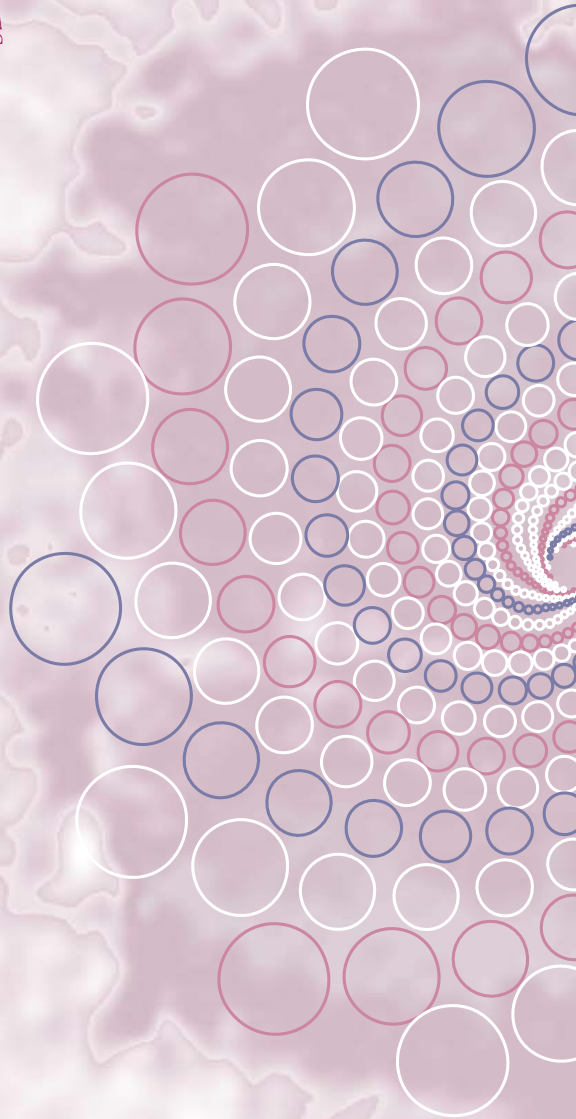


GROWTH AND INVESTMENT



Annual Report
2002–2003





GROWTH AND INVESTMENT

Growth traditionally is defined as an increase in budget, size, net reserves, assets, or value. For economists and planners, these are the metrics of growth. From an organizational perspective, however, growth can also result from an organization's investment in opportunities, internal and external, and the confidence to make such commitments. The metrics that define these qualities are readiness and capacity.

Fiscal year 2003 was a period of important growth for the Center for Research Libraries, although much of it occurred in ways that are not represented on a balance sheet. In traditional terms, the Center achieved growth in value and assets, two of the defining categories noted above. Much of this growth resulted from a successful re-engineering of key aspects of the Center's cataloging and product delivery systems. As the metrics of production show, these successes clearly have increased the Center's value in the form of expanded capacity and accelerated production times – readiness and capacity.

The Center realized significant growth through the diverse contributions of partner organizations, including the Council of American Overseas Research Centers (CAORC), National Endowment for the Humanities, Andrew W. Mellon Foundation, and Institute for Museum and Library Services (IMLS). These organizations bring important capabilities and expertise into partnership projects, in addition to financial support.

THE CENTER FOR RESEARCH LIBRARIES is a consortium of North American universities, colleges, and independent research libraries. The consortium acquires and preserves newspapers, journals, documents, archives, and other traditional and digital resources for research and teaching and makes them available to member institutions through interlibrary loan and electronic delivery.

MISSION

The Center's mission is to support advanced research and teaching in the humanities, sciences, and social sciences by ensuring the survival and availability of the knowledge resources vital to those activities. The Center accomplishes this mission through cooperative action with its member libraries and partners.



MESSAGE FROM
CARLA STOFFLE,
*Chair, Board of
Directors of the Center
for Research Libraries*

community by a number of metrics. I see the leadership the Center is providing in the cooperative management and archiving of print and other traditional resources, like newspapers, JSTOR journals, and primary sources on microform. The Preserving America's Print Resources (PAPR) conference, International Coalition on Newspapers, and the Center's work on distributed print archiving are providing tools and strategies to help us move ahead in preserving

THE CENTER FOR RESEARCH LIBRARIES has had an exceptionally productive and successful year. The Center's mission, to ensure the long-term availability to scholars of materials for advanced research and teaching in the humanities, sciences, and social sciences, is an ambitious one. As a library director I judge the Center's value to my library and academic

print and electronic materials in a safe place, freeing up space in our own collections. This work enables us to devote more of our limited funds to electronic resources for faculty and students.

The Center also purchased over \$900,000 in new collection materials during fiscal year 2003, and cataloged them, saving member libraries many times the cost of the CRL membership. Some of these materials have resulted as well in scholarly publications of high quality by scholars in our own institutions. I know that the liberal terms on which these materials are available to my faculty and students support scholarly projects to a far greater degree than regular interlibrary loan.

The Center's International Resources and Global Newspapers programs have brought considerable funds and expertise to bear on creating foreign-language and area studies resources, resources which would have been prohibitively expensive for any of our individual libraries to develop on its own.


The Center's important work has been guided and inspired by the members of the Center's Board of Directors. This year Marianne Gaunt and Merrily Brown completed their second and final terms of office as Board directors. The Center owes them a special debt for their dedicated participation in Center governance for six particularly challenging years. Succeeding Mss. Brown and Gaunt are two new Board members: Susan Brynteson, of the University of

Delaware, and Alice Prochaska, of Yale University

There are others to whom we owe special thanks for their support this year. The Andrew W. Mellon Foundation, Institute of Museum and Library Services, National Endowment for the Humanities, and Council on Library and Information Resources provided funding for some key planning and development initiatives. I want to express special thanks to the Voting Members who took an especially active role this year in enriching the Center's collections. The University of Iowa, Duke University, McGill University, University of Missouri-Kansas City, University of North Carolina-Chapel Hill, and Yale University partnered with the Center in the **Shared Purchase Program** to fund the acquisition of a major microform set, *The Correspondence of Johann Caspar Lavater*.

The Center continues to receive its major funding from its 190-plus Voting and Associate members. Member investment in the Center each year sustains the services and activities that in turn support research and teaching at member institutions. This partnership was expanded this year with the addition of Texas A&M University and Reed College.

Through their investment members of the Center are providing a solid foundation for future knowledge production and learning. In a time of great economic hardship the continuous dedication of these institutions to the collective good is truly extraordinary.



Carla J. Stoffle



MESSAGE FROM
BERNARD F. REILLY,
*President of the Center
for Research Libraries*

THE THEME OF
THIS YEAR'S ANNUAL
REPORT IS GROWTH
AND INVESTMENT.

Since its founding in 1949 the Center has grown dramatically in the number of its members and the size of its collections.

Beginning with 10 founding members the Center now numbers 196 Voting Members, Associate Members, and Affiliates. From the thousands of volumes absorbed

during its first few years, the Center's collections now include nearly five million volumes and microform titles and nearly a million digital objects.

Another kind of growth, however, made this year an important one in the Center's history: growth of the network of working partnerships between the Center and others in the library and higher education communities. In fiscal year 2003 the Center received substantial new support for its activities and special initiatives from a number of

sources. The Andrew W. Mellon Foundation provided funding for the **Political Communications Web Archiving Investigation**, a joint endeavor of the Center and Cornell University, the Internet Archive, Latin American Network Information Center (LANIC) of the University of Texas at Austin, New York University, and Stanford University. The Institute of Museum and Library Services sponsored and worked with the Center to plan a conference on repositories.

In a partnership with the Council on American Overseas Research Centers the Center

