the music scene . . . is an area not readily found in government documents. Having access to such a large collection of major and specialized newspapers allowed me to learn about the ways that Ghanaians engaged with music, the African diaspora, and politics,” Okuda says.

Among the variety of resources at CRL collected by the [Cooperative Africana Materials Project \(CAMP\)](#), Okuda found newspapers including *The Ghana Evening News*, *Ghana Times*, *Weekly Spectator* and *Sunday Spectator*, *Talking Drums*, and *Daily Mail*. She also consulted archival materials from the Ivor Wilks-Phyllis Ferguson Collection of Material on Ghana (1950–1960), and departmental reports relating to the Gold Coast and British Togoland. Okuda notes that primary source materials held by CRL “really made my research more efficient, as I was able to access several collections of archives from my campus, and could use my time in the field to read other documents and interview people.”



## Expanding Access to Research Materials

CRL continued to digitize materials requested by researchers, scanning nearly 670,000 pages this year from CRL collections. Working with communities of interest and partners, CRL produced a combined 5.9 million new pages of digital content for scholarly use in FY16. Member use of that digitized material hosted by CRL increased by 14% over the previous year.

CRL's digital strategy was a chief topic of discussion at the April 2016 Council of Voting Members. In response to the question posed by Bernard Reilly—"Should more CRL digital resources be Open Access?"—attendees strongly endorsed removal of restrictions from public domain content digitized by CRL, to increase exposure and discoverability of CRL resources, and as a general public good.

Following a national trend, loans continued to decrease. Requests filled by loan were down by 11% and items sent were down by 20%. Among the top users of CRL collections were: Harvard University, the University of Chicago, and University of Notre Dame. Article scanning from print journals in the sciences, made possible through CRL's partnership with the Linda Hall Library of Science, Engineering & Technology, continued to make up a significant portion of document delivery for members. Heaviest use of this service came from: University of Minnesota-Twin Cities, Macalester College, and Saint Olaf College.

CRL's distinctive collections received a substantial addition with completion of

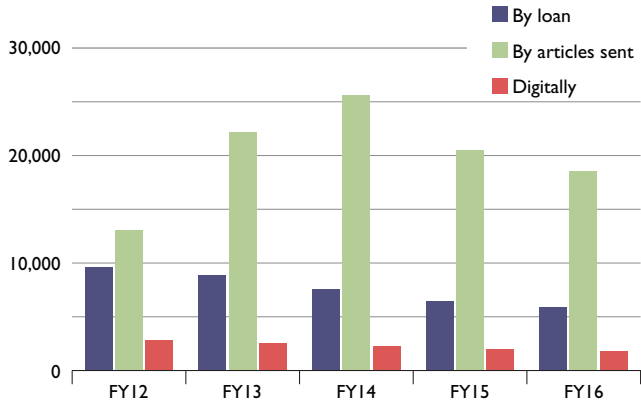
a deposit by UCLA of several hundred newspaper titles not currently preserved in microform. With support from NEH, storage conditions for CRL collections were further upgraded through investments in efficient HVAC and lighting.

Member institutions voting in the 2016 Purchase Proposal program approved CRL acquiring over \$200,000 worth of microform and reprint collections, including cultural, political, and general newspapers and serials from early twentieth-century Egypt, the *Illustrated Weekly of India* from the significant period of 1940–1955, and other historical newspapers from Latin America and the U.S., as well as additional mission society archives.

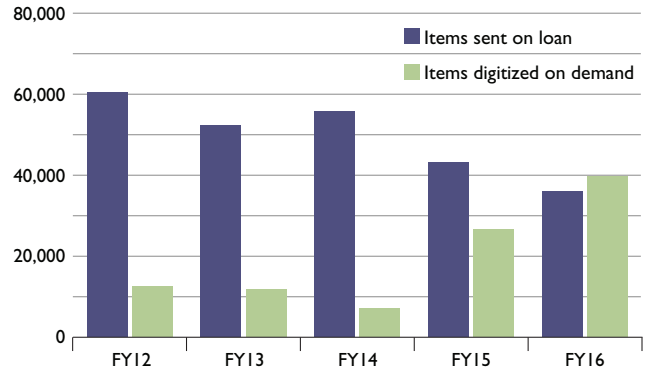
Twelve member libraries contributed over \$45,000 in funds through the Shared Purchase program to enrich CRL newspaper holdings from French Indochina, the Ukrainian refugee community in Canada, and the U.S.

CRL's licensing activity continued to expand, to enable libraries to provide researchers specialized and critical documentation in electronic form, particularly in the areas of news, financial information, and archives. Overall in FY16, CRL negotiated 57 offers for member database purchases from a wide range of publishers, with a total of 486 resources taken up by 132 different CRL libraries, a 16% jump in institutions participating. The libraries taking up offers were able to achieve an estimated mean savings of \$34,747.

