

# Diversity as Knowledge

Annual Report Fiscal Year 2021: July 1, 2020–June 30, 2021



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GLOBAL RESOURCES NETWORK




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

*Enriching research.  
Expanding possibilities.  
Since 1949.*

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## Message from the Chair



The theme of the 2021 CRL Annual Report is diversity as knowledge — an invitation to explore how centering diversity, inclusivity, and equity in research libraries has implications for enriching sources for knowing, the ways of knowing, and the quality of knowledge production itself. The values of diversity, inclusivity, and equity are foundational to the work of research libraries. Powerful expressions of support for these values are evident in statements such as the guiding principles of the Association of Research Libraries (ARL) and the core values of the Society of American Archivists. These enduring values have proven essential as our communities navigate the challenges of COVID-19 amid reminders of the persistence needed to address racism, inequity, and systemic oppression not only in the academy but also in broader civil society, and to seek social justice in all its aspects.

As I conclude two years of service as the Chair of the CRL Board of Directors, I want to highlight the special role that CRL plays in our research community as a champion of these values. CRL's emphatic commitment to an international perspective is uniquely important, ensuring that

voices and stories at risk of being marginalized or lost are foregrounded in the research enterprise.

In May 2022 I will retire as the Rita DiGiallonardo Holloway University Librarian and Vice Provost for Library Affairs at Duke University, concluding nearly four decades during which I have focused significantly on the cross-institutional stewardship of global collections. As I reflect on my career and my association with CRL, a few things stand out: the Global Resources Network, incubated at the Association of Research Libraries (ARL) when I was a visiting program officer and later moved to CRL; a stint on the CRL Collections Services and Policy Committee (CSPC); and involvement in the Latin American Materials Project (LAMP). I believe more than ever in the importance of building collective collections with an unapologetically international perspective. The great enthusiasm and energy that I see in the broad CRL community to dedicate to this work is very encouraging.

This year, the CRL International Collections and Content Group (ICCG) issued a 'Call to Action' to CRL's Area Materials and Global Resources Programs, empowering its members to identify existing gaps in CRL's programs and to propose new opportunities that respond to the needs of scholars in the evolving information landscape. A major opportunity for community engagement, the Call to Action — and subsequent Call to Action Survey, included in this Report — further emphasize commitment within these Programs to equity, open-access knowledge and infrastructure, and post-custodial and non-extractive collecting. The energy and enthusiasm within CRL and the community of global studies librarians are inspiring, and I look forward to watching all the good work to come.

Deborah Jakubs, PhD  
Chair, CRL Board of Directors  
Rita DiGiallonardo Holloway University Librarian & Vice Provost for Library Affairs  
Duke University

## Message from the President



What energizes me most about the Center for Research Libraries is the uniquely impactful role that CRL can play to advance values of diversity, equity, and inclusivity in order to democratize and enrich the knowledge creation ecosystem. While organizations working across a broad array of fields and sectors are committed to DEI advancement, DEI values play a special role in the research library ecosystem and are central to our organizational missions.

At CRL, our DEI values were essential guides as CRL leadership drove organizational change while simultaneously navigating the global COVID-19 pandemic and a broader societal reckoning with legacies of racism, colonization, and enslavement. From guiding how CRL shut down (early), and then reopened (late), our on-site facility in the midst of COVID, to remaking policies on staff recruitment and staff development, DEI has been central to our day-to-day work. Notable achievements over the past year include:

- CRL has embarked on a series of facility improvement projects, increasing our capacity to store a larger number and variety of collections and formats while dramatically improving staff working experiences. These facility improvements will lead directly into innovative, shared stewardship partnerships in the upcoming year.
- Utilizing search processes that centered community engagement, CRL recruited exceptionally talented new leaders to the team, including Thomas Padilla, Senior Director of Collections, Technology, and Partnerships, and Samantha Abrams, Head of Collections, who are working in concert with CRL staff and community colleagues to assess needs, strengthen CRL staff capacity, and collectively co-develop solutions that help address shared challenges.
- Our renewed focus on pursuing partnerships with mission and values-aligned organizations is paying dividends. CRL's partnership with HathiTrust and the California Digital Library (CDL) led to the incorporation of HathiTrust metadata in the PAPER database, meaningfully improving the research library community's data analytics capacity to manage the collective collection.

In the year ahead, we look to elevate, enrich, and make more explicit our DEI focus. DEI provides a set of first principles for research libraries and for CRL as well. These principles are inextricably embedded in CRL's partnership with the MacArthur Foundation funded Repository of Documentation on Disappearances in Mexico (p. 23). Likewise, DEI provides the bedrock for our Diversity as Knowledge Series, which will run throughout 2022 and culminate in the 2023 CRL Annual Meeting.

Alex Csiszar reminds us, in his outstanding history of scholarly publishing, *The Scientific Journal*, that we are "in the midst of an intense period of experimentation in genres, formats, and practices of evaluation," and that in this moment of experimentation in knowledge production, the choices we make have

“epistemic” consequences. Given that these consequences will shape knowledge production and access, CRL’s commitment to DEI is more urgent than ever. This is why DEI is an organizational imperative and a guide for CRL’s interactions in the broader community of research libraries.

As I conclude my third year at the Center for Research Libraries, I am more convinced than ever of the singularly important role that the CRL community plays in bringing together a diversity of experience, perspectives, and experiences in order to enrich the knowledge creation enterprise. I am proud of what we have achieved as a community over the past year, and am unabashedly enthusiastic about our work ahead.

Greg Eow, President

Center for Research Libraries

# Diversity as Knowledge

## Leveraging Community Expertise

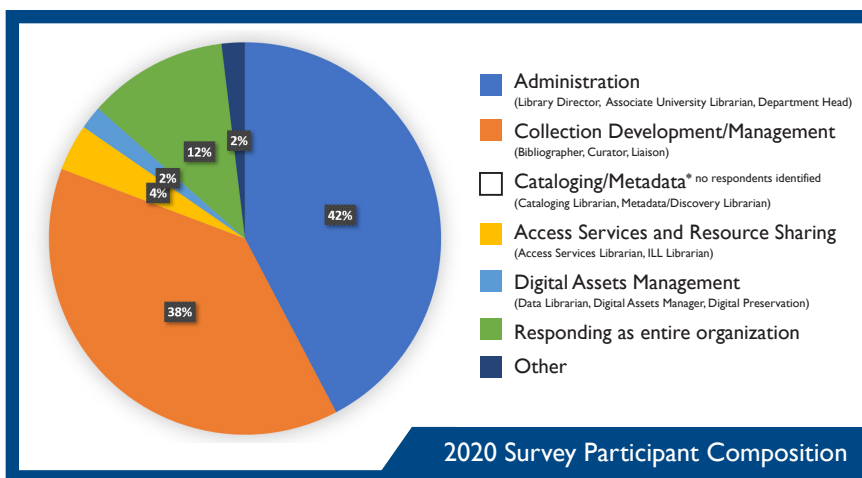
Last year, from November 19 – December 7, 2020 the CRL Collections and Services Policy Committee (CSPC) administered a survey to CRL membership in order to best align resources to community priorities. Feedback was collected from the broader CRL community – across all organizational levels and functions – in order to build collective intelligence to inform CRL strategy, programs, projects, and partnerships.

The 2020 Member Survey was designed to collect data that would address the following areas of interest:

**#1 What do members expect from CRL?**

**#2 Which services are most important to members?**

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



Members indicated a strong expectation for CRL to acquire, preserve, and disseminate rarely held international collections and content and provide research-level collections to extend the reach of local collections and services. Additionally, members communicated an expectation for CRL to serve as a hub for collaboration across the research ecosystem and serve as a platform to coordinate prospective collection development at the network level.

Areas of service important to CRL members corresponded with the results from the the first section (Result #1 What do members expect from CRL) in that 79% of respondents ranked prospective collection development at the network level (collective collections) as either the most (52%) or second most (27%) important area of service that CRL can provide. Of the existing programs and services at CRL that support collection development at the network level and speak to member expectations to acquire, preserve, and provide access to research level collections, including rarely held international collections and content. Community Collections Building programs (AMPS, GRN programs, CERES) were underlined as an avenue for further investment in relation to how CRL - as an organization - could provide greater service to the broader community.

As a result of the 2020 CSPC Membership Survey, and in order to operationalize organizational goals to meet the needs of our membership community, CRL staff and governing bodies took the following actions:

- 1) Partnered with the newly formed International Collections and Content Group (ICCG), a standing working group reporting to CSPC that plays a substantive role in shaping, implementing, and maintaining CRL's approaches to the development and responsible stewardship of international collections.
- 2) CRL staff presented a "Call to Action" to the ICCG which was then shared with all members of CRL's Area Material and Global Resource programs, encouraging exploration of the challenges and opportunities facing our communities and, through that exploration, consideration of new ways of working together. Subsequently, ICCG developed and delivered a "Call to Action" survey to inform existing and future efforts.

The full report, "Call to Action Surveys: Final Report," is available on the following pages (8-13).

## Call to Action Surveys: Final Report

Prepared by Pamela Graham (Columbia University), Jennifer Osorio (University of California, Los Angeles), Mary Rader (University of Texas at Austin) and Samantha Abrams (Center for Research Libraries).

### Background

In May 2021, Center for Research Libraries' (CRL) staff presented a "[Call to Action](#)" to the [International Collections and Content Working Group \(ICCG\)](#). This "Call" was then shared with all members of CRL's Area Materials and Global Resource Programs, encouraging exploration of the challenges and opportunities facing our communities and, through that exploration, consideration of new ways of working together. Building on themes outlined in that "Call," a small working group of the ICCG distributed a series of six short surveys through July and August to the same audience (and some beyond)<sup>1</sup> seeking to learn more about their needs while simultaneously provoking aspirational thought. The goal in both the "Call" and the "Survey" exercises was to listen and encourage participation across area studies and international groups before initiating proactive responses from CRL (and ICCG) to the evolving landscape of international knowledge production and curation.