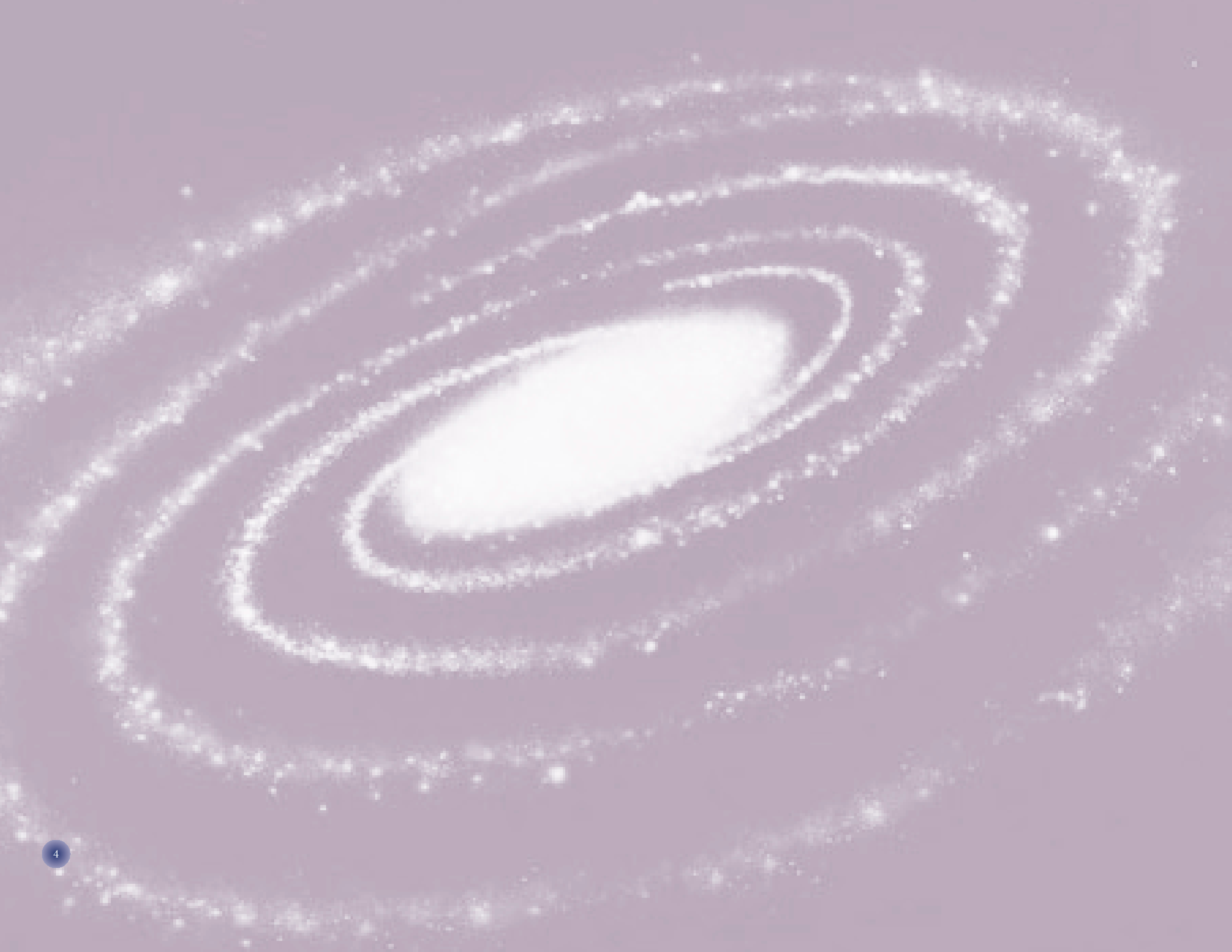
*Another kind of growth,
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an important one in the
Center's history...*

became the home of the **American Overseas Digital Library (AODL)**, which will afford Web access to rare and/or unique materials from the Overseas American Research Centers. The National Endowment for the Humanities renewed funding for the **International Coalition of Newspapers (ICON)** project, itself a partnership between the Center and the Library of Congress, British Library, National Library of Canada and others. In fiscal year 2003 the Council on Library and Information Resources commissioned the

Center to conduct a survey of regional and national print repositories.

These relationships extend and enlarge the capabilities of the network that consists of the Center and its members. The growth of this network has made possible the accomplishments of the Center's staff and leadership this year, and will shape the Center's agenda for years to come.


Bernard F. Reilly



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ANNUAL REPORT FOR— FISCAL YEAR 2003



...the Center's acquisitions enabled member libraries to expand the humanities and social science holdings available to their students and faculty.

THE MISSION OF THE CENTER is to ensure the long-term availability to scholars of materials for advanced research and teaching in the humanities, sciences, and social sciences. Since the Center's founding in 1949, meeting this challenge has involved preserving infrequently used materials in a central repository, and providing such services as selection, processing, cataloging, storage, and delivery of the materials from that central facility to users. The Center's holdings have grown to nearly five million volumes and microform titles, and nearly a million digital objects. Clearly new strategies are in order to support an enterprise of this scale.

In fiscal year 2003 the collections continued to expand with the addition of a large number of new primary source collections in microform, thousands of new documents, newspapers, and publications from various regions of the world selected and obtained by the **Area Microform Projects (AMPs)** or preserved under the **International Coalition on Newspapers**, and the hundreds of titles of journals and newspapers acquired through regular subscription. These acquisitions are described in detail in a later section of this report. In a year when budget constraints and the high cost of science, technology, and medical journals curtailed the ability of many libraries to grow their holdings in other areas, the Center's acquisitions enabled member libraries to expand the humanities and social science holdings available to their students and faculty.

Since accumulation without access has little value, Center technical services staff continued intensive efforts, begun in 2001, to improve discoverability by students and scholars. To increase the Center's processing and metadata production capabilities, the acquisitions and cataloging operations were reorganized and streamlined for more efficiency. In all, the staff cataloged nearly 200,000 titles in the last year, adding the records to OCLC's WorldCat and the Center's online catalog.

The Center found other ways to widen researcher awareness of its resources. The innovations in place to date:

- A top-down redesign of the Center's Web site makes it easier to navigate and locate information intuitively.



- *Focus* newsletter articles are more “content-rich,” providing detailed information about collections and collecting areas in order to lead researchers to Center holdings through open-Web searches.
- Distribution of a popular new collections brochure provides librarians a tool for informing faculty and students at member institutions about the collections.

As a result, Center access services and stack management staff substantially increased the number of items loaned this year, while reducing the average amount of time needed to fulfill member interlibrary loan and document delivery requests.

Yet, as Center collections and capabilities grew, so did the sum total of recorded knowledge in the world. In recent years the gap between the amount of important heritage and knowledge materials produced and the amount that individual libraries are capable of preserving and managing has continued to widen. In addition, the shift of information delivery from paper-based to digital media has accelerated the transition of Center member libraries from custodians of collections to enablers of access to electronic resources. These two developments, and the high cost of electronic resources, have radically intensified libraries’ need for help in their bid to ensure continued availability of the materials needed by researchers.

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The sheer number of books, journals, newspapers, and other print materials potentially orphaned by these developments exceeds the ability of the Center and other “libraries of record” to preserve. Cooperative storage repositories offer some economies but construction of new buildings remains a capital-intensive endeavor that few institutions can afford in today’s difficult economy. Hence, new and creative ways must be found to meet the challenge of growth.

New Strategies, New Opportunities

This year the Center began to pursue some promising new strategies to help keep pace with the expanding knowledge universe. In the **Distributed Print Archiving Project**, funded by the Andrew W. Mellon Foundation, Center staff worked with counterparts at Yale University, Michigan State University,

and University of Illinois – Urbana/Champaign libraries to develop formal agreements for sharing responsibility for maintaining and providing access to hard copy volumes of selected JSTOR journal titles. This pilot study yielded new information about what is involved in inter-institutional cooperation to archive print materials.

The Center also expanded its network of partners by enlisting other research libraries and organizations in its preservation efforts. With support from the Council on Library and Information Resources (CLIR), the Center's Distributive Print Archive staff conducted a study of the major cooperative library repositories in the United States, and a number of existing and emerging national repositories abroad. The study was designed to assess prospects for coordinating holdings among these repositories and to devise a systematic approach to preservation of print.

The study found that these regional repositories have had some success in reducing the costs of managing print and other paper-based collections. Most of the repositories have achieved economies of scale through cooperative provision of such services as storage, retrieval, document delivery, and handling. Unfortunately, among participating libraries to date, most have had only limited success in reducing redundancy and rationalizing holdings. The findings report, *Developing Print Repositories: Models for Shared Preservation and Access*, was published by CLIR in June 2003.

The Center expanded its network of partners by enlisting other research libraries and organizations in its preservation efforts.

As an outgrowth of the study the Center was funded by the Institute of Museum and Library Services to plan and hold a conference and workshop in July 2003 on the theme of repositories and collections of record. The two events have helped shape an ongoing dialogue on how libraries can work together to optimize management of the nation's knowledge resources in print form.

Finding a viable solution to the challenges raised and addressed in the print repository study and conference will require continued Center leadership, additional dialogue among stakeholders, and cooperative action. The pursuit of these goals and objectives also illustrates how new strategies and new opportunities enable organizations to grow, evolve, and renew, even in a distressed economy.

With time these new strategies will strengthen the Center's ability to accomplish its mission of



preserving the depth and diversity of resources that are required for research, teaching, and the creation of new knowledge in the humanities, sciences, and social sciences require.

International Resources

On July 1, 2002, the Center inaugurated the International Resources department as part of its commitment to “aggressively pursue and promote strategic collection development on a cooperative basis,” stated in the Center’s recently approved strategic plan for fiscal year 2006. The department brings together all aspects of the Center’s international collection programs and special projects. A comprehensive approach enables the Center to develop its foreign resources and programs in a more concerted manner and to respond in a coordinated way to the needs of the area studies community. As part of this plan, the Center is committing more infrastructural support to the area studies programs in order to improve their capacity to manage cooperative collecting in the digital realm, as the Center has done for so long in the analog world.

Collaborative Workspace – One example of this infrastructure was a successful grant application to the Andrew W. Mellon Foundation to support the implementation of Web-based communication and project management technologies for the Center’s area studies and cooperative acquisitions programs. Dubbed the “collaborative workspace,” this software facilitates knowledge management among the area studies microform projects and special programs such as the **Political Communications Web Archive** (see below). In fiscal year 2003 the Center selected a commercially-developed platform from Intraspect and planned full implementation in early Fiscal Year 2004.