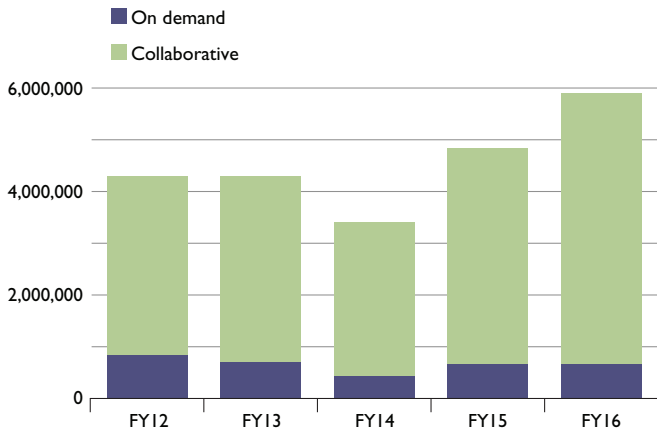
### Borrowing Requests Filled, FY12-16



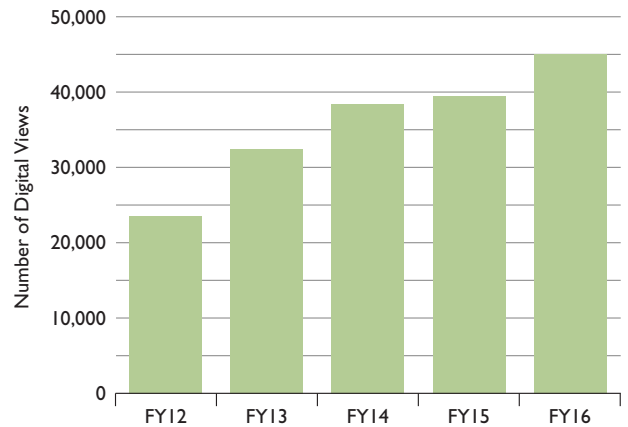
### Items Supplied, FY12-16



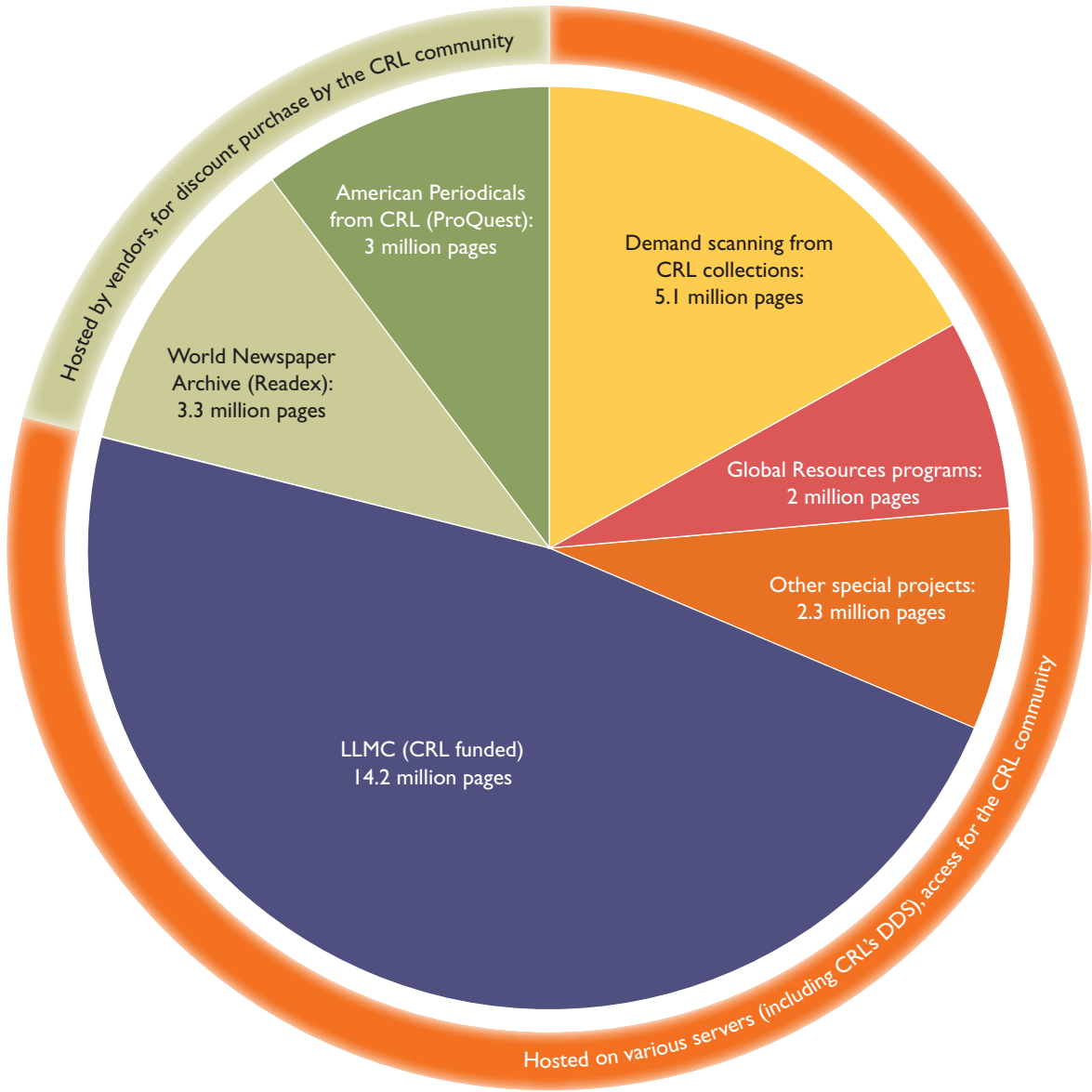
### Pages Digitized for CRL Members, FY12-16



### Member Access to Digitized Material Hosted by CRL, FY12-16



## CRL Digital Collections at a Glance 29.9 Million Pages Total at Close of FY16



## Major Collections Selected for Acquisition: Purchase Proposal Program

Arts and cultural newspapers and serials from Egypt (1915–1974)

Reel count pending; approximately \$51,858 (to be purchased over two years)

These documents the daily life of Egyptians, addressing issues including the women's movement, history, cinema, arts, and literature.

*Church Missionary Society Archive, Section V: Missions to the Americas, Part 4: British Columbia* (1856–1925)

12 reels; \$2,400

These papers contain detail on the life and customs of the indigenous peoples. They include material on the conflicts between rival factions at Red River in the 1870s and 1880s as well as developments after the First World War.

*La Gaceta Mercantil de Buenos Aires* (1823–1852)\*

27 reels; \$1,020

This newspaper covers the early years of Argentine history, beginning shortly after

independence. This title is especially useful as there is an index of sorts available in the HathiTrust digital library.

*The Illustrated Weekly of India* (1940–July 1955)\*

\$63,550 (to be purchased over three years)

This will extend coverage prior to the printed volumes at CRL (mid-1955 to the publication's demise in 1993). No CRL members have holdings prior to 1955; Library of Congress holdings are not available for loan. The University of Washington Library holds microfilm of the preceding title, *Times of India Weekly Edition*, for 1905–1929.

*El Nacional* (1852–1899)\*

72 reels; \$2,720

This newspaper published in Buenos Aires covers the early years of Argentine independence, focusing on national issues. The Library of Congress microfilm holdings are not available for loan.

*New York Post* (1970–1989)

240 reels; \$55,470

CRL has almost no holdings of the *New York Post* after 1956, and it is not readily available from five or more CRL members. This nomination is focused on decades of scholarly interest in the city's modern history.

Political and general newspapers and serials from Egypt (1886–1940)

Reel count pending; approximately \$15,196

These address the historical moments, politics, literature, and general life in Egypt between 1886–1940.

**Estimated Total List Price: \$192,215**

\*Negotiations with vendors are continuing beyond FY16.

## Major Collections Selected for Acquisition: Shared Purchase

CRL thanks the following institutions for contributing to this year's Shared Purchase program:

- Arkansas State University
- University of British Columbia
- University of California, Berkeley
- Carleton College
- Kenyon College
- University of Maryland, College Park
- University of Michigan
- University of Pennsylvania
- Princeton University
- Stanford University
- University of Washington
- Yale University

French Journals for Indochina Studies (1897–1945)

12,000 scanned pages; \$7,782

From the Bibliothèque National de France.

*Homin Ukrainy (Echo of Ukraine)*, (1948–1983, 1986–2014)

57 reels; \$9,405

This newspaper from Canada (home to one of the largest Ukrainian diaspora populations) includes coverage of the post-Soviet period and the current political crisis.

*National Thrift News* (1977–1995)

21 reels; \$4,088

This title and its successor *National Mortgage News* is available in LexisNexis from 1985 forward. However, the online resource omits photos, advertisements, and editorial information. This period tracks the U.S. savings and loan crisis.

Supplements to the *Bibliothek der deutschen Literatur*

2,131 fiche; \$23,480

Titles are selected from works listed in *Der Taschengoedeke*, compiled by Leopold Hirschberg, and the bibliography *Erstaussagen deutscher Dichtung* by Gero von Wilpert and Adolf Gühring.