Prevalent themes throughout the survey responses include:

- **Capacity:** Our community struggles to balance workloads and to maintain linguistic, cultural, and functional expertise in the face of increasing and broadening workloads and is concerned that trends to consolidate staffing lines will continue, thereby undercutting necessary key skills in area and international librarianship.
- **Advocacy:** Our community is proud of and dedicated to our work but does not see its impact understood or supported by library administration.
- **Cataloging and language barriers:** Our community is founded on the linguistic competence needed to accurately identify, procure, and describe our collections and to serve them to a broad community. A diminished investment in these skills and competencies is having a significant negative impact on discovery and access to global publishing and knowledge production.
- **Funding:** Our community fears for the sustainability of our collective work as budgets tighten, and is concerned about financial inequities across institutions and across world regions.

In addition, respondents expressed interest in the following collective aspirations:

- **Equity:** Our community is centered on the diversification of knowledge, our collections, and our profession and seeks demonstration of equity in achieving our goals within and across our institutions.
- **Open-access:** Our community recognizes the critical importance of supporting open-access knowledge and infrastructure to achieving truly global access to knowledge.
- **Post-custodial and non-extractive collecting:** Our community affirms the promise of collecting processes that seek to decolonize our practices, partnerships, collections, and institutions.

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<sup>1</sup> Respondents were affiliated with the following programs: Cooperative Africana Materials Project (CAMP), Council on East Asian Libraries (CEAL), Collaborative Initiative for French Language Collections (CIFNAL), Committee on Korean Materials (CKM), German-North American Resources Partnership (GNARP), International & Area Studies Collections in the 21<sup>st</sup> Century (IASC21), Latin American Materials Project (LAMP), Latin Americanist Research Resources Project (LARRP), Middle East Materials Project (MEMP), North American Coordinating Council on Japanese Library Resources (NCC), South Asia Materials Project (SAMP), Southeast Asia Materials Project (SEAM), and Slavic & East European Materials Project (SEEMP); many were affiliated with more than one program and some identified CRL-adjacent programs (for example, the Association of Jewish Librarians [AJL]).



The findings from this process will be shared with the CRL-affiliated communities (the ‘AMPs’ and others) and will inform both CRL leadership and membership on future strategic choices to support international & area studies.

### SURVEY RESULTS

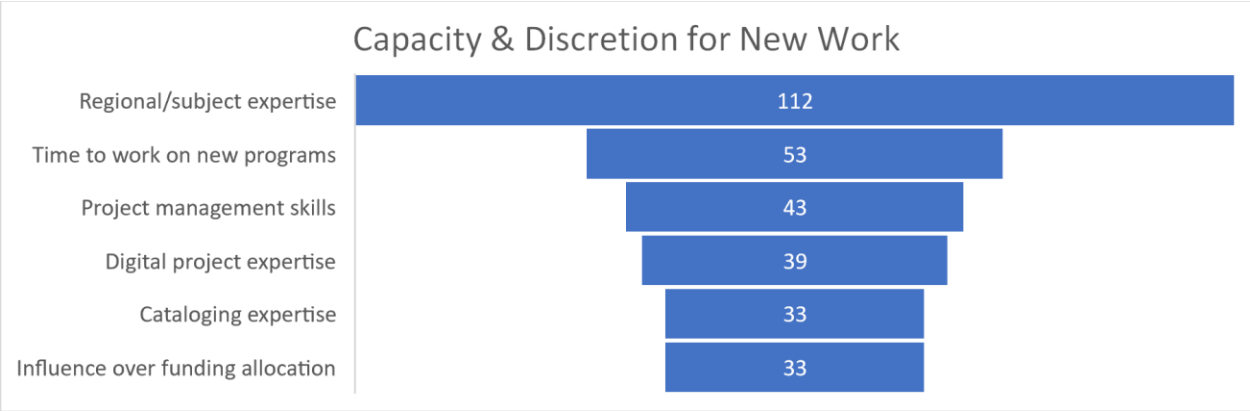
Much of the targeted community participated in the surveys, with a total of almost 600 responses, averaging 99 responses across all six surveys (or a high of 129 [Survey 1] to a low of 66 [Survey 6]).

This report briefly outlines the quantitative and qualitative results for each of the theme-based surveys:

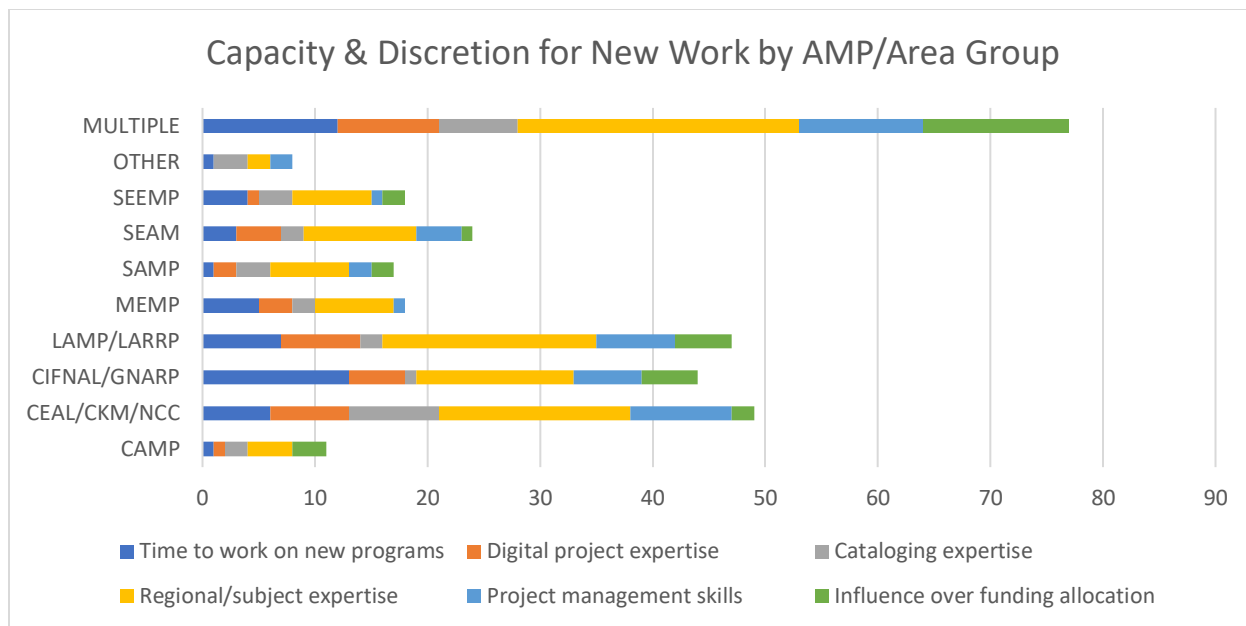
- Survey 1: Institutional Positioning
- Survey 2: International Engagement
- Survey 3: Opportunities for Collective Action
- Survey 4: Prioritizing Collective Action
- Survey 5: Open Access
- Survey 6: Future Aspirations

### SURVEY 1: INSTITUTIONAL POSITIONING

In Survey 1 we sought to learn more about individual area studies librarians’ ability to take up our Call to Action, particularly if it meant taking on “new” work (we asked, “What capacities or discretion do you, as an individual, have that you could devote to new kinds of programs (check all that apply)?”). We received 129 responses which clearly communicated that respondents prioritize their regional and subject expertise when developing and/or engaging with new projects. Responses show that our community struggles to maintain linguistic, cultural, and functional expertise in the face of increasingly diversified and/or generalized workloads and is concerned that trends to consolidate staffing will undercut necessary key skills in area and international librarianship.



Bar chart (title: Capacity & Discretion for New Work) outlining barriers for new collaborative work, including Regional / Subject expertise (112 mentions), Time to work on new programs (53 mentions), Project management skills (43 mentions), Digital project expertise (39 mentions), Cataloging expertise (33 mentions), and Influence over funding allocation (33 mentions).



Bar chart (title: Capacity & Discretion for New Work by AMP / Area Group) outlining barriers for new collaborative work, organized by AMP; chart shows that all AMPs experience barriers in multiple areas (e.g., Time to work on new programs and Digital Project expertise).

Respondents were also asked to describe the biggest challenge(s) they face in supporting international and area studies library efforts. Coded analysis of the 118 open-ended responses revealed seven broad themes of concern:

- **Staffing:** lack of time, diminishing staff numbers and expertise, including broadening positions to cover wider ranges of responsibilities (48 responses)
- **Funding:** inadequate budgets, prioritizing “general” collections over international ones (44 responses)
- **Advocacy:** a lack of understanding for international and area studies work, a devaluing by library administrators, leadership gaps, a lack of agency and representation in decision-making, bureaucratic hurdles (33 responses)
- **Specialized skills:** gaps in linguistic, technical & technical processing, and DEI-awareness skills (23 responses)
- **Community:** difficulties in working across international and area studies siloes (20 responses)
- **Collection building:** discrepancies of print vs. electronic prioritization, vendor issues, discovery of international content, travel needs, copyright restrictions (19 responses)
- **Infrastructure:** a lack of necessary technical infrastructure for envisioned projects (3 responses)

Despite these areas of concern, many expressed a desire to identify and achieve overarching goals of collaboration, moving away from "challenges" and collaborating in new areas to solve issues.