The Political Web – Another major development was the initiation of a planning effort to develop an organizational framework and methodology for the systematic and sustainable preservation of Web-based international political communications. Also funded by the Mellon Foundation, this 15-month investigation will produce general specifications for three components of ongoing cooperative archiving of the “political Web” – that is, Web pages featuring politically oriented material such as party

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declarations, electoral sites, NGO or activist pages and publications, government policy dissemination, and protest or opposition material. Specifically, the project will explore:

Long Term Resource Management Issues – To determine the organizational and economic framework necessary to support the archiving of Web-based political materials on an ongoing basis, and the persistent availability of those resources for long-term research use;

Issues of Curatorship – To identify the optimal curatorial regimes, practices, and tools for ongoing identification, targeting, and capture of the various types of Web-based political communications; and to develop a plan reconciling these methodologies with traditional collection development activities; and

Technological Specifications – To identify and specify the most appropriate technology architectures, tools, and techniques for gathering and preserving Web-based political communications; and to assess the associated costs, benefits, characteristics, and risk factors involved.

The International Resources department formulated an operating plan in line with the Center's strategic plan and worked to bring together area studies microform projects, digital efforts, and collection development programs relating to international resources. The result has been closer coordination of effort, sharing of expertise, and leveraging of resources among initiatives.

...worked to bring together area studies microform projects, digital efforts, and collection development programs relating to international resources.

Global Newspapers

The Center continues to advance the agenda of preservation of and access to international newspapers through its global newspaper program. The **Foreign Newspaper Microfilm Project**, the long-standing covenant to make important foreign news resources available to scholarship, began a thorough assessment of its operations with the aim of increasing title coverage and cooperating more closely with other non-profit filming organizations. The Center continues to film 15 titles of scholarly importance



from Latin America, Western Europe, Africa, the Middle East, and Southeast Asia. Through its acquisitions program, the Center also receives on an ongoing basis more than 260 international newspaper titles in positive microfilm and print.

The **International Coalition on Newspapers (ICON)** was awarded a grant of \$350,000 from the National Endowment for the Humanities to continue its preservation efforts and to produce a central source of information about international newspaper collections in the United States and abroad. The ICON database of international newspapers is accessible to the public at <http://icon.crl.edu> and contains more than 22,000 bibliographic records for newspapers published outside of the U.S., with an additional 10,000 holdings records attached to allow researchers to pinpoint usable collections of newspapers. Plans are underway to continue adding records and create new bibliographic information through original cataloging of important titles.

Also key to ICON's efforts is microfilm preservation of newspaper titles from the Center's collections and other repositories. In the past year, ICON and its partners completed preservation of 18 titles on more than 480 reels of microfilm. These items are fully cataloged and available through the Center's online catalog.

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Digital Projects

The **Digital South Asia Library (DSAL)** has produced significant results with its burgeoning collection of fundamental primary resources for the study of South Asia, including books, pedagogical material, maps, photographic images, and indexes. The collection, available at <http://dsal.uchicago.edu>, includes full-text versions of journals, such as the *Social Scientist* published in New Delhi, 1972-2001, and important reference sources, like the complete holdings of the *Imperial Gazetteer of India* (1908-1931). Also available are more than 10,000 images from the **American Institute of Indian Studies**, which features impressive representations of Indian architecture, sculpture, terracotta, painting, and numismatics; the complete *Statistical Abstracts Relating to British India* ranging from 1840-1920; seminal bibliographies such as the

National Bibliography of Indian Literature (NBIL) (1901-1953); and catalogs such as the British Library's holdings of 19th-century Indian publications.

In fiscal year 2003, DSAL and the University of Chicago received additional funding from the Department of Education through the **Technological Innovation and Cooperation for Foreign Information Access** (TICFIA) program to continue its work, with an expanded roster of participants. DSAL, under the project entitled **South Asian Information Access**, will forge a federation of partners and supporting participants to extend its resources to those of the major collections of South Asian material held in the U.S. and overseas. While focusing on new resources with the grant funding made available, the federation will provide important in-kind contributions through the digitization of materials from their own collections.

The Center and Council of American Overseas Research Centers (CAORC) entered into an agreement to coordinate the administration of the **American Overseas Digital Library** <http://www.aiys.org/aodl/>, an international, collaborative project to build a centralized, Web-based repository of the bibliographic and digital content available at 19 separate American overseas research centers in the eastern hemisphere. The agreement also will make these materials freely available to scholars and researchers worldwide. The benefits include the creation of new bibliographic content like journal article indexes for titles that have never before been available to the academic community.

...the AODL will allow the Center to further expand its network of partnerships to international regions where the Center previously has had little influence.

In addition to providing open access to rare and/or unique materials from these various centers, in accordance with the Center's overall mission, the AODL will allow the Center to further expand its network of partnerships to international regions where the Center previously has had little influence. This will give the Center access to an even greater body of international resources, contacts, and expertise on which it may draw in the future.



...several important acquisitions made, including current newspapers from 24 regions in Russia, and historic Nepali newspapers held in Kathmandu.

Area Studies Microform Projects

The foundation of the Center's area studies program, the "AMPs," maintained a high degree of collaboration and successful cooperative collection development through their activities in fiscal year 2003. Newspapers continue to dominate the projects' priorities, with several important acquisitions made, including current newspapers from 24 regions in Russia, and historic Nepali newspapers held in Kathmandu. Each group also engaged in original filming projects for newspapers such as the important English-language paper *The Standard* (Buenos Aires, Argentina), the Russian Right Wing extremist press collection (from holdings at Berkeley and Illinois), ethnic press publications from Afghan and Arab communities in the U.S., and political tabloids relating to events surrounding the June 1999 parliamentary and presidential elections in Indonesia.

Other preservation projects focused on ephemeral material, such as the Latin American Microform Project's funding of important works on Latin American impoverished youth from the Center for Research on Childhood (CESPI) in Rio de Janeiro. The Cooperative Africana Microform Project furthered its collaboration with the National Archives of Senegal to preserve the unique French colonial collection relating to the *Administration centrale de la colonie du Sénégal, 1785-1964*. The South Asia Microform Project initiated a partnership with the Center for the Study of Social Sciences in Calcutta, India to duplicate endangered microfilm collections of some of the most important Bengali journals available. Similarly, the Southeast Asia Microform Project approved arrangements to capture important election documentation gathered from the Philippines and Cambodia.

Collection Development and Assessment Projects

Collection Assessment

The Center's Collections and Services Advisory Panel (CSAP) conducted comprehensive reviews in fiscal year 2003 on two Center collections – domestic newspapers and foreign government documents – as noted below. The CSAP panel was chaired by Edward Shreeves of the University of Iowa, and comprised

of Joanne Halgren, University of Oregon; Deborah Jakubs, Duke University; Erich Kesse, University of Florida; Joyce Ogburn, University of Washington; Carlen Ruschoff, University of Maryland; and Stephen Wiberley, University of Illinois at Chicago.

Domestic Newspapers – The panel reviewed 57 titles in microfilm that had been suspended due to budget shortfalls in fiscal years 2000 and 2001. After reviewing feedback from members about the suspensions and financial options for re-instating them, the panel recommended re-starting subscriptions to 13 U.S. general circulation newspapers, including back files for the suspended years. The restarted titles:

<i>Boston Globe</i>	<i>Los Angeles Times</i>
<i>Chicago Tribune</i>	<i>Miami Herald</i>
<i>New York Daily News</i>	<i>Philadelphia Inquirer</i>
<i>Dallas Morning News</i>	<i>Cleveland Plain Dealer</i>
<i>Denver Post</i>	<i>St. Louis Post-Dispatch</i>
<i>Detroit Free Press</i>	<i>Baltimore Sun</i>
<i>Kansas City Star</i>	

Foreign Government Documents – The 2001 Collection Assessment Task Force had recommended that the Center evaluate its foreign documents collection in order to determine the next steps for this largely unprocessed collection. At the end of September David Block, Ibero-American Bibliographer with Cornell University Libraries, and Mary Gay Anderson, Foreign and International Documents Librarian with University of Florida, visited the Center to evaluate the Latin American documents and Western European Documents collections, respectively. Their reports depicted the Center's foreign government documents collection as having both unique and duplicative holdings. They recommended that the documents be made more accessible to users by broadly disseminating titles and holdings information. Also, they noted that implementing the recommendation was not straightforward, primarily for financial reasons. The CSAP is reviewing the consultants' assessments and recommendations, and will determine next steps and priorities based on more information it has requested about the Center's unprocessed collections.

... the Center cataloged 105,345 dissertations in 2003, with support from the Andrew W. Mellon Foundation.



Purchase Proposal Program

In fiscal year 2004 the Center spent more than \$101,600 on purchase proposals materials selected through member voting. An additional \$42,650 in continuing acquisition expenditures was authorized to purchase microform reprint sets.

The Center continues to purchase installments of the *Fifteenth Decennial (1930) Census* on microfilm. The sections purchased in fiscal year 2003 were for the District of Columbia and the following states: Michigan, North Carolina, Pennsylvania, South Carolina, Louisiana, New Jersey, and Indiana.