**Total list price: \$44,755**

## FY16 CRL Electronic Resource Offers

### Adam Matthew Digital

African American Communities  
Colonial America  
Migration to New Worlds  
Popular Medicine in America, 1800–1900

### Alexander Street Press

60 Minutes: 1997–2014  
The American Civil War: Letters and Diaries  
American Women's Letters & Diaries  
British and Irish Women's Letters and Diaries  
Docuseek2 Collection  
Early Encounter in North America: Peoples  
Cultures, and the Environment  
Food Studies Online  
The Gilded Age  
Human Rights Studies Online  
Irish Women Poets of the Romantic Period  
North American Indian Drama  
North American Indian Thought and Culture  
North American Women's Letters and Diaries  
Scottish Women Poets of the Romantic Period  
Twentieth Century Advice Literature

### Economist Intelligence Unit

EIU Country Analysis

EIU Data Solutions  
The Economist

### East View

Japan Times Digital Archive  
voxgov

### Gale

American Fiction, 1774–1920  
Archives of Human Sexuality and Identity  
Archives Unbound  
Associated Press Collections Online, Parts  
I–VI  
Brazilian and Portuguese History and Culture:  
The Oliveira Lima Library  
Crime, Punishment, and Popular Culture,  
1790–1920  
DemographicNow: Business & People  
Early Arabic Printed Books from the British  
Library  
The Economist Historical Archive, 1843–2010  
Financial Times Historical Archive, 1888–2010  
Smithsonian Collections Online  
State Papers Online, Part II  
The Telegraph Historical Archive, 1855–2000  
U.S. Declassified Documents Online

Oxford University Press  
Electronic Enlightenment  
Oxford Scholarly Editions Online  
Social Explorer

### ProQuest

American Periodicals from the Center for  
Research Libraries (APCRL)

### Other providers

African American Newspapers, Series 2  
BMI (formerly Business Monitor International)  
Data-Planet Statistical Datasets and Hosting  
Services  
DOAJ  
IMF eLibrary  
Independent Voices  
Financial Times  
Global Financial Data Series  
New York Times  
ORCID  
PrivCo  
Publisher's Weekly Digital Archive  
Statista  
Women's Wear Daily (Fairchild Publishing)  
World Bank eLibrary

## Project Ceres Proposals Funded for 2016–17

### Colorado State University

Preservation of Colorado Agriculture  
Literature, Colorado County Agent  
Annual Reports

### Michigan State University

Michigan Farming Journals Digitization  
and Conservation Project

### Regents of New Mexico State University

Digitization of Cotton, Dairy, Plant  
Diseases, and other Serials from the  
NMSU Agricultural Extension Service  
and the Agricultural Experiment Station

### South Dakota State University

Digitization of South Dakota State  
University's Agricultural Publications

### University of Arkansas

Digitization of Arkansas Extension  
Publications: Bulletins

Project completion is due by August,  
2017. Content will be hosted on local  
institutional repositories, accessible  
through CRL's catalog. Information on  
preservation of print originals will be  
available in PAPR, CRL's Print Archives  
Preservation Registry.

## Webinars Offered by CRL in FY16

### 2015

Text/Data Mining in the Humanities and  
Social Sciences—Strategies and Tools  
(July)

CRL Licensing and Acquisitions 2015-16  
(August)

CRL Collections and Services  
(September)

South Asian Resources at CRL (October)

Discovering CRL Resources (November)

### 2016

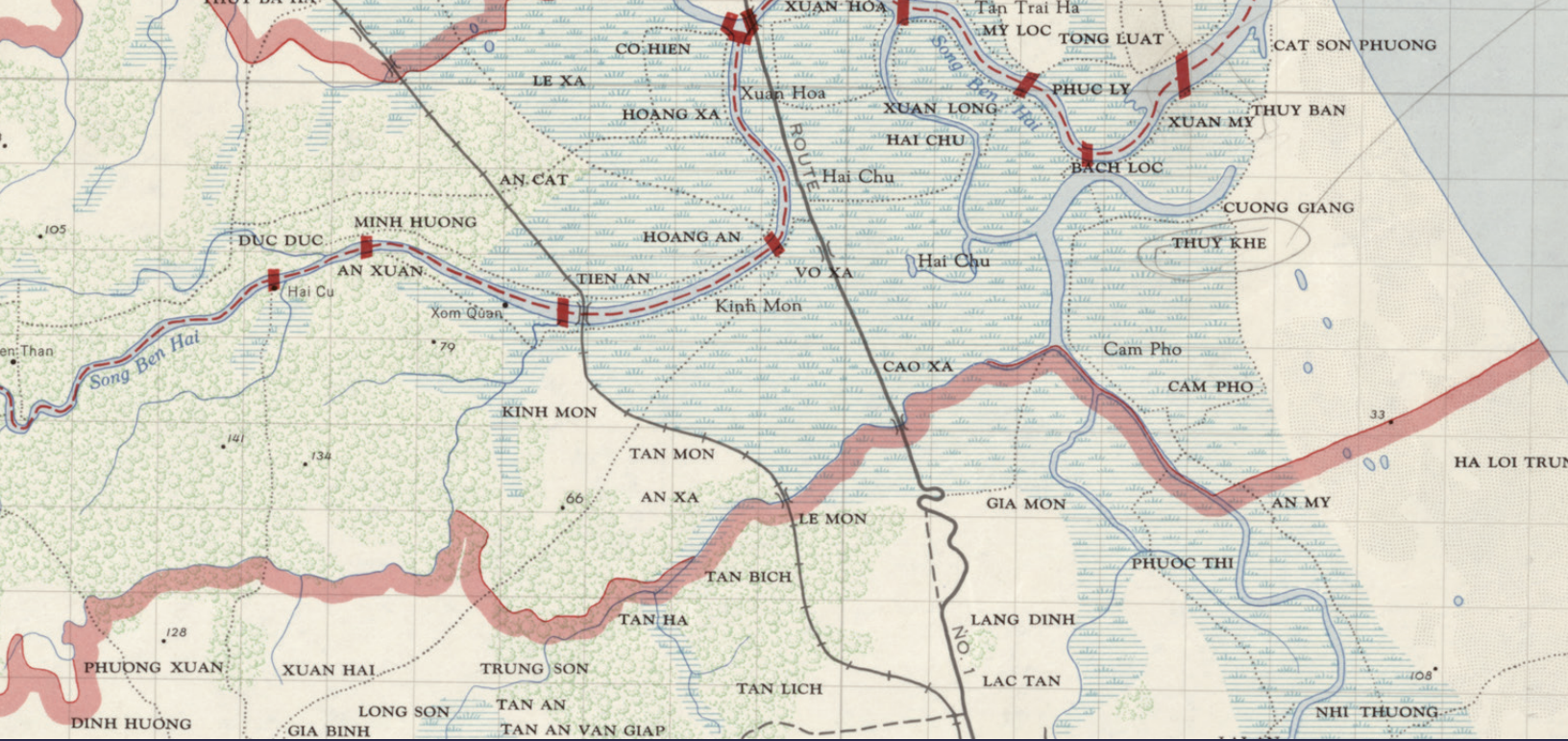
Perpetual Access, Myth and Reality  
(January)

Pursuing the “Long Tail” of Elusive  
Publishers (February)

Find CRL Resources Through OCLC's  
Discovery Services (April)

CRL Collections and Services (May)

Portico Comparison Tools for Collection  
Management (May)



## THE IMPACT OF CRL: Vietnamese Newspapers Shed Light on Failed Nation- building Efforts in the 1950s

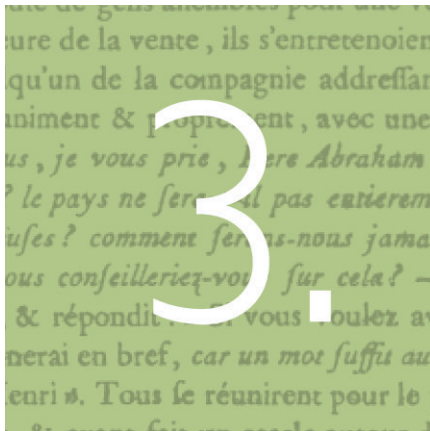
*“The research profile of our mid-size Canadian university is buoyed by . . . its access to libraries like CRL.”*

Professor Geoffrey Stewart’s research and teaching centers on a lesser known period in the history of Vietnam, following the country’s partition in 1954: non-communist efforts to establish a viable and independent nation in the South up through the early 1960s. Stewart notes that the library at his home institution—Western University, in Ontario, Canada—does not collect specialized sources on Southeast Asia. “The research profile of our mid-size Canadian university is buoyed by the library’s interlibrary loan service and its access to libraries like CRL. In my case, we have no holdings of Vietnamese newspapers or Vietnamese-language source material.”