Survey comments include:

*“Often, because of the pinch in resources (financial and human) my institution finds area studies overly needy for the return on investment -- and it is increasingly hard to make the case for continued investment since institutional priorities are generally elsewhere.”*

*“The biggest challenge is not getting the full support and understanding of our needs from library management... we are often left out of the decision-making process, which affects what we do in our jobs.”*

*“The biggest challenge for me is to find collaborators to bounce off ideas with. Increasingly, I see decrease in subject librarians in my institution (mostly retirements) and increased number of calls for librarians to take on more subject areas... In my case, it is always better to brainstorm ideas for projects and discuss research trends and collection development strategies with peers than to do these alone.”*

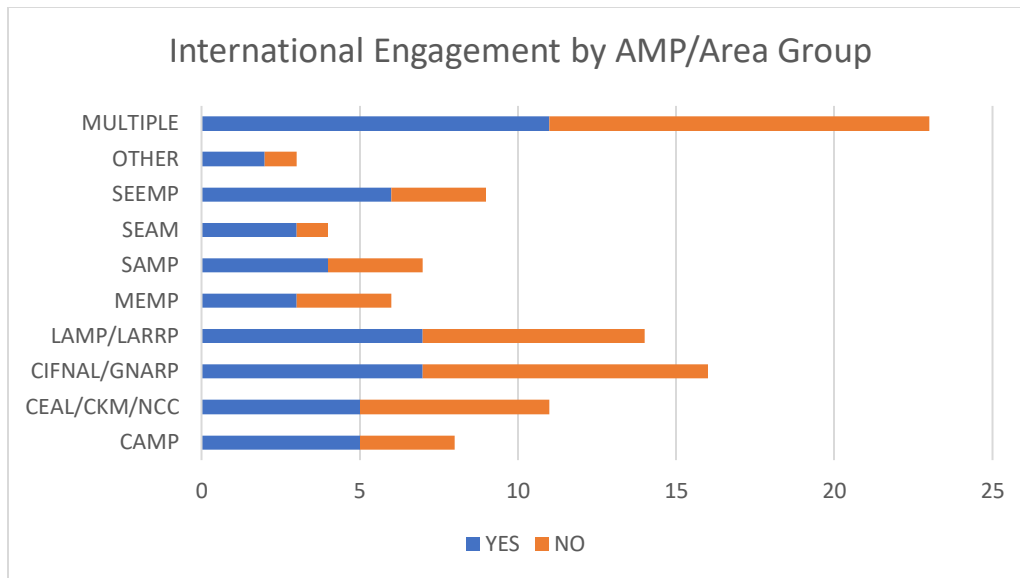
*“Publication output in area studies remains largely in print; while there has been an increase in the availability of materials in electronic formats, the percentage is still small to provide equitable access, pricing, copyright restrictions, conservative business models of publishers, terms of licensing making resources difficult to use in North America”*

*“The unknown time commitment required. With specific projects that are already defined, it makes it easier to decide if you have capacity to contribute. However, often in the beginning stages of efforts such as these, there's a lot of vagueness as ideas are discussed, and before priorities emerge. That open-endedness, while necessary, makes it more difficult to plan, and to ask for support from your management about getting involved.”*

*“Ensuring that small regional vendors, which have better on-the-ground access to new publications in the region than their larger, conglomerate counterparts, continue to work with us so that we can get the best access to regional works. The smaller vendors can occasionally be harder to work with because they aren't set up to connect well with our intake/acquisitions systems, but they often provide the most valuable resources.”*

## SURVEY 2: INTERNATIONAL ENGAGEMENT

In Survey 2 we asked respondents to reflect on their existing international relationships (“Do you yourself engage with any cultural heritage institutions in other countries in your professional capacity?”) and we received 101 responses, almost equally split with 53 indicating that they did and 48 indicating that they did not. The range of activities for those that do engage internationally includes conference participation; digitization projects; direct connections with national libraries (ex: BNF, National Diet Library, Bibliotheca Alexandrina, Biblioteca Nacional Argentina) and/or the Library of Congress field offices; exchange programs (of staff as well as materials); metadata creation & cataloging (including outsourcing arrangements); and reference/research assistance and collaboration.



Bar chart (title: International Engagement by AMP/Area Group) which shows that most AMPs are split evenly among respondents who engage internationally and those who do not.

Respondents were also asked to describe their “ideal” international collaborative project while also noting any “obstacles” to collaboration. Coded analysis of the 89 open-ended responses reveals that most respondents seek greater equity in partnering and access but are hindered administratively, financially, linguistically, and legally from achieving those goals.

Survey comments include:

*“A project with minimal political pushback; so ideally a collaborative project emphasizing decolonization of archives with sufficient funding to provide Open Access digitization (to the extent permissible by copyright) AND ALSO funding and facilities for training to provide long term preservation of physical materials in the country of origin. Unfortunately, this is rarely the case.”*

*“A three-way partnership that involves a university, an international institution, and community institution. This combination ensures public good in profound ways.... Difficulties with [these models] include the need for high-level buy in and leadership that thinks beyond its own purposes -- and that sees this role as their distinctive contribution to the field. Capacity for navigating international restrictions that make it hard for all but the biggest institutions to arrange these projects is a difficulty. A concrete difficulty is negotiating the content that is to be shared -- which can be a contentious process. These projects require a great deal of trust, often through in-person contact, symbolic exchanges, and promotion that recognizes the equal value of each type of contribution.”*

*“Time, funding, personnel are always huge obstacles. Working with international partners has been very invigorating, and having a reason to develop new networks gives more purpose and interest to my job role.”*

*“The ideal collaborative project is one where the energy and resources invested by each party are balanced and working harmoniously with continuous communication. Also, that this would be the sole focus of my job. The obstacles that have hindered or stalled current projects is caused by imbalances whether it be workload in addition to the project, labor resources, or technical resources that can be*

*invested. And, the difficulties come more often from our own institution, the more affluent partner, and not so much from our international partners.”*

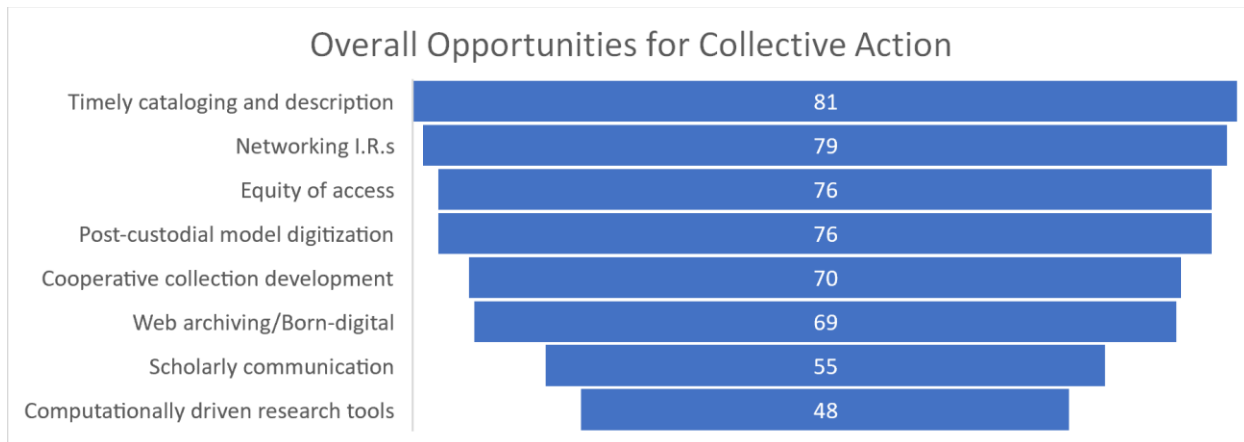
*“I think one issue we encounter with international engagement is disparity in institutional resources (e.g. funds, technology, expertise and labor) that impede broader access to valuable research materials. If I can use my institution's assets to preserve and expand access to otherwise endangered and/or secluded materials, I feel like that's an excellent, healthful investment.”*



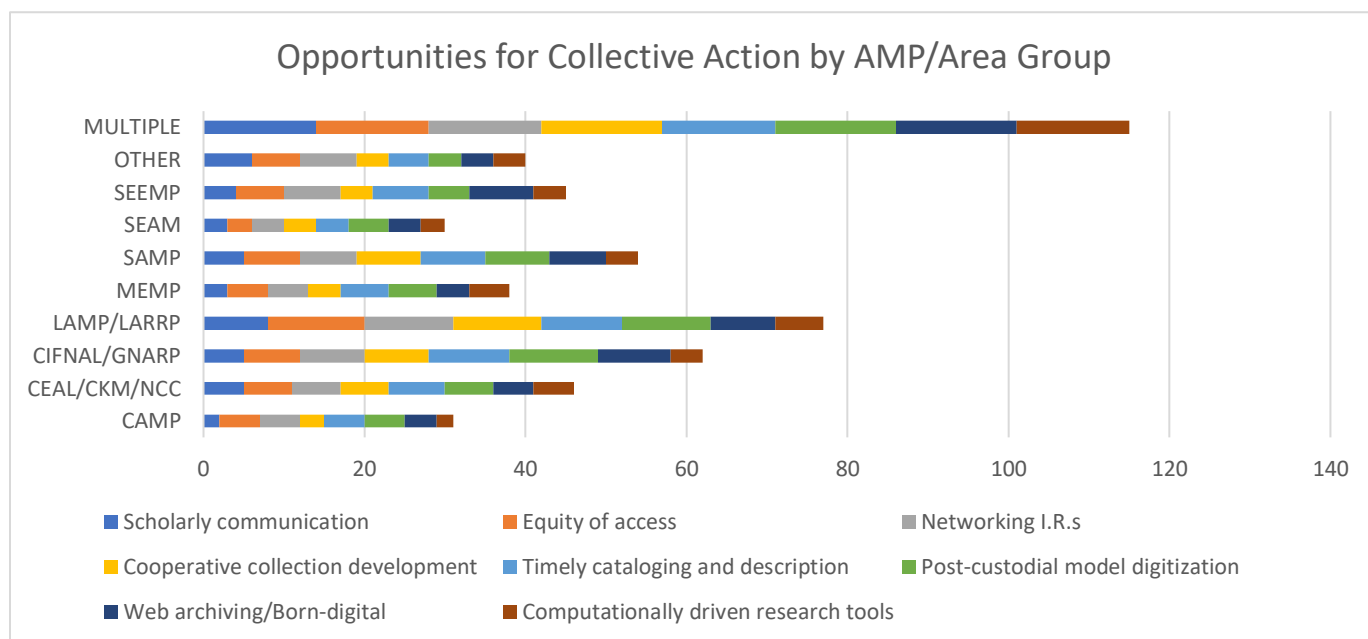
*Bar chart (title: Ideal Collaboration and Challenges) that illustrates ideal qualities of collaborative partnerships outlined by survey respondents; top-five responses include: Equity, Open-access / access, Digitization, International administration / collaboration, and Funding.*

### SURVEY 3: OPPORTUNITIES FOR COLLECTIVE ACTION

In Survey 3 we asked respondents to consider the opportunities (as compared to priorities, see Survey 4) for working together in international and area studies (“Which of the following areas would be well addressed in the international arena through collective action?”) and we received 103 responses. Cataloging concerns took priority in this visioning: while our community is founded on the linguistic competence needed to accurately identify, procure, and describe our collections and to serve them to a broad community, concerns about diminished investment in these skills and competencies is having a significant negative impact on discovery and access to global publishing and knowledge production.