Visibility of Resources

As part of its strategic initiative to support cooperative resource building, the Center cataloged 105,345 dissertations in 2003, with support from the Andrew W. Mellon Foundation. Records for these items appear in OCLC's WorldCat and the Center's OPAC. The Center is creating minimal level bibliographic records and adding English keywords if they are included in the dissertation, available on copy, or if the cataloger has language and subject proficiency. In order to use credits that it accrued through its cataloging of many new resources, the Center outsourced cataloging of some of its French dissertations on microfiche to OCLC.

... the Center steadily and significantly improved its turnaround time compared to last year.

Additional Cataloging

In addition to the dissertations reported above, the technical services staff cataloged other backlog areas and integrated current receipts into its workflow, as follows:

- 2,700 Russian monographs from the 18th and 19th century, published by the **Russian Academy of Sciences**, including some first editions with maps and other support materials. This completes backlog cataloging of Russian monographs, and the department is now keeping up with incoming deposits.

- **National Archives and Records Administration** microfilm sets were completed. The Center holds 2,421 titles either partial or full sets. More than 1,500 were cataloged in fiscal year 2003.
- More than 500 unique Turkish materials covering culture, religion, philosophy, and the development of the modern Turkish republic.
- More than 500 domestically published monographs, serials, and quasi-governmental materials from Thailand, including economic, cultural, and NGO documents and reports.
- Purchase proposals voted on by members in spring of 2003 were cataloged as received. Available analytics were purchased.
- During the second half of fiscal year 2003 the Center cataloged 3,011 monographs and 1,057 serials in 64 languages.

Access to Center Resources

The Center has a textbook collection of more than 70,000 volumes. Although the collection is not cataloged, a Web finding aid was developed to give users a better sense of the collection contents.

Workflow improvements have reduced turnaround time. The Center's interlibrary loan management software, which tracks OCLC requests, showed that the Center steadily and significantly improved its turnaround time compared to last year.

...conducted comprehensive reviews in fiscal year 2003 on two Center collections...

Improved Turn-around Time

Increase in items processed in 24 hours, by percent

<u>Tracking Period</u>	<u>Electronic & Paper</u>	<u>Returnables</u>
July-Dec 2002	55%	48%
Jan-May 2003	74%	72%



Turnaround time for most Center-owned materials is actually somewhat faster than shown above because demand purchases, which generally take three to four weeks to acquire, are included in the data above.

The Center began using two-day air and ground delivery for all originals to speed up receipt of materials in many locations and to standardize receipt across the geographical areas of its membership.

The Center purchased the Advanced Searching Module from Innovative. This will give users much better keyword access to the Center's resources than the current system. The software will be implemented in fiscal year 2004.

Preservation

Preservation Assistance Grant

In July 2002, the National Endowment for the Humanities (NEH) awarded the Center a Preservation Assistance Grant. The grant supports the work of a consulting conservator to assess the Center's 800,000-title foreign doctoral dissertations collection and prescribe and specify recommended preservation measures. Many of these materials are paperbound and fragile. The consultant will also conduct training sessions for Center staff on best practices for handling and rehousing the collection. Sherry Byrne, Preservation Librarian at the University of Chicago Library, serves as the consultant to the Center for the project. Although the immediate focus of the grant is on the needs of the dissertations collection, the consultant's investigations and recommendations will enable the Center to devise handling, rehousing, and simple treatment routines that address the preservation needs of similar, fragile, paper-based collections, while accommodating the requirements for access.

...conducted comprehensive reviews in fiscal year 2003 on two Center collections...

Print Archives

Distributed Print Archives

In the first year of the grant the Center focused on developing the terms and conditions to govern the distributed depositories and creating contracts with partners – Michigan State University, Yale University, and the University of Illinois at Urbana/Champaign. Concurrently, the Center has rapidly increased the number of print materials it has accepted for its JSTOR Archive.

Since the inception of the grant and the hiring of a coordinator, the rate of donations to the JSTOR print archive has increased dramatically. The Center accepted contributions of more than 4,900 units since December 2002, doubling the number of volumes that had been collected in the two-plus years prior to that. Similarly, more than 8,500 additional volumes have been offered recently to the Center. The staff anticipates accepting more than 5,300 of these in the immediate future. As of June 30, 2003, the close of fiscal year 2003, the Center had received 8,050 volumes of a possible 20,724 bibliographic volumes from 229 titles. This includes the recently announced music collection release.

Center Operations and Infrastructure

The Center's operational plan for fiscal year 2003 ensured that the Center has the infrastructure in place both to improve current services and carry out new initiatives.

Information Technology

The Center hired a new Director of Information Systems and made substantial improvements and changes to benefit the Center long-term. The Center selected a new Internet Service Provider, saving money and ensuring better identity with a *crl.edu* address. The new systems director implemented a firewall to eliminate hacking and other problems, upgraded the network infrastructure, conducted preparatory technical work to accommodate a top-down Web site redesign, and developed a capital budget replacement plan for hardware and software.

...the rate of donations to the JSTOR print archive has increased dramatically.



In Fiscal Year 2003, the Center hired a new Director of Information Systems and made substantial improvements and changes to benefit the Center long-term.

Restructuring

The Center restructured its Technical Services and Access Services departments in order to eliminate positions no longer needed and add positions in which the Center needed additional resources to meet its new strategic objectives. The Center hired a manager of physical processing, a workflow manager for the dissertations project, a digital delivery specialist, a part-time human resources consultant, an additional cataloger, and created a web and digital library specialist position.

Governance

Annual Council Meeting

The Center's 54th annual meeting was held in Chicago on April 22, 2003 and featured Kennette Benedict, senior advisor on philanthropy at the John D. and Catherine T. MacArthur Foundation. Benedict discussed the foundation's current development agenda and the roles research libraries might play in supporting those agendas.

The business meeting focused on the security of knowledge resources, a topic prompted by recent pricing decisions among e-journal publishers and the resultant pressure on libraries to discontinue purchase of print titles for Elsevier's Science Direct and other electronic resources. Three speakers discussed print archive approaches: Beverlee French, director of Shared Digital Content of the California Digital Library, who described the University of California's system; Edward Shreeves, director of Collections and Information Resources at the University of Iowa Libraries, who explained the CIC print archiving method; and Melissa Trevvett of the Center, who updated members on the Center's **Distributed Print Archives** project, funded by the Mellon Foundation.





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University of Notre Dame
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Jefferson Technical College
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AREA STUDIES PROJECTS FOR FISCAL YEAR 2003

Lorain Community College
Malone College
Marion Technical College
Medical College of Ohio
Mount Carmel College of Nursing
Mount Union College
Mount Vernon Nazarene College
Muskingum Technical College
North Central Technical College
Northeastern Ohio University College of
Medicine
Northwest State Community College
Oberlin College
Ohio Dominican College
Ohio Northern University
Ohio Wesleyan University
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New York University
Northwestern University
Ohio University
Ohio State University
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Syracuse Library
Temple University
University of California-Berkeley
University of California-Los Angeles
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University of Florida
University of Illinois-Urbana/Champaign
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University of Kansas
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University of London
Scandinavian Institute of African Studies
South African Library

AREA STUDIES PROJECTS FOR FISCAL YEAR 2003 (continued)

LATIN AMERICA MICROFILM PROJECT (LAMP)

MEMBERS

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Duke University
Harvard University
Indiana University
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New York University
Ohio State University
Princeton University
Rice University
Rutgers University
Stanford University
Tulane University
University of California-Berkeley
University of California-Irvine
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University of California-Santa Cruz
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University of Florida
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University of Kansas
University of Massachusetts
University of Miami
University of Michigan

University of Minnesota
University of New Mexico
University of North Carolina
University of Notre Dame
University of Pennsylvania
University of Pittsburgh
University of Southern California
University of Texas
University of Toronto
University of Virginia
University of Wisconsin-Madison
Vanderbilt University
Yale University

MIDDLE EAST MICROFILM PROJECT (MEMP)

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Duke University
Georgetown University
Harvard University
Hoover Institution, Stanford University
Indiana University
Library of Congress
University of Michigan
University of Minnesota
New York Public Library
New York University
Ohio State University
Princeton University
University of Arizona
University of California-Berkeley
University of California-Los Angeles
University of California-Santa Barbara
University of Illinois-Urbana/Champaign
University of North Carolina
University of Pennsylvania
University of Texas
University of Washington
Washington University
Yale University



SOUTH ASIA MICROFILM PROJECT (SAMP)

MEMBERS

Brown University
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Cornell University
Duke University
Emory University
Florida State University
Harvard University
Indiana University
Kansas State University
Library of Congress
New York Public Library
North Carolina State University
Ohio State University
Syracuse University
University of British Columbia
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University of California-Los Angeles
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University of Hawaii
University of Illinois-Urbana/Champaign
University of Iowa
University of Michigan
University of Minnesota
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University of North Carolina
University of Pennsylvania
University of Texas-Austin
University of Toronto
University of Virginia
University of Washington
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SOUTHEAST ASIA MICROFILM PROJECT (SEAM)