Stewart’s book, to be published by Cambridge University Press in 2017, is: *Vietnam’s Lost Revolution: Ngo Dinh Diem’s Failure to Build an Independent Nation, 1955–1963*. For this study, Vietnamese newspapers held by CRL helped Stewart uncover information on the Civic Action program, an ambitious nation-building project “which aimed to transform the southern half of Vietnam into a viable, non-communist entity capable of standing independently among the nations of the so-called free world.” This program, espoused by the president of the first Republic of Vietnam prior to his assassination in 1963, “enlisted government cadres at the village level to rally the people to participate in community rural development projects which would establish the institutions and infrastructure required to make South Vietnam a viable state.”

United States  
Central Intelligence  
Agency. *Vietnam  
Demarcation Line and  
Demilitarized Zone*.  
[Washington, D.C.,  
1957] Map. Retrieved  
from the Library of  
Congress, [https://  
www.loc.gov/  
item/89695318/](https://www.loc.gov/item/89695318/).  
(Accessed August 31,  
2016.)





## Informing and Supporting Library Investment in Print and Electronic Resources

CRL actively supported informed member investments in a broad array of eResources through several means:

- database reviews, offers, and commentary accessible in CRL's interactive eDesiderata platform;
- webinars that explored the myths and realities of “perpetual access” to digital resources, new archiving practices and capabilities of Portico, and current strategies for text and data mining from humanities and social sciences databases;
- teleconferences candidly exploring the pros and cons of special eResources initiatives, such as Reveal Digital's *Independent Voices*.

CRL's Global Resources Collections Forums periodically explore topics critical to building and sustaining collections at CRL and member libraries. On April 15–16, 2016, in conjunction with the annual Council of Voting Members business meeting, CRL hosted the Forum *@Risk, Stewardship, Due Diligence, and the Future of Print*. The goal was to elevate the level of discussion around the archiving of print serials, to help CRL determine where and how to focus its efforts to support the preservation of print collections. The event elicited a wealth of ideas on the larger issues of institutional stewardship and due diligence. To attendees it became clear what is at stake: the integrity of a vast corpus of recorded knowledge and information built over more than two centuries by North American libraries is now threatened by age-based deterioration and new pressures to reduce the footprint of library storage. Deanna Marcum, managing director of ITHAKA S+R, made a compelling case for the urgency of coordinated, decisive action on a national level. Dr. Marcum warned, “We are running out of time.”

Three CRL priorities emerged from the discussions:

1. Accelerating digitization of CRL print holdings, coordinating archiving and digitization with other trustworthy digital libraries.

CRL will focus on digitizing materials in core collecting areas (commercial and industrial journals, newspapers, endangered foreign and U.S. state legal and government publications, and other primary source materials) and tailor its program to avoid overlap with JSTOR, HathiTrust, Canadiana, the Library of Congress, and other community-supported digitization efforts. That will help maximize the amount of materials we make available to scholars, as well as the number of print originals we can retire and protect.

2. Forging new strategic partnerships, and strengthening existing ones, with “libraries of record.”

CRL will seek to enlist more trusted partners like the Linda Hall Library that not only maintain important print holdings but can also make those holdings electronically available to CRL libraries.

3. Broadening the community's support for trusted digital repositories like Portico and CLOCKSS.

These efforts, if better funded, could bear much of the burden of archiving serials and other materials that are already electronically available to CRL libraries.

These three priorities will inform CRL work in the next few fiscal years. They will determine what we decide to archive and digitize, and how we support archiving and digitization by CRL libraries.



## THE IMPACT OF CRL: South Asia Specialist's Academic Career Enriched by CRL Collections

CRL's rich and diverse collections have supported Wendy Singer's research and teaching for most of her academic career at Kenyon College. Singer, the Roy T. Wortman Distinguished Professor of History, requires access to specialized resources not readily acquired by libraries at liberal arts schools. She recalls first receiving bound volumes of *The Times of India* from the 1930s on loan from CRL, soon after Kenyon joined the CRL community: "It was so exciting to sit at a table in the Kenyon College library and look through these newspapers, saving me time and energy [of traveling to distant research libraries], but also making me feel less isolated as a scholar. The implications were much greater than the specific material requisitioned. What CRL provided was the fuel and depth of resources that let me maintain connections to the field of South Asian studies."

News accounts of the 1937 elections gave Singer insights into the unique Indian tradition of establishing separate electoral constituencies for women, explored in her 2007 book *A Constituency Suitable for Ladies and Other Social Histories of Indian Elections* (2007). Later, a former staff member of the Library of Congress Field Office in New Delhi told Singer about CRL's holdings of legislative assembly debates from the eastern India state of Bihar. The 80 pamphlets in Hindi and English that CRL rush cataloged and shipped off in cartons to Singer formed the basis for a conference presentation and an article.

Legislative assembly debates were once again a key jumping off point for Singer's more recent research. Exploring the origins of "reservations"—positions set aside for under-represented groups in government jobs, education, and in legislatures—she sought the origins of this practice in legislative debate records from Madras, also held by CRL. Her findings led to a Fulbright research grant in India. Thanks to CRL she felt well-prepared and able to target her research on site, consulting local archival materials such as municipal council records. This work has led to articles and an essay, "Rethinking the Women's Bill: Claims for a 'Level Playing Field.'"

Singer also directs her students to primary sources from CRL; recent senior thesis topics include a history of All India Radio, Muslim education in India, and language debates in Madras.

Completion of month-long voting period in India. Photo by Goutam Roy, Al Jazeera English, 2009. <http://flickr.com/photos/aljazeeraenglish/3528881444/> Voting ends (Accessed October 26, 2016)

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Center for Research Libraries

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*Head, Access Services*

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*Global Resources Advisor for Science, technology,  
and Engineering*

Ann Shumelda Okerson  
*CRL Advisor on Electronic Resources Strategy*

## Member Institutions, FY16

*listed by the year they first joined CRL*

### 1949

University of Chicago  
University of Illinois at Urbana-Champaign  
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

### 1951

Wayne State University

### 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  
Western Michigan University

### 1969

University of California, Santa Barbara

Carleton University  
Northern Illinois University  
Ohio University

### 1970

Florida Atlantic University  
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  
University of Windsor

### 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  
Princeton Theological Seminary  
Yale University

### 1974

University of Florida  
Lake Forest College  
University of Oregon

### 1975

Vanderbilt University

### 1976

University of Akron  
University of Colorado  
University of Delaware  
University of Georgia  
United States Environmental Protection  
Agency

### 1977

University of Arizona  
Arkansas State University

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

### 1978

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

### 1979

University of California, Berkeley  
University of California, Davis  
University of California, Irvine  
University of California, Riverside  
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

### 1987

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  
College of Wooster

**1998**

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**

Athabasca University  
Brock University  
Canisius College  
Colgate University  
Dartmouth College  
Lakehead University  
Le Moyne College

Ontario College of Art and Design  
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  
Benedictine University  
Hope College  
The Newberry Library  
The School of the Art Institute of Chicago  
Skidmore College