Bar chart (title: *Overall Opportunities for Collective Action*) outlining opportunities to collaborate, including *Timely cataloging and description* (81 mentions), *Networking I.R.s* (79 mentions), *Equity of access* (76 mentions), *Post-custodial model digitization* (76 mentions), *Cooperative collection development* (70 mentions), *Web archiving / Born-digital* (69 mentions), *Scholarly communication* (55 mentions), and *Computationally driven research tools* (48 mentions).



Bar chart (title: *Opportunities for Collective action by AMP / Area Group*) which outlines that most AMPs see opportunity for collaboration in multiple areas, including *Scholarly communication*, *Equity of access*, and *Post-custodial model digitization*.

Respondents were also asked to reflect on what makes inter-institutional and/or international collaborations successful. Coded analysis of the 76 open-ended responses reveals that most respondents consider inter-institutional and/or international collaborations successful when all partners contribute in an equitable fashion, when materials are made available online and open-access (when possible, accounting for ethical concerns and privacy and safety needs), and when projects are adequately and sustainably funded over the course of several years. Respondents also noted that inter-institutional and/or international collaborations should aim to be ethical and non-extractive in nature, and provide training, funding, and infrastructure to partners — especially collection owners — when necessary.

Survey comments include:

*“Collaborations are successful when the involved parties have a clear idea of how they are going to cooperate (for example, in collection collaboration how they want to divide the acquisition of books from an area); they have the funding required for their collaboration project, and they have the support from the administrators of the institution (who are those with the ultimate authority over funding and personnel allocation). I can see other important factors, but those three are essential.”*

*“Working with a primarily at-risk area, collaborations are necessary for support, sustainability, and preservation needs. At-risk libraries and archives are often not in a position to provide these resources. Without seeking to selectively assist, our international collaborations should seek to fill those gaps, perhaps working within a post-custodial model, until such time as endangered libraries and archives can sustain their materials. Key, I believe, is ownership remaining with originating institution. We should seek to make accessible without removing local voice and ownership.”*

*“The successful inter-institutional collaborations I've seen have had substantial resources that were adequate to large-scale projects and have had dedicated leadership with the time and energy to mobilize and coordinate all partners.”*

*“Everyone has adequate resources, clear roles, and there is a specific plan for post-project maintenance. Projects do not solely depend on the personality and commitment of one or two leads or administrators allowing it to go forward.”*

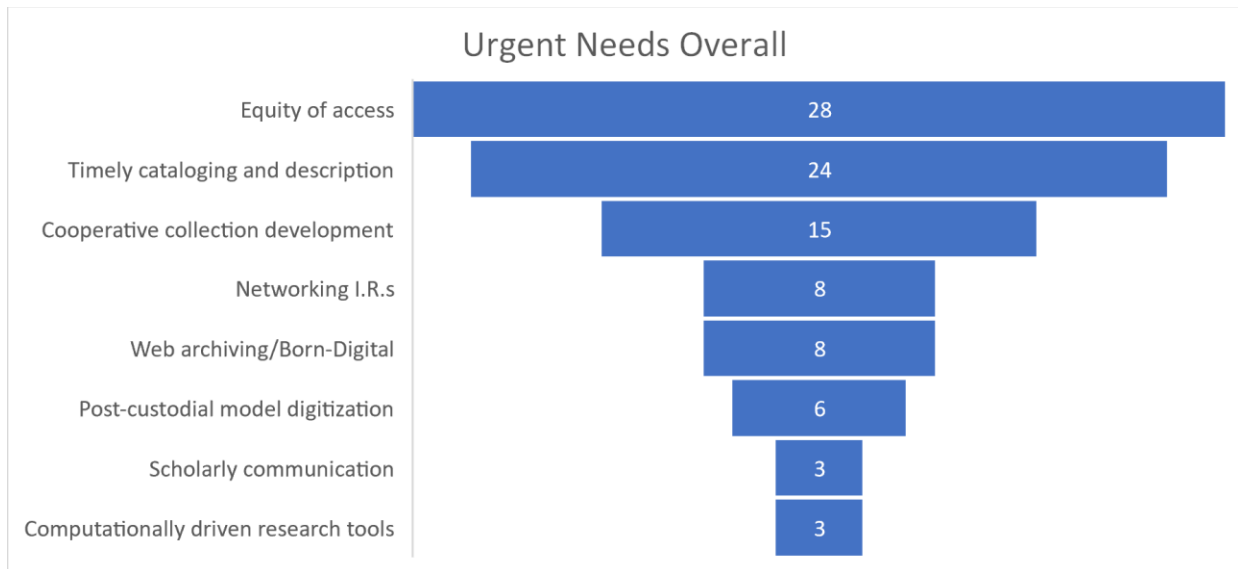
*“Get past the 'north-south' schism by putting out calls and letting institutions that want to digitize contact us rather than the reverse rather than the usual practice. Meet with them in an atmosphere of mutual respect. Accommodations must be made on both sides to make a project succeed.”*

*“Recruit like-minded people for any cooperative projects. Create an inclusive governance structure, and be flexible to accommodate the realities and move things forward. Extremely crucial to get the funding and staffing support from the top library administration before launching any collaborative projects.”*

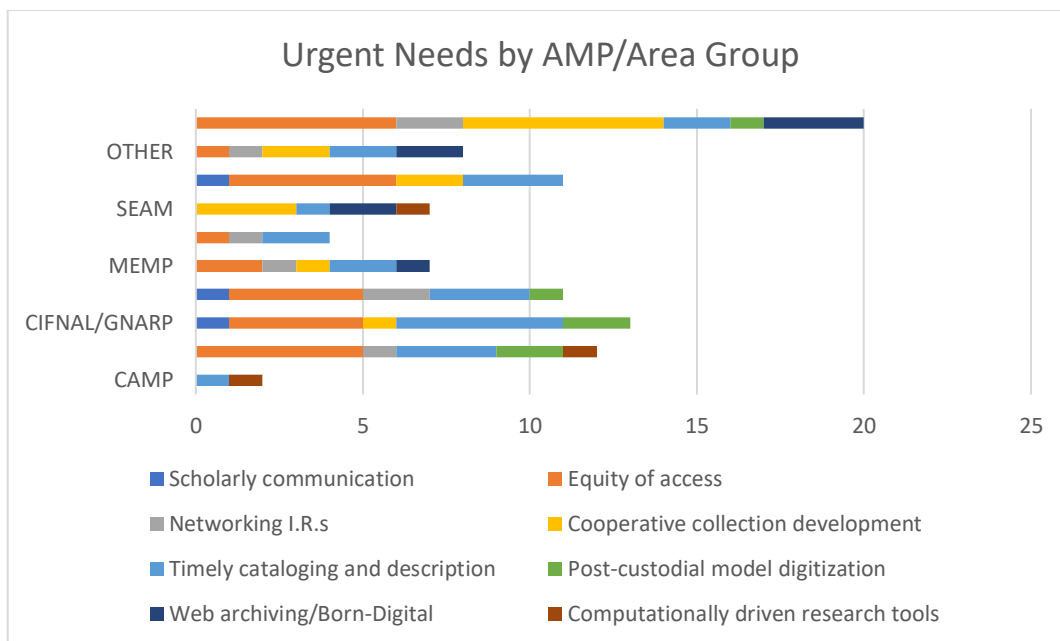
*“Open-mindedness, collaborative disposition on all sides, and being open to really sharing resources.”*

#### SURVEY 4: PRIORITIZING COLLECTIVE ACTION

In Survey 4 we asked respondents to indicate urgency of paths of action (“Which of these are in most urgent need of action, from your perspective? Please rank them in terms of urgency [1 being most urgent]”) and we received 95 responses. Overall responses revealed the ongoing tensions around equity of access across institutions as well as the need for more timely and cooperative description of materials.



Bar chart (title: Urgent Needs Overall) outlining opportunities to collaborate, including Equity of access (28 mentions), Timely cataloging and description (24 mentions), Cooperative collection development (15 mentions), Networking I.R.s (8 mentions), Web archiving / born-digital (8 mentions), Post-custodial model digitization (6 mentions), Scholarly communication (3 mentions), Computationally driven research tools (3 mentions).



Bar chart (title: Urgent Needs by AMP / Area Group) which outlines that most AMPs see urgent issues in multiple areas, including Scholarly communication, Equity of access, and Post-custodial model digitization.

Respondents were also asked to comment on the biggest challenge(s) in advancing issues selected above as most urgent. Coded analysis of the 74 responses reveals that the most frequently mentioned challenge was institutional will, referring to library administrations that do not support or value initiatives related to area studies needs. Our community is proud of and dedicated to our work but does not see its impact reflected in administrative understanding nor support. Lack of funding and cataloging staff and skills, including those related to language skills, were other frequently mentioned themes. Equity of access and issues related to scholarly



communication and print collecting were also mentioned. The concepts of our digital landscape, infrastructures and the preservation of born-digital content may be interesting themes to probe further, particularly if the priorities of awareness and support are met.