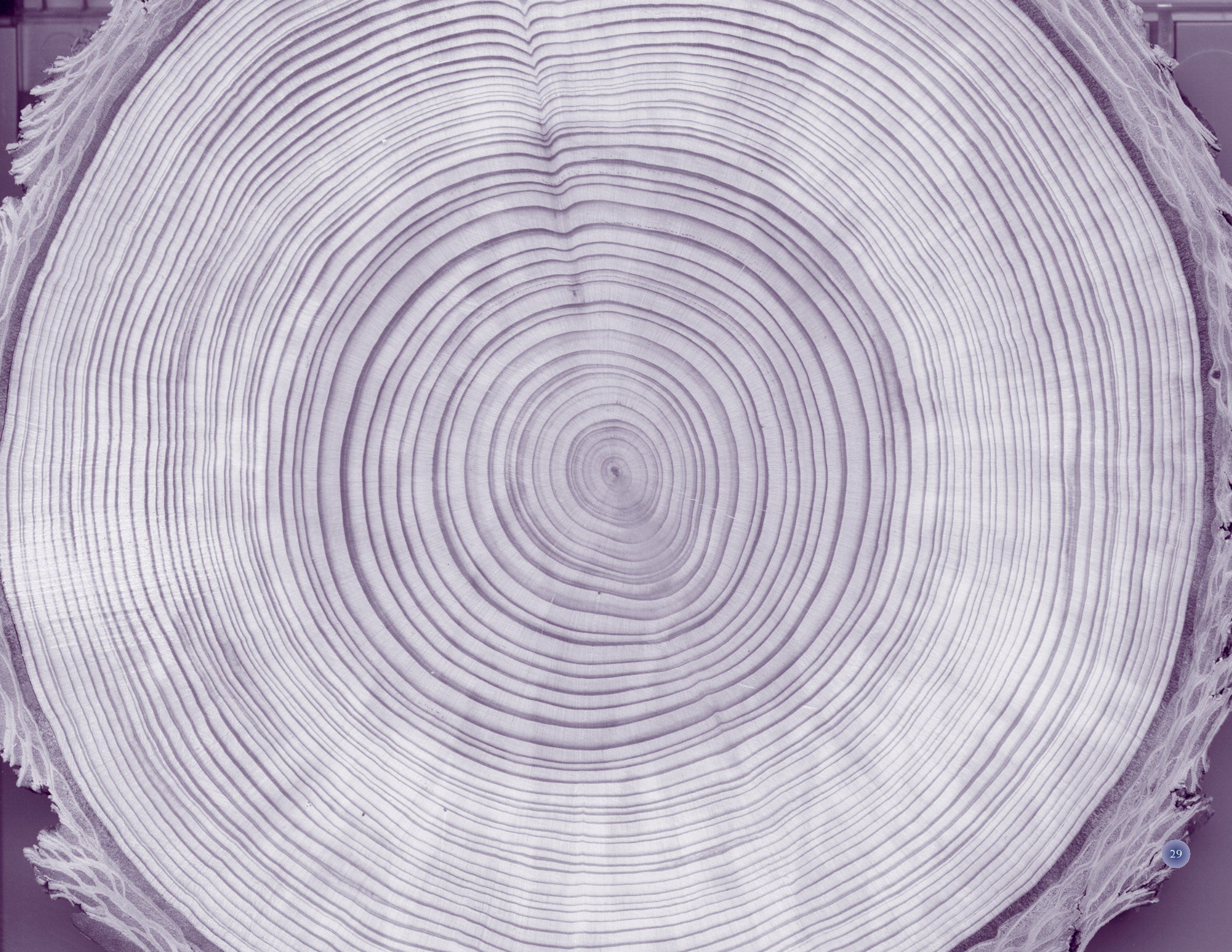
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University of Hawaii
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University of Florida
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INDEPENDENT AUDITOR'S REPORT





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FINANCIAL STATEMENTS

INDEPENDENT AUDITORS' REPORT AND SUPPLEMENTAL SCHEDULES JUNE 30, 2003 AND 2002

To the Board of Directors
Center for Research Libraries
Chicago, Illinois

We have audited the accompanying statement of financial position of Center for Research Libraries (the "Center") as of June 30, 2003, and the related statements of activities and cash flows for the year then ended. These financial statements are the responsibility of the Center's management. Our responsibility is to express an opinion on these financial statements based on our audit. The financial statements of the Center as of June 30, 2002, were audited by Smart and Associates whose practice was acquired by us and whose report dated October 9, 2002, expressed an unqualified opinion on those statements and the supplemental schedules.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the 2003 financial statements referred to above present fairly, in all material respects, the financial position of the Center as of June 30, 2003, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Our audit was performed for the purpose of forming an opinion on the 2003 basic financial statements taken as a whole. The 2003 information on pages 41 through 43 is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Smart and Associates, LLP

October 10, 2003

CENTER FOR RESEARCH LIBRARIES STATEMENTS OF FINANCIAL POSITION



JUNE 30, 2003 AND 2002

ASSETS:

	<u>2003</u>	<u>2002</u>
Cash and cash equivalents	\$ 3,780,444	\$ 3,283,770
Cash held for others	407,850	341,562
Accounts receivable	71,141	99,040
Grants receivable	194,873	161,511
Prepaid expenses and other	135,133	39,549
Deferred financing costs	123,029	128,621
Property and equipment	5,732,465	6,034,333
Total assets	<u>\$10,444,935</u>	<u>\$10,088,386</u>

LIABILITIES:

Accounts payable and accrued expenses	\$ 608,410	\$ 616,194
Funds held for others	407,850	341,562
Deferred revenue	2,945,973	2,547,524
Loan payable	<u>2,115,790</u>	<u>2,210,527</u>
Total liabilities	<u>6,078,023</u>	<u>5,715,807</u>

Commitments and contingencies

NET ASSETS:

Unrestricted:		
Operating	277,628	(68,895)
Net investment in property, plant and equipment	3,616,675	3,823,806
Temporarily restricted	<u>472,609</u>	<u>617,668</u>
Total net assets	<u>4,366,912</u>	<u>4,372,579</u>
Total liabilities and net assets	<u>\$10,444,935</u>	<u>\$10,088,386</u>

The accompanying notes are an integral part of these statements.



CENTER FOR RESEARCH LIBRARIES STATEMENTS OF ACTIVITIES

For the years ended June 30, 2003 and 2002

	2003			2002		
	Unrestricted	Temporarily Restricted	Total	Unrestricted	Temporarily Restricted	Total
Revenue and other support:						
Membership fees	\$4,187,380	-	\$4,187,380	\$ 4,194,529	\$ -	\$ 4,194,529
Newspaper microfilm fees	7,450	-	7,450	7,450	-	7,450
Newspaper microfilm sales	262,245	-	262,245	228,131	-	228,131
Cataloging revenue	333,460	-	333,460	74,435	-	74,435
Microform sales	6,929	-	6,929	11,565	-	11,565
Access service sales	12,016	-	12,016	14,774	-	14,774
Grants	251,673	414,964	666,637	427,624	481,471	909,095
Investment income	32,051	4,030	36,081	55,998	5,063	61,061
Miscellaneous income	20,033	-	20,033	44,672	-	44,672
Net assets released from restriction	563,873	(563,873)	-	48,382	(48,382)	-
Total revenue and other support	<u>5,677,110</u>	<u>(144,879)</u>	<u>5,532,231</u>	<u>5,107,560</u>	<u>438,152</u>	<u>5,545,712</u>
Expenses:						
Program -						
Global Newspapers	863,827	-	863,827	814,963	-	814,963
Serials	743,184	-	743,184	679,144	-	679,144
International Dissertations	626,400	-	626,400	485,711	-	485,711
Repository Collections	581,261	-	581,261	601,942	-	601,942
CRL Area Studies	467,278	-	467,278	412,381	-	412,381
Grant projects	767,749	-	767,749	432,773	-	432,773
Total program activities	4,049,699	-	4,049,699	3,426,914	-	3,426,914
Management and general	702,171	-	702,171	638,743	-	638,743
Fundraising	9,744	-	9,744	13,052	-	13,052
Total expenses	<u>4,761,614</u>	<u>-</u>	<u>4,761,614</u>	<u>4,078,709</u>	<u>-</u>	<u>4,078,709</u>
Change in net assets before changes related to collection items not capitalized	915,496	(144,879)	770,617	1,028,851	438,152	1,467,003
Change in net assets related to collection items not capitalized -	<u>776,104</u>	<u>180</u>	<u>776,284</u>	<u>773,323</u>	<u>711</u>	<u>774,034</u>
Change in net assets	139,392	(145,059)	(5,667)	255,528	437,441	692,969
Net assets at beginning of year	<u>3,754,911</u>	<u>617,668</u>	<u>4,372,579</u>	<u>3,499,383</u>	<u>180,227</u>	<u>3,679,610</u>
Net assets at end of year	<u>\$ 3,894,303</u>	<u>\$ 472,609</u>	<u>\$4,366,912</u>	<u>\$ 3,754,911</u>	<u>\$ 617,668</u>	<u>\$ 4,372,579</u>

The accompanying notes are an integral part of these statements.