**2010**

Illinois Wesleyan University  
Millikin University

**2011**

Carroll College  
University of Central Florida  
Georgia Southern University  
University of North Florida  
University of Northern British Columbia  
Olivet Nazarene University  
University of the South  
Williams College

**2012**

Baruch College—CUNY  
Baylor University  
University of California, Merced  
College of Staten Island—CUNY  
Graduate Center—CUNY  
Mississippi State University  
Norwich University  
West Virginia University  
Westminster College

**2013**

Bard College  
Boston College  
Carthage College  
Chicago Botanic Garden  
Kennesaw State University  
University of Nebraska - Lincoln  
Northeastern University  
Presbyterian College  
Union College

**2014**

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

**2015**

Amherst College  
California Polytechnic State University  
Hampshire College  
High Point University  
Illinois College of Optometry  
University of Miami  
National Agricultural Library  
Pepperdine University  
Rollins College  
University of San Diego  
Southern Methodist University

**2016**

Columbia College  
Furman University  
Hamilton University  
Macalester College  
University of Memphis  
The New College of Florida  
North Dakota State University  
United States Military Academy  
Virginia Commonwealth University  
University of West Florida

**GLOBAL MEMBERS****2006**

University of Hong Kong

**2015**

Max Planck Institute for Human  
Development  
Nalanda University

**2016**

American University of Beirut

**AFFILIATE MEMBERS****1981**

Association of Research Libraries (ARL)

**1983**

Online Computer Library Center (OCLC)

## Current Members of Global Resources Programs as of June 30, 2016

### **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  
Harry S. Truman Research Institute, Hebrew 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  
Universite des Antilles et de la Guyane  
Brigham Young University  
University of British Columbia  
Brown University  
University of California, Berkeley  
University of California, Los Angeles  
University of California, San Diego  
University of California, Santa Cruz  
University of Chicago  
University of Colorado, Boulder  
Columbia University  
Cornell University  
Dartmouth College  
University of Denver  
Duke University  
University of Florida  
George Mason University  
Harvard University  
University of Illinois, Urbana-Champaign  
Indiana University  
University of Iowa  
John Carter Brown Library  
Johns Hopkins University  
University of Manitoba  
University of Maryland, College Park  
University of Michigan  
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  
Reed College  
Smith College  
Stanford University

University of Toronto  
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  
Georgetown University  
Harvard University  
University of Illinois, Urbana-Champaign  
Indiana University  
University of Iowa  
Johns Hopkins University  
University of Kentucky  
Library of Congress  
University of Manitoba  
University of Maryland, College Park  
University of Michigan  
Michigan State University  
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-Institute, New York  
Humboldt- Universität zu Berlin  
Niedersächsische Staats- und  
    Universitätsbibliothek Göttingen  
Universitätsbibliothek Tübingen  
Universitäts- und Landesbibliothek Sachsen-  
    Anhalt, Halle

### **LAMP (Latin America Materials Project)**

Brigham Young University  
Brown University  
University of California, Berkeley  
University of California, Irvine  
University of California, Los Angeles  
University of California, Riverside  
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, 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  
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, 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 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 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  
Brigham Young University  
Brown University  
University of California, Berkeley  
University of California, Los Angeles  
University of California, Santa Barbara  
University of Chicago  
Columbia University  
Cornell University  
Duke University  
Georgetown University  
Harvard University  
University of Illinois, 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  
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  
Yale University

**SAMP (South Asia Materials Project)**

University of British Columbia  
 Brown University  
 University of California, Berkeley  
 University of California, Los Angeles  
 University of Chicago  
 Columbia University  
 Cornell University  
 Duke University  
 Emory University  
 Harvard University  
 University of Hawaii  
 University of Illinois, Urbana-Champaign  
 Indiana University  
 University of Iowa  
 Kansas State University  
 Library of Congress  
 University of Michigan  
 University of Minnesota  
 University of Missouri  
 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  
 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

**SEAM (Southeast Asia Materials Project)**

Arizona State University  
 University of British Columbia  
 University of California, Berkeley  
 University of California, Irvine  
 University of California, Los Angeles  
 University of California, Riverside  
 University of Chicago  
 Columbia University  
 Cornell University  
 Duke University  
 Harvard University

University of Hawaii  
 Indiana University  
 Leiden University  
 Library of Congress  
 University of Michigan  
 National Chi Nan 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  
 George C. Marshall European Center for Security Studies  
 Harvard University  
 University of Illinois, 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  
 Yale University

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

Arizona State University  
 University of Arizona  
 University of Arkansas  
 Baylor University  
 Brigham Young University  
 California Institute of Technology  
 University of California, Berkeley  
 University of California, San Diego  
 University of Cincinnati  
 Colorado State University  
 University of Colorado, Boulder  
 Georgia Institute of Technology  
 U.S. Government Publishing Office  
 Harvard University  
 University of Houston  
 University of Illinois, Urbana-Champaign  
 Indiana University  
 University of Iowa  
 Iowa State University  
 Kansas State University  
 Massachusetts Institute of Technology  
 University of Massachusetts, Amherst  
 University of Nevada, Las Vegas  
 University of New Mexico  
 University of North Texas  
 University of Notre Dame  
 Oklahoma State University  
 Oregon State University  
 University of Pennsylvania  
 Pennsylvania State University  
 Princeton University  
 Purdue University  
 Rice University  
 Stanford University  
 Texas A & M University  
 University of Texas, Austin  
 University of Texas, San Antonio  
 Texas Tech University  
 Utah State University  
 University of Utah  
 Washington State University  
 University of Washington  
 University of Wisconsin

**CENTER FOR RESEARCH LIBRARIES**

FINANCIAL STATEMENTS

JUNE 30, 2016

**CENTER FOR RESEARCH LIBRARIES**

FINANCIAL STATEMENTS WITH SUPPLEMENTARY INFORMATION

JUNE 30, 2016 AND 2015

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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, 2016 and 2015, and the related statements of activities 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 entity'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, 2016 and 2015, 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.

***Other Matter***

Our audits were conducted for the purpose of forming an opinion on the financial statements as a whole. The accompanying supplementary information on pages 16 through 18 is presented for purposes of additional analysis and is not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audits of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

*Legacy Professionals LLP*

Chicago, Illinois

November 23, 2016

**CENTER FOR RESEARCH LIBRARIES**

**STATEMENTS OF FINANCIAL POSITION**

JUNE 30, 2016 AND 2015

	<u>2016</u>	<u>2015</u>
<b>ASSETS</b>		
Cash and cash equivalents	\$ 4,000,443	\$ 3,623,879
Accounts receivable	739,721	464,957
Grants receivable	3,590	138,904
Prepaid expenses	270,291	242,080
Deferred financing costs	78,179	86,907
Investments	8,077,103	8,023,702
Property and equipment - net	<u>2,705,811</u>	<u>2,955,188</u>
Total assets	<u>\$ 15,875,138</u>	<u>\$ 15,535,617</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 1,666,707	\$ 831,005
Due to database vendors	1,883,856	1,278,807
Deferred revenue	3,486,096	4,162,777
Loan payable	<u>886,418</u>	<u>983,014</u>
Total liabilities	<u>7,923,077</u>	<u>7,255,603</u>
<b>NET ASSETS</b>		
Unrestricted		
Operating	2,545,985	2,658,823
Area Microform Projects	3,570,265	3,084,352
Net investment in property and equipment	<u>1,819,393</u>	<u>1,972,174</u>
Total	7,935,643	7,715,349
Temporarily restricted	<u>16,418</u>	<u>564,665</u>
Total net assets	<u>7,952,061</u>	<u>8,280,014</u>
Total liabilities and net assets	<u>\$ 15,875,138</u>	<u>\$ 15,535,617</u>

See accompanying notes to financial statements.