Comments include:

*“From my perspective, the biggest challenges to my first most urgent concerns are having sufficient labor and digital infrastructure to achieve goals. Being able to do anything digital is practically impossible because of a lack of personnel with adequate training and knowledge combined with inadequate capacity and hardware.”*

*“Area studies librarians do not have the clout (and perhaps desire, due to their close relationships with scholars and concern about their own jobs) to agree to long-term collaborative collection development agreements. In order to move money away from some areas and put a heavy focus on just a few areas, Provost-level support is needed (since faculty will want the resources to be at their institutions and won’t trust consortial partners).”*

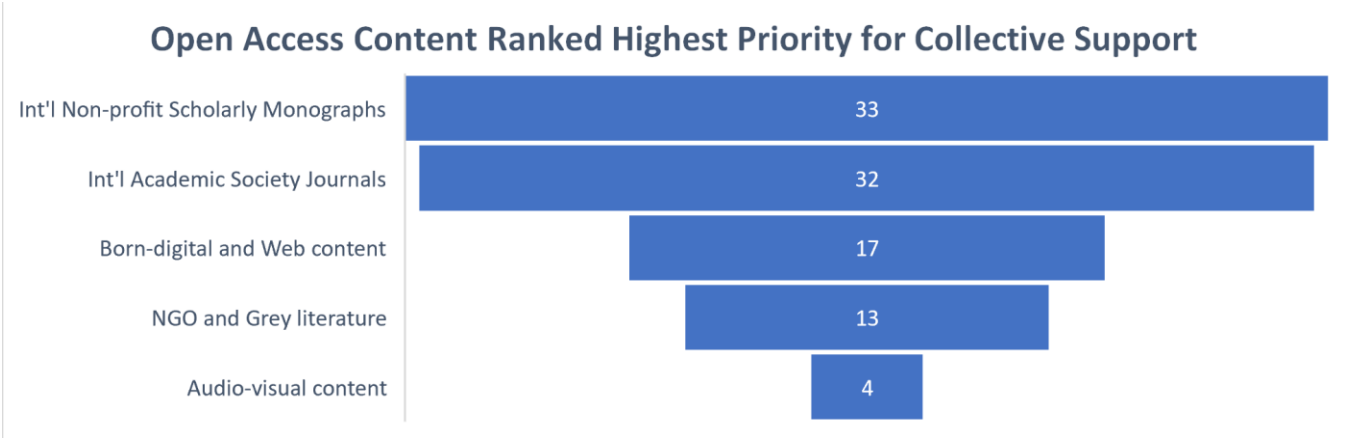
*“A central challenge for all of the above is to change how we do librarianship from top to bottom, going from a locally-based model to one centering collaborative efforts while still attending to local needs.”*

*“Equity of access in conjunction with collaborative collection development policies and activities means equal access to content and therefore best conditions for research. This needs coordination and a strong institutional will and a wish to cooperate and share among partners.”*

*“The biggest challenges to equitable access are financial (creating, hosting, and / or purchasing costs), legal (intellectual property laws), and institutional (prestige, administrative logistics).”*

**SURVEY 5: OPEN ACCESS**

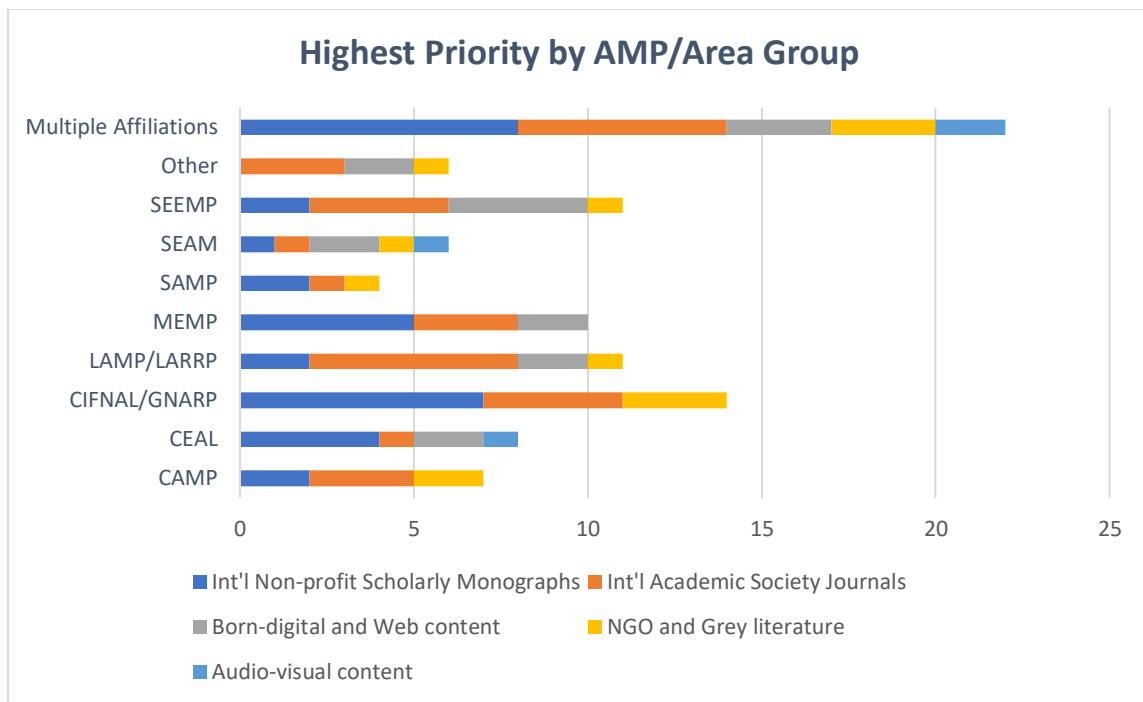
In Survey 5 we asked respondents to rank priorities for Open Access (“In what order [with 1 being the highest priority] should the following Open Access content be prioritized for collective support?”) and we received 99 responses. Overall responses revealed a clear prioritization of non-profit monographs and academic society journals; although there is variation amongst the individual AMPs/Area Studies groups, scholarly monographic and journal publishing is a clear priority. Needing further exploration is the disconnect between these priorities for OA (a form of scholarly communication through monographs and journals) as identified in Survey 5 and the most urgent needs as identified in Survey 4 (equity of access and robust description).



Bar chart (title: Open Access Content Ranked Highest Priority for Collective Support) outlining areas of open-access content that would benefit from collaboration, including International non-profit scholarly monographs (33 mentions), International academic society journals (32 mentions), born-digital and web content (17 mentions), NGO and grey literature (13 mentions), and audio-visual content (4 mentions).

Scholarly communication strategies differ across geographic regions (some more established and others still emerging); analysis of the priority rankings across AMP/area group reflects such variation.

HIGHEST PRIORITY (RANKED #1)	AMP/AREA GROUP
Int'l Non-Profit Scholarly Monographs	CEAL, CIFNAL, MEMP, SAMP, Multiple Affiliations
Int'l Academic Society Journals	CAMP, LAMP/LARRP, SEEMP, Other
Born-digital and Web content	SEAM, SEEMP
Audio Visual	None



Respondents were also asked to comment on OA initiatives with which they were familiar and would like to see supported. An analysis of the 57 responses reveals several initiatives that respondents are most familiar with, including: AfricArXiv, CLASCO (Consejo Latinoamericano de Ciencias Sociales, the Latin American Council of Social Sciences), South Asia Open Archive, OpenEdition, and the Digital Library of the Caribbean. Respondents also mentioned ideal project qualities more generally, including a focus on open-access E-Resources and E-Books, specific attention to geographic areas and languages, and potential projects focused on web archiving and cataloging.

Comments include:

*“Various web archiving initiatives, mostly generated in the United States. Increased international collaboration would be ideal here.”*

*“Certain regions ... have strong support for Open-Access serials with already relatively stable preservations. Certain other regions ... have much free stuff online, but often with unstable links. Reorganization of a government department can lead to disappearance of links.”*

*“The Confederation of Open Access Repositories, because they are offering a more promising model than the current system based upon author fees or institutions paying for ‘their’ authors’ publications being released in Open-Access or the crowdfunding model, which seems to apply to second rate publications only, while publications of the greatest interest remain behind a paywall.”*

*“Periodical digitization is probably the most important type of Open-Access for current researchers. REEES is far behind Western Europe and Anglophone regions when it comes to doing this type of digitization on a large scale and having it be both open access and full-text searchable ... would be a big step forward for researchers.”*

### SURVEY 6: FUTURE ASPIRATIONS

The final survey in this series was, fittingly, focused on aspirations. We solicited open-ended responses to three questions (including “Looking ten years down the road, what will be the biggest gap in information in the world area(s) you cover?” and “What general library initiative do you most admire and wish existed for the world area(s) you cover?”), seeking feedback on hopes as well as fears while also seeking to understand whether efforts already underway are working.

Our first question asked, “Name three ways in which area studies can lead libraries in new directions?” to tease out a collective vision for international and area studies, one in which expertise and experience can lead. The coding of the 63 open ended responses underscored a desire for collaborative projects with a focus on resource sharing, collaborative collection building, and interdisciplinarity, all with a focus on diversity, equity, and inclusion and the formation of equitable partnerships.