For the years ended June 30, 2003 and 2002

CASH FLOWS FROM OPERATING ACTIVITIES:

	<u>2003</u>	<u>2002</u>
Member and nonmember fees received	\$ 4,922,401	\$ 4,387,221
Grants and contributions received	663,311	881,265
Interest received	36,081	61,061
Cash paid to suppliers and employees	(4,071,535)	(3,476,879)
Interest paid	(40,271)	(54,792)
Net cash provided by operating activities	<u>1,509,987</u>	<u>1,797,876</u>

CASH FLOWS FROM INVESTING ACTIVITIES:

Purchase of collections	(776,284)	(774,034)
Purchase of property	(142,292)	(193,988)
Net cash used in investing activities	<u>(918,576)</u>	<u>(968,022)</u>

CASH FLOWS FROM FINANCING ACTIVITIES:

Repayment of loans	(94,737)	(94,737)
Net increase in cash and cash equivalents	496,674	735,117

CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR

3,283,770 2,548,653

CASH AND CASH EQUIVALENTS AT END OF YEAR

\$ 3,780,444 \$ 3,283,770

RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH PROVIDED BY OPERATING ACTIVITIES:

CHANGE IN NET ASSETS

\$ (5,667) \$ 692,969

ADJUSTMENTS TO RECONCILE CHANGE IN NET ASSETS TO NET CASH PROVIDED BY OPERATING ACTIVITIES -

Collections accessions	776,284	774,034
Depreciation expense	444,160	447,280
(Increase) decrease in assets:		
Accounts receivable	27,899	(56,060)
Grants receivable	(33,362)	(50,662)
Prepaid expenses	(95,584)	(8,185)
Deferred financing costs	5,592	5,592
Increase (decrease) in liabilities		
Accounts payable and accrued expenses	(7,784)	50,748
Deferred revenue	398,449	(57,840)
Total adjustments	<u>1,515,654</u>	<u>1,104,907</u>
Net cash provided by operating activities	<u>\$ 1,509,987</u>	<u>\$ 1,797,876</u>

The accompanying notes are an integral part of these statements.



1. NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

This summary of significant accounting policies of Center for Research Libraries (the “Center”) is presented to assist in understanding the Center’s financial statements. The financial statements and notes are representations of the Center’s management who is responsible for their integrity and objectivity. These accounting policies conform to accounting principles generally accepted in the United States of America and have been consistently applied in the preparation of the financial statements.

Nature of Activities:

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 that are in all appropriate formats, international in scope and comprehensive in disciplines.

A majority of the Center’s revenue is derived

from membership fee assessments. Other revenue and support consists of grants and sales of materials reproduced.

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

Global Newspapers:

This program improves access to global newspapers for scholars and other users worldwide by developing, managing and preserving a representative collection of newspapers and by stimulating cost savings through collaboration among a variety of partners to expand the long-term availability of newspapers.

Serials:

The serials program augments the pool of serial titles available for scholarly research by using cooperative collection development to reduce local subscription and space costs.

International Dissertations:

This program provides comprehensive access to doctoral dissertations submitted to institutions outside the United States and Canada, regardless of format, subject and location.

1. NATURE OF ACTIVITIES AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:

Repository Collections:

The Repository Collections program has four major subcomponents -

- a) The Microform and Reprint Collections Component provides access to a large body of material that is either in low use locally or not available in its original form so as to reduce total costs.
- b) The Collections of Record Component gathers dispersed materials into an accessible, unified, comprehensive collection to reduce local space costs.
- c) The Retrospective Serial Titles Component backs up emerging electronic serials files and reduces the shelving costs of libraries that have discarded the paperback files.
- d) The Rarely-Held Monographs Component gathers little used, retrospective monographs into an accessible and unified collection to reduce local space costs.

CRL Area Studies:

This program provides access to a pool of materials that are beyond the means of any individual area studies program. Without this extended program activity, these acquired materials would not otherwise be preserved.

Grant Projects:

This program consists of various grant funded special projects to collect, preserve and catalog materials based on grantor terms. Grant funds are also used to investigate alternative media storage techniques.

Financial Statement Presentation:

The Center reports information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets and permanently restricted net assets. The Center has determined that no net assets are permanently restricted at June 30, 2003 and 2002.

Use of Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make

estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents:

The Center considers its checking account and highly liquid debt securities purchased with an initial maturity of three months or less to be cash and cash equivalents. Cash and cash equivalents include funds held in escrow and exclude funds held for others.

Accounts and Grants Receivable:

Accounts and grants receivable are stated at the amounts that the Center expects to collect from outstanding balances. The Center performs in-house collections as necessary based on circumstances. Bad debts, which are typically minimal, are written off as incurred.

Property and Equipment:

Property and equipment with a cost in excess of \$500 and a useful life greater than one year are recorded at cost and are depreciated over

the estimated useful lives of the assets. Estimated lives range from three to 10 years for furniture and equipment and 30 years for the 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 statement of activities.

Collections:

The Center has a 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 the collections 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, or as decreases in temporarily or permanently restricted net assets if the assets used to purchase the items are restricted by donors. Contributed collection items are not reflected on the financial statements. Proceeds from deaccessions or insurance recoveries are reflected as increases in the appropriate net asset class.



Deferred Financing Costs:

All of the costs incurred in obtaining the \$2,400,000 loan to the Center have been deferred and are being amortized over the life of the loan starting in fiscal year 2001.

Contributions:

Contributions received are recorded as unrestricted, temporarily restricted or permanently restricted support depending on the existence or nature of any donor imposed restrictions on the use of the funds. Contributions reported as temporarily restricted support are reclassified to unrestricted net assets when the restrictions have been satisfied and are reported in the statement of activities as net assets released from restrictions.

Revenue Recognition:

Membership dues 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.

Allocation of Expenses:

The costs of providing the Center's various programs and supporting services have been

summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services on the basis of estimates by management.

Income Taxes:

The Center is a non-profit organization as described in Section 501(c)(3) of the Internal Revenue Code and is exempt from federal and state income taxes. Accordingly, there is no provision for income taxes.

Reclassifications:

Certain amounts have been reclassified within the prior year comparative numbers to conform with current year classifications.

2. COLLECTIONS:

The Center's Collections are made up of a wide array of publications and print material, international in scope, that are held for educational, research, scientific and curatorial purposes. New acquisitions as well as large segments of existing collections are catalogued. All holdings are preserved and their existence and condition are continuously monitored. The Collections are subject to a policy that requires proceeds from their sales

to be used to acquire other items for Collections. No Collection items were deaccessioned through sales in 2003.

3. PROPERTY AND EQUIPMENT:

Property and equipment consisted of the following:

	June 30,	
	2003	2002
Land	\$ 128,446	\$ 128,446
Building and furniture	10,186,005	10,166,005
Equipment	1,368,760	1,246,469
	11,683,211	11,540,920
Less accumulated depreciation	(5,950,746)	(5,506,587)
	\$ 5,732,465	\$ 6,034,333

Depreciation expense was \$444,160 and \$447,280 for the years ended June 30, 2003 and 2002, respectively.

4. LOAN PAYABLE:

The Center has a \$2,400,000 loan under the Illinois Educational Facilities Authority's Cultural Pooled Financing Program. The loan is collateralized by a priority lien on the Center's property and also by a letter of credit for 110 percent of the loan amount. The letter of credit expires in 2006 and no balances are currently drawn. The loan is also subject to a debt service covenant referred to as the "Keepwell



Agreement". The covenant has been met for the year ended June 30, 2003. The loan is repayable in monthly installments of \$7,895, plus interest at a variable rate (1.32% at June 30, 2003), with a final maturity in 2025. Interest expense for the years ended June 30, 2003 and 2002 was \$39,779 and \$51,430, respectively.

Principal payments by year are as follows:

For the years ending June 30,

2004	\$	94,740
2005		94,740
2006		94,740
2007		94,740
2008		94,740
2009 and thereafter		1,642,090
	\$	2,115,790

5. TEMPORARILY RESTRICTED NET ASSETS:

Temporarily restricted net assets consist of grants received from private foundations and the federal government to support microform projects and the purchase of equipment to automate library materials.

6. FUNDS HELD FOR OTHERS:

The Center serves as a fiscal agent for groups involved in area study activities. The area study groups assess fees to their members and incur expenditures for the acquisition of international library materials. The Center has also entered into a service agreement with the Center for South Asia Libraries (CSAL) to act as administrator and custodian for CSAL. The Center receives funds on behalf of CSAL and pays expenditures related to CSAL from those funds. Amounts held at June 30, 2003 were as follows:

Cooperative Africana		
Microform Project	\$	95,079
Latin American		
Microform Project		93,635
Middle East		
Microform Project		41,026
South Asia		
Microform Project		13,911
Southeast Asia		
Microform Project		49,527
Slavic and East European		
Microform Project		38,135
Center for South Asia		
Libraries		76,537
	\$	407,850

7. PENSION PLAN:

The Center's retirement plan is a defined contribution, money purchase pension plan. Under this plan, funds contributed by the employer and participating employees are used to purchase retirement annuity and death benefit policies for the participants through the Teachers Insurance and Annuity Association and/or the College Retirement Equities Fund. Contributions are based on participants' compensation. Pension expense for fiscal 2003 and 2002 was \$160,942 and \$155,057, respectively.