**CENTER FOR RESEARCH LIBRARIES**

**STATEMENTS OF ACTIVITIES**

YEARS ENDED JUNE 30, 2016 AND 2015

	2016			2015		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
<b>REVENUE AND OTHER SUPPORT</b>						
Membership cost share	\$ 6,262,578	\$ -	\$ 6,262,578	\$ 6,121,706	\$ -	\$ 6,121,706
Area Microform Projects	1,132,482	-	1,132,482	876,793	-	876,793
Grants	28,650	66,300	94,950	152,835	212,700	365,535
Cataloging revenue	47,909	-	47,909	44,634	-	44,634
Newspaper microfilm sales	80,951	-	80,951	24,284	-	24,284
Microform sales and subscriptions	7,517	-	7,517	29,251	-	29,251
Investment income	53,402	-	53,402	123,229	76	123,305
Other income	102,866	-	102,866	164,231	-	164,231
Net assets released from restrictions	614,547	(614,547)	-	482,341	(482,341)	-
Total revenue and other support	<u>8,330,902</u>	<u>(548,247)</u>	<u>7,782,655</u>	<u>8,019,304</u>	<u>(269,565)</u>	<u>7,749,739</u>
<b>EXPENSES</b>						
Program	5,350,939	-	5,350,939	5,586,413	-	5,586,413
Management and general	1,300,129	-	1,300,129	969,201	-	969,201
Fundraising	150,959	-	150,959	157,665	-	157,665
Total expenses	<u>6,802,027</u>	<u>-</u>	<u>6,802,027</u>	<u>6,713,279</u>	<u>-</u>	<u>6,713,279</u>
<b>CHANGE IN NET ASSETS BEFORE COLLECTION ITEMS PURCHASED AND NOT CAPITALIZED</b>	1,528,875	(548,247)	980,628	1,306,025	(269,565)	1,036,460
<b>COLLECTION ITEMS PURCHASED AND NOT CAPITALIZED</b>	<u>1,308,581</u>	<u>-</u>	<u>1,308,581</u>	<u>1,356,037</u>	<u>-</u>	<u>1,356,037</u>
<b>CHANGE IN NET ASSETS</b>	220,294	(548,247)	(327,953)	(50,012)	(269,565)	(319,577)
<b>NET ASSETS</b>						
Beginning of year	7,715,349	564,665	8,280,014	7,765,361	834,230	8,599,591
End of year	<u>\$ 7,935,643</u>	<u>\$ 16,418</u>	<u>\$ 7,952,061</u>	<u>\$ 7,715,349</u>	<u>\$ 564,665</u>	<u>\$ 8,280,014</u>

See accompanying notes to financial statements.



**CENTER FOR RESEARCH LIBRARIES**

**STATEMENTS OF CASH FLOWS**

YEARS ENDED JUNE 30, 2016 AND 2015

	<u>2016</u>	<u>2015</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Member cost share and non-member fees received	\$ 7,287,907	\$ 8,662,003
Grants and contributions received	230,264	229,035
Interest and dividends received	91,078	78,695
Cash paid to suppliers and employees	(5,534,180)	(6,054,927)
Interest paid	<u>(40,897)</u>	<u>(44,887)</u>
Net cash provided by operating activities	<u>2,034,172</u>	<u>2,869,919</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of investments	(91,077)	(78,695)
Purchase of collections	(1,308,581)	(1,356,037)
Purchase of property and equipment	<u>(161,354)</u>	<u>(423,547)</u>
Net cash (used in) investing activities	<u>(1,561,012)</u>	<u>(1,858,279)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Principal payments on loan	<u>(96,596)</u>	<u>(92,607)</u>
Net cash (used in) investing activities	<u>(96,596)</u>	<u>(92,607)</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>376,564</b>	<b>919,033</b>
<b>CASH AND CASH EQUIVALENTS</b>		
Beginning of year	<u>3,623,879</u>	<u>2,704,846</u>
End of year	<u>\$ 4,000,443</u>	<u>\$ 3,623,879</u>
<b>RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>		
Change in net assets	\$ (327,953)	\$ (319,577)
Adjustments to reconcile change in net assets to net cash provided by operating activities		
Collections purchased	1,308,581	1,356,037
Bad debt expense	4,769	2,700
Depreciation expense	410,731	392,164
Realized and unrealized (gain) loss on investments	37,676	(44,610)
Amortization of deferred financing cost	8,728	8,727
Changes in operating assets and liabilities		
Accounts receivable	(279,533)	(31,314)
Grants receivable	135,314	(136,500)
Prepaid expenses and other	(28,211)	535,346
Accounts payable and accrued expenses	835,702	(322,772)
Due to database vendors	605,049	561,471
Deferred revenue	<u>(676,681)</u>	<u>868,247</u>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>\$ 2,034,172</u>	<u>\$ 2,869,919</u>

See accompanying notes to financial statements.

## CENTER FOR RESEARCH LIBRARIES

### NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2016 AND 2015

#### 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)

### Continued from previous page

**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 Microform Projects (AMPS)** - This program involves specific support for the Area Microform 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.

**Grants** - The Center receives grants 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.

**Financial Statement Presentation** - In order to conform to 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 three classes of net assets: unrestricted, temporarily restricted, and permanently restricted. Net assets are generally reported as unrestricted unless assets are received from donors with explicit stipulations that limit the use of the asset. The Center has determined that no net assets are permanently restricted as of June 30, 2016 and 2015. Voluntary resolutions by the Board of Directors to designate a portion of the Center's unrestricted net assets for specific purposes do not result in restricted funds. Since designations are voluntary and may be reversed by the Board at any time, Board designated net assets are considered unrestricted net assets.

**Cash and Cash Equivalents** - Short-term interest bearing cash are considered to be investments.

**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)**

**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 over the life of the loan.

**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 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, 2016 or June 30, 2015.

**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 unrestricted net assets in the year in which the items are acquired and a release of temporarily restricted net assets 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, 2016 and 2015.

**Due to Database Vendors** - Beginning in 2013, the Center began acting as a conduit on behalf of the members by collecting and then remitting database vendor subscription premiums on their behalf. Payments received in advance are accounted for as due to database vendors at year end.

**NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**Grants and Contributions** - Grants and contributions received are recorded as unrestricted or temporarily restricted support, depending on the existence and nature of any donor-imposed restrictions on the use of the funds. Contributions reported as temporarily restricted support are released to unrestricted net assets when the donor restriction expires, that is, when a stipulated time restriction ends or a purpose restriction is accomplished, and are reported in the statements of activities as net assets released from restrictions.

**Revenue Recognition** - Membership cost share assessments are recognized as revenue during the membership year. Dues received in advance of the membership year are accounted for as deferred revenue at year end. Revenue from cost reimbursement type grants is recognized as grant related costs are incurred. Grant funds received in advance are accounted for as deferred revenue. AMPS funds received for projects during the year are recognized as unrestricted revenue. Those AMPS funds received in advance of the project year are accounted for as deferred revenue.

**Allocation of Expenses** - The costs of providing the Center's various programs and supporting services have been summarized on a functional basis in the statements of activities. Accordingly, certain costs have been allocated among the programs and supporting services on the basis of management estimates of direct salary expenses, 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.