*Bar chart (title: Area Studies Leadership in New Directions) illustrating new areas that would benefit from Area Studies leadership, including: Collaboration / resource sharing (24 mentions), DEI (23 mentions), collection development (16 mentions), research trends (13 mentions), and discoverability / access (12 mentions) rounding out the top five.*

Comments on future leadership include:

*Open[ing] the door to understanding how libraries work, what their social role is, and how local intellectual production circulates or does not circulate in other world areas beyond the U.S. [and that] those of us who work with other world areas also interact with vendors in a different way; the production and distribution of physical library materials is different, as is the production and use of digital materials. Overall, area studies librarians can help U.S. and Euro-centered libraries to keener awareness of global intellectual production, circulation and usage of research materials.*

*Recruit top management leaders who care about scholarship and curatorship from bottom up. Hire catalogers to process area studies materials for discovery and delivery. This includes LC Washington who is expected to take a national leading role. Empower and support area studies librarians to make the right decisions on collection development policies and management since they are at the front line to serve the scholarly community.*

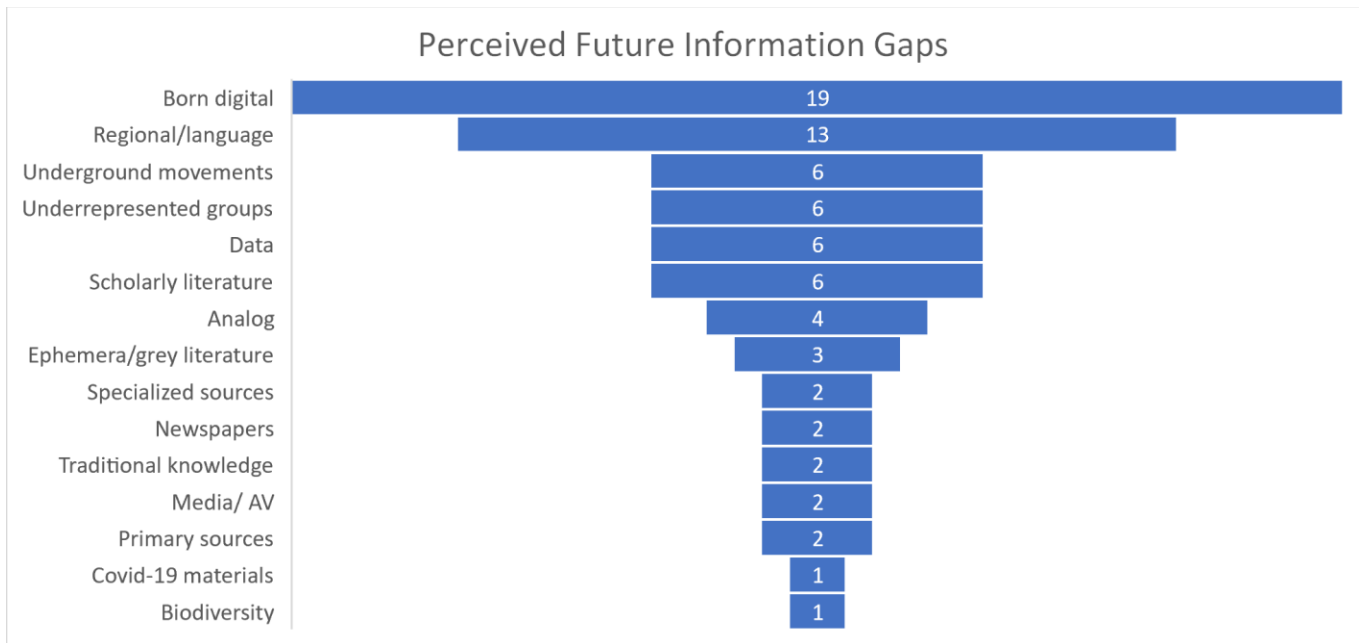
*Innovations in cataloging and processing necessitated by non-Latin scripts and alternative knowledge systems. Fostering rich partnerships for post-custodial collecting. Encouraging more born-digital, open access publishing.*

*Collaborative infrastructure to compete with for-profit outsourcing of resource management. Increased community engagement and promotion of unique and diverse resources. Budget set-asides for unique and less widely-held resource.*

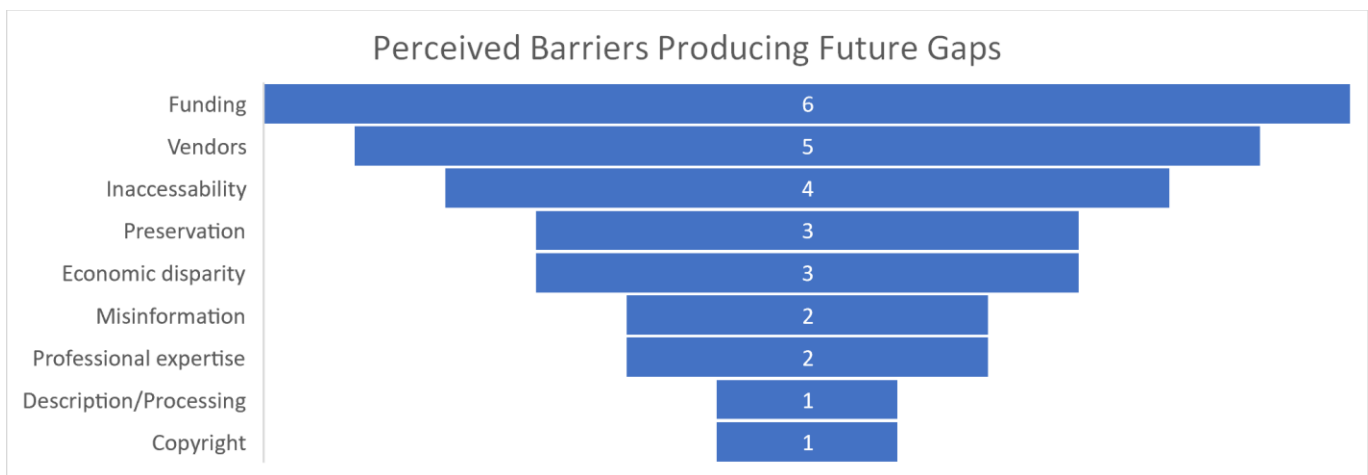
*Broaden knowledge that is only available in English or in translation. Force libraries to think and organize themselves in different ways. Diversify its collections.*

*Continue to build print collections and demonstrate need. Encourage more resource sharing and work with non-area studies librarians to develop similar models when feasible. Explore database creation and enhanced interlibrary loan.*

The second question attempted to ascertain future fears of information gaps, asking “Looking ten years down the road, what will be the biggest gap in information access for your area?” The question received 65 open ended responses in which anxieties for future knowledge gaps were directly related to barriers to information provision and noted born-digital material (including user-generated content, like social media and blogs) and material written and presented in less commonly held languages.



Bar chart (title: *Perceived Future Information Gaps*) highlighting areas that may not be collected and result in information gaps, including: born digital material (19 mentions), regional / language (13 mentions), underground movements (6 mentions), under-represented groups (6 mentions), and data (6 mentions) rounding out the top five.



Bar chart (title: *Perceived Barriers Producing Future Gaps*) explaining factors that might lead to gaps in information, including: Funding (6 mentions), Vendors (5 mentions), Inaccessibility (4 mentions), Preservation (3 mentions), and Economic disparity (3 mentions) rounding out the top five.

Open ended comments include:

*There will be fewer and fewer publications [in our libraries] outside of academic ones (which do seem to be moving towards OA). This gap will be enormous especially for small to medium sized libraries. If we continue to privilege digital, we will not be able to share the e-content in the areas of the world we are responsible for, shrinking the accessibility of knowledge even more.*

*Biggest gaps will be in ephemera and popular works - materials not generally offered through LC overseas offices or established vendors. Anything requiring original cataloging deters acquisition.*

*News resources - lack of planning to capture online news sources and canceled subscriptions to print. Increased reliance upon small fraction of sources offered by commercial databases. Informal sources now increasingly electronic in various form, including Facebook (which is hard to archive). Other commercially viable English language publishing that will be exclusively distributed by aggregators at costs that libraries cannot afford.*

*The biggest gap will be in those areas of information sources which are not being produced and managed in any official or formal way. These include not only the sources produced by opposition players, but also the fugitive sources that are related to everyday life.*

*As always, the gap between the haves and have nots in the sense of vast disparities in the distribution of knowledge, the access to computers and online networks, and access to expensive research materials both print and online.*

*[Area studies] scholarship will continue to thrive but [area studies] librarianship is and will be at risk due to lack of management support in the library profession.*

*I pretty much see more of the same: rising journal and monograph prices, shrinking budgets, and fewer area studies specialists. I think that domestic issues are becoming so acute, that area studies will continue to receive less attention and fewer resources. The collection gaps between the Ivies and other wealthy private schools (Stanford, Chicago) will continue to grow. Public universities, especially in the Midwest, are so strapped for cash, that we will need to work together more closely to cover the region, but we have been trying to do this for decades without much success.*

*I fear that even in 10 years time, my specialty area will lag in e-text production; it is also concerning that the turn to e-book only in US university libraries will make those materials unavailable to the rest of the world.*

Our final question focused on current projects, seeking verification that current efforts are both worthy and known. We asked “What general library initiative do you most admire and wish existed for your area? What about this initiative do you admire?” to which we received 54 responses.

The list of praiseworthy initiatives includes:<sup>2</sup>

- South Asian Open Archive (SAOA)\*
- Traditional Knowledge Digital Library (TKDL)
- Digital Public Library of America (DPLA)
- Gallica
- Austrian National Library
- Endangered Archives Program (EAP)
- Library Publishing Coalition
- LAS Consortial E-book Project
- Digital Library of the Caribbean (DLoC)\*
- CRL World Newspapers\*

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<sup>2</sup> Those affiliated with CRL are noted with an asterisk.

- Southeast Asia Digital Library (SEADL)\*
- Europeana
- National Library of Israel
- HathiTrust
- OpenEdition
- SALALM Cooperative collection development\*
- CRL\*
- Arabic Collections Online

# MacArthur Foundation Grant: Repositorio de Documentación sobre Desapariciones en México

## Launching the Repository of Documentation on Disappearances in Mexico

On March 23, 2022 CRL launched the Repository of Documentation on Disappearances (RDDM) in Mexico with the Colegio de México (El COLMEX), the Instituto de Investigaciones Jurídicas (IIJ-UNAM), and the Universidad Iberoamericana Ciudad de México (UIA-CDMX). RDDM gathers and safeguards human rights documentation on disappearances in Mexico since the beginning of the War on Drugs in 2006.

The RDDM platform - available to the public at [www.rddm.mx](http://www.rddm.mx) - provides access to more than 6,000 objects that document the crisis of disappearances in Mexico - making the scale of the crisis visible and guaranteeing the long-term preservation, integrity, and accessibility of critical documentation for the purposes of truth, justice, and historical memory in accordance with international preservation standards. Alongside the launch, partner institutions held the “Truth, Justice, Memory: Documentary Evidence in the Digital Age” conference over the course of two days at COLMEX. The conference presented challenges, opportunities, and technical, legal, ethical, and financial strategies that can strengthen future work documenting human rights violations in Mexico.

The launch of the RDDM platform and the conference concluded the first phase of this highly collaborative international effort. CRL is working with partner institutions to chart the next phase of the effort. The next phase will focus on sustainability modeling and new documentation from other libraries and archives, human rights organizations, journalists, relatives of disappeared persons, and other actors who document disappearances in Mexico.