8. CONCENTRATION OF CREDIT RISK:

The Center maintains its cash accounts primarily with banks located in Illinois and in brokerage accounts, which are not federally insured. The cash balances are insured by the FDIC up to \$100,000 per bank. The Center had cash balances on deposit at June 30, 2003 that exceeded the balance insured by the FDIC by approximately \$3,770,000. Management minimizes the risk of loss by routinely monitoring account transactions and using only reputable financial institutions.



SUPPLEMENTAL SCHEDULES



	Program Services					Supporting Services			Total
	Global Newspapers	Serials	International Dissertations	Repository Collections	CRL Area Studies	Grants	Management and general	Fundraising	
Support services:									
Cataloging fees	\$ 323	\$ 2,824	\$ 214,466	\$ 10,476	\$ -	\$ -	\$ -	\$ -	\$ 228,089
Borrowing transaction fees	2,528	1,203	272	896	479	-	-	-	5,378
Innovative	16,878	8,036	1,820	5,986	3,201	-	-	-	35,921
Microform costs	181,552	-	-	-	-	21,989	-	-	203,541
Other support	4	37	2,821	138	1,500	28,326	1,563	-	34,389
	201,285	12,100	219,379	17,496	5,180	50,315	1,563	-	507,318
Personnel and operations:									
Consumable supplies	10,963	10,953	6,325	8,249	6,455	14,152	12,591	266	69,954
Memberships	5,830	2,781	638	2,075	1,115	-	15,852	-	28,291
Insurance	6,871	5,962	3,566	5,373	5,711	-	15,735	395	43,613
Travel	1,686	803	182	598	320	35,339	4,575	-	43,503
Business expense	37	37	34	30	1,482	447	1,035	-	3,102
Printing	-	-	-	-	-	56	21,203	-	21,259
Postage and delivery	17,003	16,983	16,894	16,952	16,871	3,608	15,944	4	104,259
Telecommunications	5,520	4,961	2,867	4,033	3,424	305	8,054	99	29,263
Board and council expense	-	-	-	-	-	-	24,084	-	24,084
Member relations	-	-	-	-	-	-	3,926	-	3,926
Exhibits expense	-	-	-	-	-	-	6,070	-	6,070
Special events expense	-	-	-	-	-	4,480	-	-	4,480
Other outside support	4,359	4,971	2,457	3,961	2,845	379,454	69,158	172	467,377
Personnel	448,181	390,473	246,052	347,192	383,399	261,212	454,439	7,960	2,538,908
	500,450	437,924	279,015	388,463	421,622	699,053	652,666	8,896	3,388,089
Plant and other:									
Equipment leases	3,564	3,202	1,844	2,599	2,205	-	4,236	64	17,714
Equipment purchases	-	-	-	-	2,469	22,351	-	-	24,820
Service contracts	11,574	19,737	8,782	12,055	3,375	8,680	5,098	78	69,379
Repairs	4,398	8,038	3,498	4,789	1,064	-	1,438	22	23,247
Utilities	46,781	86,036	37,371	51,146	11,102	-	14,796	225	247,457
Indirect cost allocation	-	-	-	-	-	7,919	(7,919)	-	-
	66,317	117,013	51,495	70,589	17,746	16,599	17,649	389	357,797
Total operating expenses	768,052	567,037	549,889	476,548	444,548	765,967	671,878	9,285	4,253,204
Interest expense (including line- fees totaling \$24,470)	12,146	22,339	9,703	13,280	2,883	-	3,842	57	64,250
Depreciation –									
Building	58,618	107,860	46,850	64,119	13,918	-	18,549	282	310,196
Equipment and furniture	25,011	45,948	19,958	27,314	5,929	1,782	7,902	120	133,964
Total expenses	\$ 863,827	\$ 743,184	\$ 626,400	\$ 581,261	\$ 467,278	\$ 767,749	\$ 702,171	\$ 9,744	\$ 4,761,614
Collection expenditures – not capitalized:									
Materials	\$ 245,627	\$ 223,627	\$ 50,637	\$ 166,590	\$ 7,000	\$ 65,304	\$ -	\$ -	\$ 758,785
Preservation	114,351	-	-	755	-	-	-	-	15,106.4
Reference works	2	2	2	2,330	1	54	2	-	2,393
	\$ 259,980	\$ 223,629	\$ 50,639	\$ 169,675	\$ 7,001	\$ 65,358	\$ 2	\$ -	\$ 776,284



Temporarily Restricted
Mellon Foundation

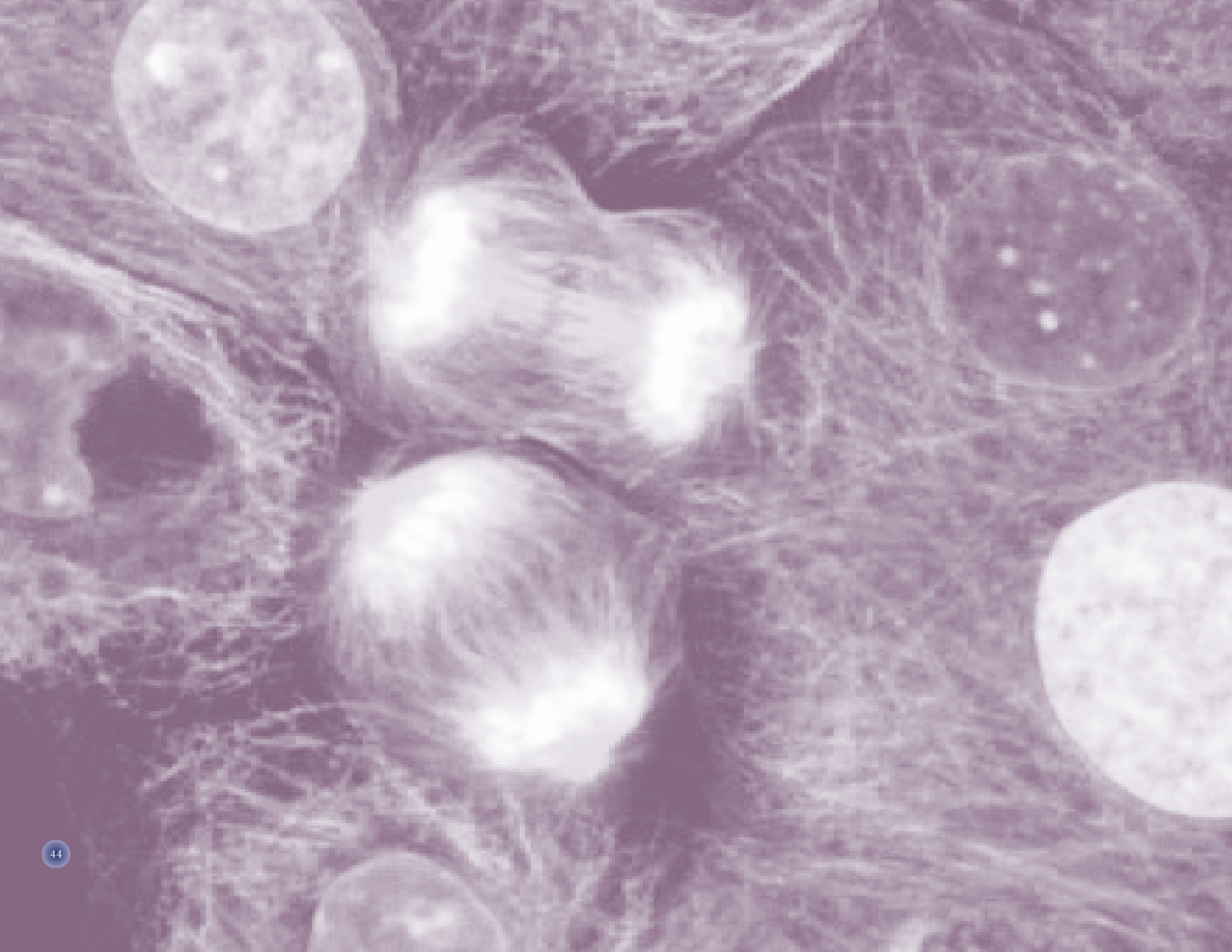
	H. Luce Foundation Vietnam Microforming	Mellon/Delmas Foundation Collection Assessment Project	Historian's Conference	JSTOR Deposits	Description	JSTOR	Area Studies	Political Web Archive	South Asian Information Access	Other	Total Temporarily Restricted
Revenue:											
Federal grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Foundations	-	-	-	(9,659)	(20,377)	-	-	445,000	-	-	414,964
Investment income	420	174	69	140	199	1,672	1,109	247	-	-	4,030
Total revenue	420	174	(9,590)	(20,237)	199	1,672	1,109	445,247	-	-	418,994
Expenses:											
Cost of microfilms	-	-	-	-	-	-	-	-	-	-	-
Supplies	360	-	-	107	8,169	192	2,788	-	-	-	11,616
Travel	-	12,240	1,917	-	-	2,900	360	3,568	-	-	20,985
Other business expenses	-	-	-	-	-	43	-	15	38	-	96
Printing	-	-	-	-	-	-	-	-	-	-	-
Postage	-	40	12	19	-	1,797	-	-	-	-	1,868
Telecommunication	-	-	-	-	-	-	-	305	-	-	305
Outside professionals	5,000	-	-	-	1,192	2,257	7,046	368,300	-	-	383,795
Special events	-	-	-	-	-	-	-	-	-	-	-
Salaries	-	-	-	-	4,878	48,219	19,094	7,790	-	-	79,981
SA Salaries	-	-	-	-	24,820	-	-	-	-	-	24,820
Temporary agencies	-	-	-	-	31,142	2,383	-	-	-	-	33,525
FICA	-	-	-	-	2,223	3,620	1,332	612	-	-	7,787
Workmen's compensation	-	-	-	-	464	256	108	45	-	-	873
Medical insurance	-	-	-	-	-	3,640	1,238	670	-	-	5,548
Retirement	-	-	-	-	-	4,585	650	650	-	-	5,885
Other employee benefits	-	-	-	-	-	41	7	4	-	-	52
Recruitment	-	-	-	-	-	1,584	-	-	-	-	1,584
Personnel allocation	-	-	-	5	-	(5,502)	-	40	-	-	(5,457)
Equipment	-	-	-	-	-	1,152	-	1,014	-	-	2,166
Depreciation	-	-	-	-	-	-	-	-	-	-	-
Indirect expense	-	-	-	-	-	-	-	-	-	-	-
Prior year items	-	-	-	-	-	-	-	-	-	-	(11,556)
Total expenses	5,360	12,280	1,929	131	72,888	67,167	32,623	383,013	38	(11,556)	563,873
Collections materials	126	-	-	-	-	54	-	-	-	-	180
Total expenses and collections	5,486	12,280	1,929	131	72,888	67,221	32,623	383,013	38	(11,556)	564,053
Change in net assets	(5,066)	(12,106)	(11,519)	(20,368)	(72,689)	(65,549)	(31,514)	62,234	(38)	11,556	(145,059)
Net assets at beginning of year	66,034	25,774	11,519	20,368	72,317	263,103	170,109	-	-	(11,556)	617,668
Net assets at end of year	\$ 60,968	\$ 13,668	\$ -	\$ -	\$ (372)	\$ 197,554	\$ 138,595	\$ 62,234	\$ (38)	\$ -	\$ 472,609