The Center files Form 990, *Return of Organization Exempt from Income Tax*. The Center's returns are subject to examination by the Internal Revenue Service until the applicable statute of limitations expires.

**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.

**Reclassifications** - Certain reclassifications have been made to prior year amounts to conform to the presentation for the current year.

**Subsequent Events** - Subsequent events have been evaluated through November 23, 2016, which is the date the financial statements were available to be issued.

### NOTE 3. INVESTMENTS

The composition of investments at June 30, 2016 and 2015 is as follows:

	<u>2016</u>	<u>2015</u>
Mutual funds		
Equity	\$ 2,389,256	\$ 2,394,884
Fixed income	1,574,343	1,524,178
Money market funds	<u>4,113,504</u>	<u>4,104,640</u>
	<u>\$ 8,077,103</u>	<u>\$ 8,023,702</u>

Investment income for the years ended June 30, 2016 and 2015 is as follows:

	<u>2016</u>	<u>2015</u>
Interest and dividends	\$ 91,078	\$ 78,695
Realized and unrealized gains (losses)	<u>(37,676)</u>	<u>44,610</u>
Total investment income	<u>\$ 53,402</u>	<u>\$ 123,305</u>

### NOTE 4. 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

**NOTE 4. FAIR VALUE MEASUREMENTS (CONTINUED)**

The following tables set forth, by level within the fair value hierarchy, the Center's investment assets at fair value as of June 30, 2016 and 2015. 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. The Center had no investment assets at fair value classified within Level 3 at June 30, 2016 and 2015.

	<u>Total</u>	<u>Fair Value Measurements at 06/30/16 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	\$ 2,389,256	\$ 2,389,256	\$ -	\$ -
Fixed income	1,574,343	1,574,343	-	-
Money market funds	<u>4,113,504</u>	<u>-</u>	<u>4,113,504</u>	<u>-</u>
	<u>\$ 8,077,103</u>	<u>\$ 3,963,599</u>	<u>\$ 4,113,504</u>	<u>\$ -</u>

	<u>Total</u>	<u>Fair Value Measurements at 06/30/15 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	\$ 2,394,884	\$ 2,394,884	\$ -	\$ -
Fixed income	1,524,178	1,524,178	-	-
Money market funds	<u>4,104,640</u>	<u>-</u>	<u>4,104,640</u>	<u>-</u>
	<u>\$ 8,023,702</u>	<u>\$ 3,919,062</u>	<u>\$ 4,104,640</u>	<u>\$ -</u>

**NOTE 4. FAIR VALUE MEASUREMENTS (CONTINUED)**

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 and international securities exchanges and are valued at closing prices on 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 5. PREPAID EXPENSES**

Prepaid expenses consisted of the following as of June 30, 2016 and 2015:

	<u>2016</u>	<u>2015</u>
Prepaid insurance	\$ -	\$ 1,109
Prepaid library materials	221,547	223,712
Prepaid - other	<u>48,744</u>	<u>17,259</u>
Total prepaid expenses	<u>\$ 270,291</u>	<u>\$ 242,080</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. As of June 30, 2016 and 2015 the Center has earned cumulative net credits of \$841 and \$2,251 respectively.

**NOTE 6. PROPERTY AND EQUIPMENT**

Property and equipment consisted of the following as of June 30, 2016 and 2015:

	<u>2016</u>	<u>2015</u>
Land	\$ 128,446	\$ 128,446
Building and improvements	11,740,357	11,619,800
Furniture and equipment	<u>2,202,955</u>	<u>2,162,160</u>
	14,071,758	13,910,406
Less accumulated depreciation	<u>(11,365,947)</u>	<u>(10,955,218)</u>
	<u>\$ 2,705,811</u>	<u>\$ 2,955,188</u>

Depreciation expense was \$410,731 for the year ended June 30, 2016 and \$392,164 for 2015.



**NOTE 7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES**

Accounts payable and accrued expenses consisted of the following as of June 30, 2016 and 2015:

	<u>2016</u>	<u>2015</u>
Accounts payable	\$ 1,270,179	\$ 417,514
Accrued vacation	252,354	257,022
Accrued salaries and withholdings	111,066	92,893
Other accrued expenses	<u>33,108</u>	<u>63,576</u>
	<u>\$ 1,666,707</u>	<u>\$ 831,005</u>

**NOTE 8. 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, 2016 and 2015, deferred revenue consisted of the following:

	<u>2016</u>	<u>2015</u>
Deferred membership cost share	\$ 3,469,815	\$ 4,135,580
AMPS deferred revenue	8,665	14,000
Grants deferred	<u>7,616</u>	<u>13,197</u>
	<u>\$ 3,486,096</u>	<u>\$ 4,162,777</u>

**NOTE 9. LOAN PAYABLE**

During the year ended June 30, 2014, the Center refinanced its loan under the Illinois Educational Facilities Authority's Cultural Pooled Financing Program. 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, 2016 and 2015 was \$40,897 and \$44,887 respectively.

**NOTE 9. LOAN PAYABLE (CONTINUED)**

Principal payments are as follows:

Year ending June 30,	
2017	\$ 100,985
2018	105,455
2019	110,123
2020	114,938
2021	120,086
Thereafter	<u>334,831</u>
	<u>\$ 886,418</u>

**NOTE 10. TEMPORARILY RESTRICTED NET ASSETS**

Temporarily restricted net assets 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. Net assets were released from donor restrictions by incurring expenses of \$614,547 and \$482,341 in 2016 and 2015, respectively. Grant contributions received that are not expended for their restricted purposes are refundable to the grantor. Temporarily restricted net assets at June 30, 2016 and 2015 were available for the following purposes:

	<u>2016</u>	<u>2015</u>
South Asia Survey	\$ 5,881	\$ 5,881
Carnegie-DG	3,073	96,469
Global Resources Network 2016	2,369	445,498
Global Collection Initiatives	-	11,722
Government Documentation Digitization Project	<u>5,095</u>	<u>5,095</u>
Total	<u>\$ 16,418</u>	<u>\$ 564,665</u>

**NOTE 11. 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 contribution for the years ended June 30, 2016 and 2015 was \$299,593 and \$261,406 respectively.

**NOTE 12. RELATED PARTY TRANSACTIONS**

The Center earns cataloging revenue from OCLC and also purchases cataloging and other services from OCLC. Cataloging revenue was \$47,909 and \$44,634 during the years ended June 30, 2016 and 2015, respectively. Total services purchased from OCLC were approximately \$63,642 and \$47,343 for the years ended June 30, 2016 and 2015, respectively.

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

**NOTE 13. CONCENTRATION OF CREDIT RISK**

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.