**RDDM**  
Repositorio de Documentación  
sobre Desapariciones en México

[Inicio](#) [Acerca de](#) [Explorar Colección](#) [Muestra Audiovisual del RDDM](#) [Contacto](#)



# Repositorio de Documentación sobre Desapariciones en México

Introduzca su término de búsqueda

Ir



# Achieving Scale Through Community

## **Forming Sustainable Stewardship and Access Working Group**

In concert with the Collections Services and Policy Committee (CSPC), CRL has been hard at work addressing challenges core to community needs. Academic libraries share in common the need to resolve collection backlogs while keeping pace with ongoing acquisitions. This is a collective collection challenge that necessitates collective solutions. Working from fundamental strengths in international collections and community wide collaboration, the Center for Research Libraries is charging a Sustainable Stewardship and Access Working Group to investigate and propose shared and/or cooperative cataloging solutions that enable sustainable stewardship of and access to materials in less commonly known languages.

Given the complexity of the challenge, working group membership will be (1) functionally diverse: metadata, infrastructure, design thinking, discovery, collection development, public services, and access services; (2) institutionally diverse: R1 public, R2, R1 private, liberal arts colleges; and (3) collection diverse: multiple languages from an inclusive range of world regions. Reporting to the Collections & Services Policy Committee, solutions proposed by the Sustainable Stewardship and Access Working Group will build upon prior and contemporary experimentation (e.g., BTAA Cooperative Cataloging Partnership), center DEI (diversity, equity, inclusion), and embrace out of the box thinking (e.g., scaling description through machine learning, interdisciplinary and interprofessional partnerships) while being deeply vested in the operational realities of the institutions that constitute the academic library community (e.g., R1, R2, liberal arts colleges).

## **Joining the FOLIO Community**

CRL has chosen FOLIO as its next library services platform. Choosing FOLIO aligns with CRL's strategic priorities, which includes investing in community efforts that support the advancement of open knowledge and open infrastructure. A cross-directorate team at CRL selected FOLIO after careful deliberation. Four other library service platforms were evaluated, with FOLIO rising above given its creative, community-vested governance model, collaborative ethos, and innovative approach to balancing support of traditional library services with future oriented thinking. CRL looks forward to collaborating with fellow FOLIO community members on current and potential improvements to the platform. CRL will join the FOLIO community as a Sustaining Partner and aims to go live with FOLIO in June 2022.

# Advancing Shared Print

## The Collaboration: CDL, CRL, and HathiTrust

In 2020, CRL joined in collaboration with the California Digital Libraries and HathiTrust (the CCH Collaboration) to play a facilitative leadership role in advancing shared print's transition to a new phase of integration and interoperability (read more here). In its first year, the Collaboration released a freely available shared print comparison tool for serials and journals. The tool pulls community supplied serials holdings data in the Print Archives Preservation Registry (PAPR), hosted by CRL.

On December 1st & 2nd of 2021, the Collaboration hosted a summit to chart a path forward for embedding shared print in the collections lifecycle. The summit brought together over 90 attendees including shared print experts, library functional and domain experts, service providers, and a wide range of at-large attendees from library staff to deans. The structure of the summit was designed to cumulatively build understanding of and momentum for embedding shared print across domains of the collections lifecycle, culminating in expressions of action and learning from service providers and community members. Expressions of action articulated commitments to tangible steps for realizing an interoperable and interconnected ecosystem for collaborative collection management and development.

CCH Coordinators (Alison Wohlers (CDL), Judy Dobry (CDL), Amy Wood (CRL), and Heather Weltin (Hathitrust)) held two public webinars to provide highlights and outcomes of the summit for those who could not attend. Summit notes, a summary report and webinar records are available through a publicly available folder and on the PAN listserv. CCH Coordinators continue to work with attendees on their expressions of action and have scheduled several meetings in coming months to check on progress and offer support. Final results of the expressions of action will be shared with the community in late 2022.



# Member Institutions, FY21

*listed by the year they first joined CRL*

## **1949 – Founding Members**

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

## **1950**

University of Cincinnati  
University of Notre Dame  
University of Wisconsin

## **1953**

Ohio State University

## **1957**

Marquette University

## **1959**

University of Kentucky

## **1962**

University of Missouri

## **1963**

University of Toronto

## **1967**

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

## **1968**

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

## **1969**

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

## **1970**

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

## **1971**

Columbia University  
University of Tennessee

## **1972**

University of Arkansas

## **1973**

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

## **1974**

University of Florida  
Lake Forest College  
University of Oregon

## **1975**

Vanderbilt University

## **1976**

University of Colorado  
University of Delaware  
University of Georgia

## **1977**

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

## **1978**

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

## **1979**

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

## **1980**

Carnegie Mellon University  
Florida International University  
Miami University of Ohio

## **1983**

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

## **1985**

Oregon State University  
Valparaiso University  
University of Western Ontario

## **1986**

Case Western Reserve University

## **1989**

College of William & Mary  
University of Southern California

## **1990**

University of Alabama

**1991**

University of Maryland,  
College Park  
Virginia Tech

**1993**

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

**1994**

The Claremont Colleges  
Emory University  
George Mason University

**1996**

Kenyon College  
New York University  
University of Ottawa

**1997**

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

**1999**

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

**2000**

University of Victoria

**2005**

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

**2006**

University of Connecticut  
University of Manitoba  
University of South Florida

**2008**

Brock University  
Canisius College  
Colgate University  
Dartmouth College  
Lakehead University

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

**2009**

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

**2010**

Illinois Wesleyan University  
Millikin University

**2011**

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

**2012**

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

**2013**

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

**2014**

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

Trinity University

**2015**

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

**2016**

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

**2017**

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

**2018**

Lafayette College  
Wofford College

**2019**

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

**2020**

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

**2021**

Bowie State University  
Coppin State University  
Frostburg State University

Kwantlen Polytechnic University  
Loyola / Notre Dame Library  
Morgan State University  
Salisbury University  
San Diego State University  
St. Mary's College of Maryland  
Towson University  
University of Baltimore  
University of Maryland – Baltimore  
University of Maryland – Baltimore  
County  
University of Maryland – Center  
for Environmental Science  
University of Maryland – Eastern  
Shore  
University of Maryland – Global  
Campus  
Wesleyan University

## **Global Affiliates**

### **2006**

University of Hong Kong

### **2015**

Max Planck Institute for Human  
Development

### **2016**

American University of Beirut

### **2018**

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

### **2020**

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

## **Affiliate Members**

### **1981**

Association of Research Libraries  
(ARL)

### **1983**

Online Computer Library Center

# Members of Global Resources Programs

As of June 30, 2021

## **\*CAMP (Cooperative Africana Materials Project)**

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

University of Wisconsin, Madison  
Vanderbilt University  
Yale University

## *African Affiliates*

University of Cape Town  
Mountains of the Moon University

## **\*CIFNAL (Collaborative Initiative for French Language Collections)**

Brandeis University  
Brigham Young University  
Brown University  
Colgate University  
Columbia University  
Cornell University  
Dartmouth College  
Duke University  
École Nationale Supérieure des  
Sciences de l'information et des  
Bibliothèques  
George Mason University  
Harvard University  
Indiana University  
John Carter Brown Library  
Johns Hopkins University  
Michigan State University  
New York Public Library  
New York University  
Northwestern University  
Pennsylvania State University  
Princeton University  
Purdue University  
Queens University  
Reed College  
Smith College  
Stanford University  
The Newberry Library  
Tulane University  
University of Alberta  
University of British Columbia  
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 Colorado  
University of Denver  
University of Florida

University of Illinois,  
Urbana-Champaign  
University of Iowa  
University of Kansas  
University of Manitoba  
University of Maryland,  
College Park  
University of Michigan  
University of Minnesota  
University of North Carolina  
University of Notre Dame  
University of Ottawa  
University of Pennsylvania  
University of Texas at Austin  
University of Toronto  
University of Utah  
University of Vermont  
University of Virginia  
University of Washington  
University of Wisconsin, Madison  
Vanderbilt University  
Yale University  
York University

## **\*GNARP (German-North American Resources Partnership)**

Brigham Young University  
Brown University  
Cornell University  
Dartmouth College  
Duke University  
Georgetown University  
Harvard University  
Indiana University  
Johns Hopkins University  
Library of Congress  
Michigan State University  
Middlebury College  
New York University  
Northwestern University  
Pennsylvania State University  
Princeton University  
Rice University  
Rutgers University  
Stanford University  
University of Alabama  
University of Alberta  
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  
University of Delaware  
University of Florida  
University of Illinois,  
Urbana-Champaign  
University of Iowa  
University of Manitoba  
University of Maryland,  
College Park  
University of Michigan  
University of Minnesota  
University of North Carolina  
University of Notre Dame  
University of Pennsylvania  
University of Toronto  
University of Utah  
University of Washington  
University of Waterloo  
University of Wisconsin, Madison  
Vanderbilt University  
Washington University  
Yale University

#### *German Partners*

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

#### **\*LAMP (Latin American Materials Project)**

Arizona State University  
Brigham Young University  
Brown University  
Columbia University  
Cornell University  
Dartmouth College  
Duke University  
Emory University  
Harvard University  
Indiana University  
Library of Congress  
Michigan State University  
New York Public Library  
New York University

Northwestern University  
Ohio State University  
Princeton University  
Rice University  
Rutgers University  
Stanford University  
Tulane University  
University of California, Berkeley  
University of California, Irvine  
University of California, Los Angeles  
University of California, San Diego  
University of California,  
Santa Barbara  
University of California, Santa Cruz  
University of Chicago  
University of Connecticut  
University of Florida  
University of Illinois,  
Urbana-Champaign  
University of Iowa  
University of Kansas  
University of Massachusetts-  
Amherst  
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 San Diego  
University of Southern California  
University of Texas at Austin  
University of Toronto  
University of Virginia  
University of Wisconsin, Madison  
Vanderbilt University  
Yale University