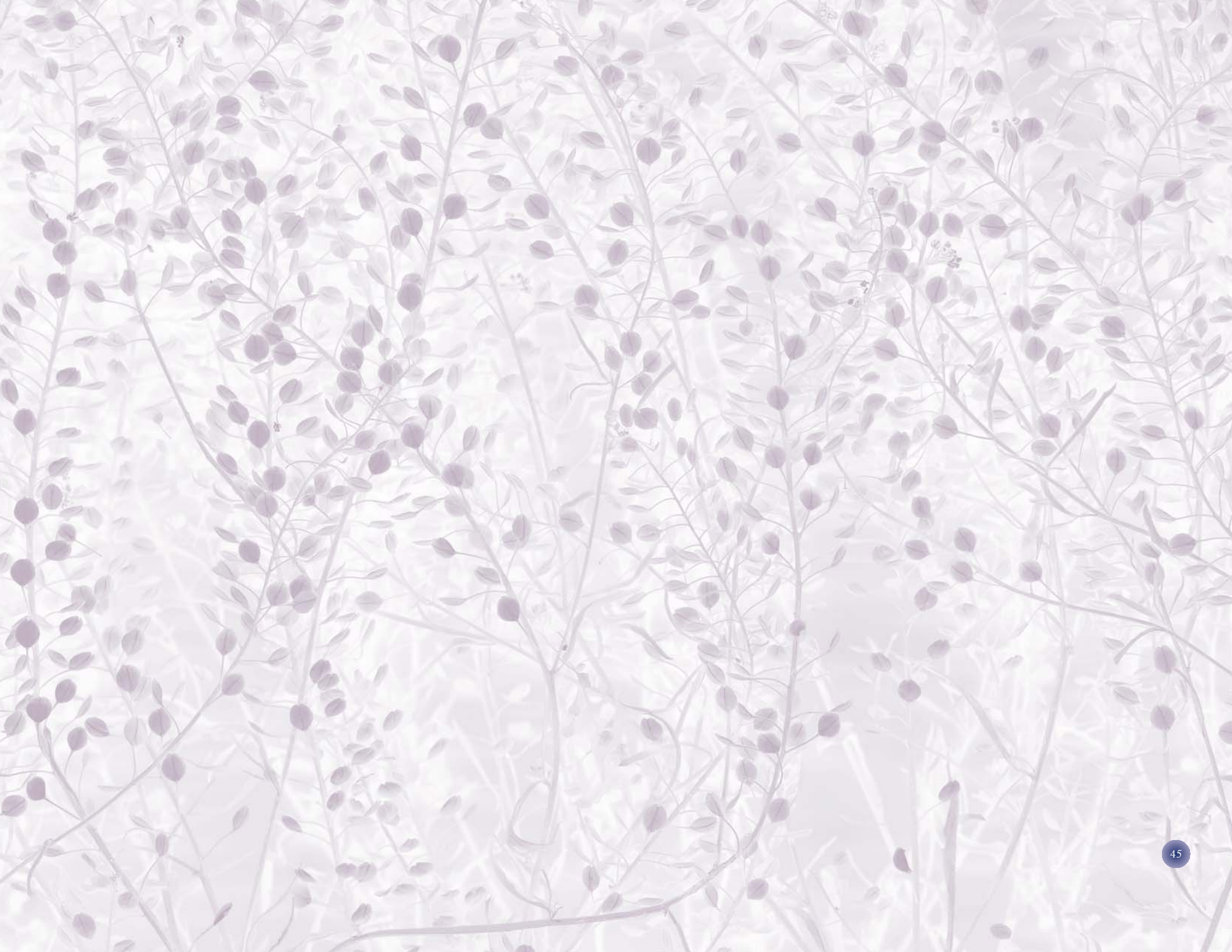
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	CAORC	Department of Education Digital South Asian Library	Reimbursement			Total Reimbursement	Total
			NEH	CLIR	IMLS		
	American Overseas Digital Library		CFDA 45.149 Study	Print Repositories Study	Cooperative Prevention Conference		
Revenue:							
Federal grants	\$ -	\$ 125,908	\$ 96,838	\$ -	\$ 14,427	\$ 237,173	\$ 237,173
Foundations	7,000	-	-	7,500	-	14,500	429,464
Investment income	-	-	-	-	-	-	4,030
Total revenue	7,000	125,908	96,838	7,500	14,427	251,673	670,667
Expenses:							
Cost of microfilms	-	-	21,989	-	-	21,989	21,989
Supplies	-	92	251	-	2,193	2,536	14,152
Travel	-	2,604	4,362	3,835	3,553	14,354	35,339
Other business expenses	-	(56)	6	-	400	350	446
Printing	-	-	-	-	56	56	56
Postage	-	(90)	1,829	-	-	1,739	3,607
Telecommunication	-	-	-	-	-	-	305
Outside professionals	-	20,000	3,233	-	750	23,983	407,778
Special events	-	1,862	-	-	2,618	4,480	4,480
Salaries	3,426	21,153	50,940	-	6,299	81,818	161,799
SA Salaries	-	-	-	-	-	-	24,820
Temporary agencies	-	-	-	-	-	-	33,525
FICA	238	1,759	4,037	-	482	6,516	14,303
Workmen's compensation	19	84	266	-	38	407	1,280
Medical insurance	-	1,018	4,262	-	-	5,280	10,828
Retirement	-	1,128	4,560	-	-	5,688	11,573
Other employee benefits	-	32	89	-	-	121	173
Recruitment	1,042	-	-	-	-	1,042	2,626
Personnel allocation	-	-	-	5,502	244	5,746	289
Equipment	2,275	3,225	1,014	-	-	6,514	8,680
Depreciation	-	1,782	-	-	-	1,782	1,782
Indirect expense	-	7,919	-	-	-	7,919	7,919
Prior year items	-	-	-	-	-	-	(11,556)
Total expenses	7,000	62,512	96,838	9,337	16,633	192,320	756,193
Collections materials	-	65,178	-	-	-	65,178	65,358
Total expenses and collections	7,000	127,690	96,838	9,337	16,633	257,498	821,551
Change in net assets	-	(1,782)	-	(1,837)	(2,206)	(5,825)	(150,884)
Net assets at beginning of year	-	600	-	-	-	600	618,268
Net assets at end of year	\$ -	\$ (1,182)	\$ -	\$ (1,837)	\$ (2,206)	\$ (5,225)	\$ 467,384







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