**CENTER FOR RESEARCH LIBRARIES**  
**SCHEDULE OF FUNCTIONAL EXPENSES AND COLLECTION EXPENDITURES**  
 YEAR ENDED JUNE 30, 2016

	Collections		Conversion of	Service and	Cataloging and	Area	Grants	Total	Management and General			Fundraising	Total
	Storage and	Acquisitions							Materials	Delivery	Metadata		
	Maintenance					Projects			and General	Negotiations			
Support services													
Cataloging fees	\$ -	\$ -	\$ -	\$ -	\$ 63,642	\$ -	\$ -	\$ 63,642	\$ -	\$ -	\$ -	\$ -	\$ 63,642
Innovative	2,212	51,610	-	-	-	-	-	53,822	-	-	-	-	53,822
Microform costs	11,016	14,020	35,050	40,057	-	320	-	100,463	-	-	-	-	100,463
Other support	70,284	163,997	-	234,281	-	52,357	63,007	583,926	-	-	-	-	583,926
	<u>83,512</u>	<u>229,627</u>	<u>35,050</u>	<u>274,338</u>	<u>63,642</u>	<u>52,677</u>	<u>63,007</u>	<u>801,853</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>801,853</u>
Personnel and operations													
Board and Council expense	-	-	-	-	-	-	12,964	12,964	52,642	-	52,642	-	65,606
Business expense	220	800	388	1,086	980	9,299	26,997	39,770	14,443	-	14,443	142	54,355
Consumable supplies	6,218	27,103	3,639	7,482	2,816	1,122	-	48,380	9,709	-	9,709	69	58,158
Indirect expenses	-	-	-	-	-	-	3,000	24,493	(22,019)	-	(22,019)	-	2,474
Insurance	4,514	14,849	8,716	12,858	16,823	-	-	57,760	15,915	-	15,915	3,077	76,752
Member relations	-	-	-	-	-	-	-	-	10,555	-	10,555	-	10,555
Memberships	1,060	24,733	-	-	416	-	-	26,209	11,120	-	11,120	-	37,329
Other outside support	1,937	6,038	3,412	5,060	6,187	34,820	37,563	95,017	55,504	55,695	111,199	1,111	207,327
Personnel	210,632	692,834	406,693	599,930	784,932	33,281	485,647	3,213,949	747,187	276,553	1,023,740	143,569	4,381,258
Postage and delivery	23,020	51,649	20,652	32,198	10,221	233	6,712	144,685	11,528	-	11,528	426	156,639
Printing	-	-	-	-	-	-	-	-	5,135	-	5,135	-	5,135
Special events	-	-	-	-	-	600	-	600	5,346	-	5,346	-	5,946
Telecommunications	4,711	12,470	4,212	6,780	2,213	-	-	30,386	2,343	-	2,343	86	32,815
Travel	539	12,515	-	-	211	30,995	7,356	51,616	7,638	-	7,638	-	59,254
	<u>252,851</u>	<u>842,991</u>	<u>447,712</u>	<u>665,394</u>	<u>824,799</u>	<u>131,843</u>	<u>580,239</u>	<u>3,745,829</u>	<u>927,046</u>	<u>332,248</u>	<u>1,259,294</u>	<u>148,480</u>	<u>5,153,603</u>
Plant and other													
Equipment purchases	208	467	187	291	93	-	2,999	4,245	64	-	64	4	4,313
Service contracts	18,066	40,536	16,209	25,272	8,027	-	736	108,846	5,522	-	5,522	335	114,703
Repairs	5,321	11,939	4,774	7,443	2,364	-	-	31,841	1,626	-	1,626	99	33,566
Utilities	38,419	86,204	34,470	53,742	17,070	-	-	229,905	11,742	-	11,742	713	242,360
	<u>62,014</u>	<u>139,146</u>	<u>55,640</u>	<u>86,748</u>	<u>27,554</u>	<u>-</u>	<u>3,735</u>	<u>374,837</u>	<u>18,954</u>	<u>-</u>	<u>18,954</u>	<u>1,151</u>	<u>394,942</u>
Total operating expenses	398,377	1,211,764	538,402	1,026,480	915,995	184,520	646,981	4,922,519	946,000	332,248	1,278,248	149,631	6,350,398
Interest expense	6,483	14,547	5,817	9,069	2,881	-	-	38,797	1,981	-	1,981	120	40,898
Depreciation	65,109	146,091	58,417	91,077	28,929	-	-	389,623	19,900	-	19,900	1,208	410,731
Total expenses before collections	469,969	1,372,402	602,636	1,126,626	947,805	184,520	646,981	5,350,939	967,881	332,248	1,300,129	150,959	6,802,027
Collection expenditures - not capitalized													
Materials	-	1,072,927	-	-	-	214,911	-	1,287,838	-	-	-	-	1,287,838
Preservation	-	20,743	-	-	-	-	-	20,743	-	-	-	-	20,743
	<u>-</u>	<u>1,093,670</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>214,911</u>	<u>-</u>	<u>1,308,581</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,308,581</u>
Totals	\$ 469,969	\$ 2,466,072	\$ 602,636	\$ 1,126,626	\$ 947,805	\$ 399,431	\$ 646,981	\$ 6,659,520	\$ 967,881	\$ 332,248	\$ 1,300,129	\$ 150,959	\$ 8,110,608

**CENTER FOR RESEARCH LIBRARIES**  
**SCHEDULE OF PROGRAM REVENUE AND EXPENSES - GRANTS**  
 YEAR ENDED JUNE 30, 2016

	Temporarily Restricted						Total
	Carnegie Corp. of New York	CSAL	Mellon Foundation		University of Arizona	ARF	
	Carnegie-DG	South Asia Survey	GRN 2016	GCI 41	Govt Docs Digitization Project		
<b>REVENUE</b>							
Grants	\$ 57,300	\$ -	\$ -	\$ -	\$ -	\$9,000	\$ 66,300
<b>EXPENSES</b>							
Board/Council travel	-	-	3,964	-	-	9,000	12,964
Employee benefits	-	-	834	-	-	-	834
Equipment purchase/non-capital	-	-	860	-	-	-	860
FICA	3,374	-	20,338	500	-	-	24,212
Medical insurance	8,263	-	57,512	783	-	-	66,558
Other business expense	25,288	-	55	1,654	-	-	26,997
Other library support	56,045	-	6,962	-	-	-	63,007
Outside professional services	-	-	37,563	-	-	-	37,563
Postage and delivery	6,720	-	-	-	-	-	6,720
Retirement	2,914	-	21,917	605	-	-	25,436
Salaries	38,556	-	278,611	7,024	-	-	324,191
SA Salaries	8,828	-	6,993	-	-	-	15,821
Service contracts	-	-	736	-	-	-	736
Travel	-	-	2,515	1,051	-	-	3,566
Workmen's compensation	708	-	4,269	105	-	-	5,082
<b>Total expenses</b>	<u>150,696</u>	<u>-</u>	<u>443,129</u>	<u>11,722</u>	<u>-</u>	<u>9,000</u>	<u>614,547</u>
<b>CHANGE IN NET ASSETS</b>	(93,396)	-	(443,129)	(11,722)	-	-	(548,247)
<b>NET ASSETS</b>							
Beginning of year	96,469	5,881	445,498	11,722	5,095	-	564,665
End of year	<u>\$ 3,073</u>	<u>\$ 5,881</u>	<u>\$ 2,369</u>	<u>\$ -</u>	<u>\$ 5,095</u>	<u>\$ -</u>	<u>\$ 16,418</u>

**CENTER FOR RESEARCH LIBRARIES**  
**SCHEDULE OF PROGRAM REVENUE AND EXPENSES - GRANTS**  
YEAR ENDED JUNE 30, 2016

	Fee for Service Grants - Unrestricted			Total
	CRRA ICON Registry	IDNO	NEH HVAC	
REVENUE				
Other grants	\$ 22,324	\$ 1,187	\$ 5,139	\$ 28,650
EXPENSES				
Personnel cost allocation	22,324	1,187	2,139	25,650
Indirect expense allocation	-	-	3,000	3,000
Total expenses	<u>22,324</u>	<u>1,187</u>	<u>5,139</u>	<u>28,650</u>
CHANGE IN NET ASSETS	-	-	-	-
NET ASSETS				
Beginning of year	-	-	136,500	136,500
End of year	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 136,500</u>	<u>\$ 136,500</u>