#### **\*LARRP (Latin Americanist Research Resources Project)**

Arizona State University  
Boston College  
Brigham Young University  
Columbia University  
Cornell University  
Dartmouth College  
Duke University  
Emory University  
Florida International University  
Harvard University  
Indiana University  
Library of Congress  
Michigan State University

New York Public Library  
New York University  
Ohio State University  
Ohio University  
Princeton University  
Rice University  
Rutgers University  
Syracuse University  
Tulane University  
University of Arizona  
University of California, Berkeley  
University of California,  
Los Angeles  
University of California, San Diego  
University of California,  
Santa Barbara  
University of Connecticut  
University of Florida  
University of Illinois,  
Urbana-Champaign  
University of Kansas  
University of Massachusetts,  
Amherst  
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 San Diego  
University of South Florida  
University of Southern California  
University of Texas at Austin  
University of Toronto  
University of Wisconsin, Madison  
Vanderbilt University  
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  
Arizona State University  
Brigham Young University  
Columbia University  
Cornell University  
Duke University  
Harvard University  
Indiana University  
Library of Congress  
Michigan State University  
New York Public Library  
New York University  
Northwestern University  
Ohio State University  
Princeton University  
Stanford University  
University of Arizona  
University of California, Berkeley  
University of California,  
Los Angeles  
University of California,  
Santa Barbara  
University of Chicago  
University of Illinois,  
Urbana-Champaign  
University of Iowa  
University of Michigan  
University of Minnesota  
University of North Carolina  
University of Notre Dame  
University of Pennsylvania  
University of Southern California  
University of Texas at Austin  
University of Toronto  
University of Washington  
University of Wisconsin, Madison  
Washington University  
Yale University

**\*SAMP (South Asia Materials Project)**

Centre for Studies in Social  
Sciences, Calcutta  
Columbia University  
Cornell University  
Duke University  
Emory University  
Harvard University

Indiana University  
Kansas State University  
Library of Congress  
Madan Puraskar Pustakalya  
Michigan State University  
Mushfiq Khwaja Library and  
Research Centre  
New York Public Library  
New York University  
North Carolina State University  
Ohio State University  
Princeton University  
Roja Muthiah Research Library  
Rutgers University  
Stanford University  
Syracuse University  
University of British Columbia  
University of California, Berkeley  
University of California,  
Los Angeles  
University of Chicago  
University of Hawaii at Manoa  
University of Illinois,  
Urbana-Champaign  
University of Iowa  
University of Michigan  
University of Minnesota  
University of Missouri  
University of North Carolina  
University of Notre Dame  
University of Pennsylvania  
University of Texas at Austin  
University of Toronto  
University of Virginia  
University of Washington  
University of Wisconsin  
Washington University  
Yale University

**SAOA (South Asia Open Archives)**

Centre for Studies in Social  
Sciences Calcutta (CSSSC)  
Columbia University  
Cornell University  
Duke University  
Emory University  
Harvard University  
Indiana University  
Madan Puraskar Pustakalaya  
Michigan State University  
Mushfiq Khwaja Library and  
Research Centre  
New York Public Library

New York University  
Princeton University  
Roja Muthia Research Library  
Rutgers University  
Stanford University  
University of California, Berkeley  
University of Chicago  
University of Illinois,  
Urbana-Champaign  
University of Michigan  
University of Minnesota  
University of Pennsylvania  
University of Texas at Austin  
University of Virginia  
University of Washington  
University of Wisconsin–Madison  
Yale University

**\*SEAM (Southeast Asia Materials Project)**

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

**\*SEEMP (Slavic and East European Materials Project)**



**\*SEEMP (Slavic and East European Materials Project)**

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

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

Arizona State University  
Baylor University  
California Institute of Technology  
Colorado School of Mines  
Georgia Institute of Technology  
Harvard University  
Indiana University  
Iowa State University  
Johns Hopkins University  
Kansas State University  
Los Alamos National Laboratory  
Massachusetts Institute  
of Technology  
Northwestern University  
Ohio State University

Oklahoma State University  
Oregon State University  
Pennsylvania State University  
Princeton University  
Purdue University  
Rice University  
Stanford University  
Syracuse University  
Texas A&M University  
Texas Tech University  
U.S. Government Publishing  
Office  
University of Arizona  
University of Arkansas  
University of California, Berkeley  
University of California,  
Los Angeles  
University of California, Riverside  
University of California, San Diego  
University of Cincinnati  
University of Colorado  
University of Illinois at  
Urbana-Champaign  
University of Iowa  
University of Massachusetts  
Amherst  
University of Michigan  
University of Nevada, Las Vegas  
University of New Mexico  
University of North Texas  
University of Notre Dame  
University of Pennsylvania  
University of Texas at Austin  
University of Texas at San Antonio  
University of Washington  
University of Wisconsin-Madison  
University of Wyoming  
Utah State University  
Virginia Tech  
Washington State University  
Yale University

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Serving as of May 1, 2021

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University of Florida

Lidia Uziel  
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Barbara

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*as of April 1, 2021*

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President

Andrea Duntz  
Senior Director of Development &  
Membership Engagement

Thomas Padilla  
Senior Director of Collections,  
Technology, & Partnerships

**CENTER FOR RESEARCH LIBRARIES**

FINANCIAL STATEMENTS

JUNE 30, 2021

# CENTER FOR RESEARCH LIBRARIES

## FINANCIAL STATEMENTS

JUNE 30, 2021 AND 2020

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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, 2021 and 2020, and the related statements of activities, of functional expenses and of cash flows for the years then ended, and the related notes to the financial statements.

***Management's Responsibility for the Financial Statements***

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

***Auditors' Responsibility***

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

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

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

***Opinion***

In our opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of Center for Research Libraries as of June 30, 2021 and 2020, 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.

*Legacy Professionals LLP*

Westchester, Illinois

February 4, 2022

# CENTER FOR RESEARCH LIBRARIES

## STATEMENTS OF FINANCIAL POSITION

JUNE 30, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
ASSETS		
Cash and cash equivalents	\$ 11,522,555	\$ 6,128,409
Accounts receivable	322,655	243,600
Grants receivable	3,880	127,198
Other receivable	202,364	-
Prepaid expenses	157,823	86,062
Deferred financing costs	34,541	43,269
Investments	11,073,353	9,711,390
Property and equipment - net	<u>1,233,795</u>	<u>1,541,888</u>
Total assets	<u>\$ 24,550,966</u>	<u>\$ 17,881,816</u>
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts payable and accrued expenses	\$ 1,023,350	\$ 1,068,886
Due to database vendors	6,261,971	2,959,967
Deferred revenue	3,913,909	2,922,082
Loans payable	<u>1,364,309</u>	<u>1,484,409</u>
Total liabilities	<u>12,563,539</u>	<u>8,435,344</u>
NET ASSETS		
Net assets without member restrictions		
Operating	6,934,367	4,305,533
Area Materials Projects	3,973,605	3,669,906
Net investment in property and equipment	<u>899,128</u>	<u>1,086,990</u>
Total	11,807,100	9,062,429
Net assets with member restrictions	<u>180,327</u>	<u>384,043</u>
Total net assets	<u>11,987,427</u>	<u>9,446,472</u>
Total liabilities and net assets	<u>\$ 24,550,966</u>	<u>\$ 17,881,816</u>

See accompanying notes to financial statements.



**CENTER FOR RESEARCH LIBRARIES**

**STATEMENTS OF ACTIVITIES**

YEARS ENDED JUNE 30, 2021 AND 2020

	2021			2020		
	Without Member <u>Restrictions</u>	With Member <u>Restrictions</u>	<u>Total</u>	Without Member <u>Restrictions</u>	With Member <u>Restrictions</u>	<u>Total</u>
<b>REVENUE AND OTHER SUPPORT</b>						
Membership cost share	\$ 6,786,892	\$ -	\$ 6,786,892	\$ 6,868,035	\$ -	\$ 6,868,035
Area Materials Projects	918,864	-	918,864	939,110	-	939,110
Grants	-	-	-	-	343,318	343,318
Cataloging revenue	800	-	800	1,225	-	1,225
Newspaper microfilm sales	-	-	-	300	-	300
Microform sales and subscriptions	1,064	-	1,064	1,253	-	1,253
Investment income - net	1,364,349	-	1,364,349	437,852	-	437,852
COVID-19 relief funds	579,495	-	579,495	-	-	-
Other income	107,479	-	107,479	91,559	-	91,559
Net assets released from restrictions	<u>203,716</u>	<u>(203,716)</u>	<u>-</u>	<u>470,247</u>	<u>(470,247)</u>	<u>-</u>
Total revenue and other support	<u>9,962,659</u>	<u>(203,716)</u>	<u>9,758,943</u>	<u>8,809,581</u>	<u>(126,929)</u>	<u>8,682,652</u>
<b>EXPENSES</b>						
Program	5,575,732	-	5,575,732	6,306,489	-	6,306,489
Management and general	806,371	-	806,371	832,679	-	832,679
Fundraising	<u>120,133</u>	<u>-</u>	<u>120,133</u>	<u>119,065</u>	<u>-</u>	<u>119,065</u>
Total expenses	<u>6,502,236</u>	<u>-</u>	<u>6,502,236</u>	<u>7,258,233</u>	<u>-</u>	<u>7,258,233</u>
<b>CHANGE IN NET ASSETS BEFORE COLLECTION ITEMS</b>						
PURCHASED AND NOT CAPITALIZED	3,460,423	(203,716)	3,256,707	1,551,348	(126,929)	1,424,419
COLLECTION ITEMS PURCHASED AND NOT CAPITALIZED	<u>715,752</u>	<u>-</u>	<u>715,752</u>	<u>854,000</u>	<u>-</u>	<u>854,000</u>
CHANGE IN NET ASSETS	2,744,671	(203,716)	2,540,955	697,348	(126,929)	570,419
<b>NET ASSETS</b>						
Beginning of year	<u>9,062,429</u>	<u>384,043</u>	<u>9,446,472</u>	<u>8,365,081</u>	<u>510,972</u>	<u>8,876,053</u>
End of year	<u>\$ 11,807,100</u>	<u>\$ 180,327</u>	<u>\$ 11,987,427</u>	<u>\$ 9,062,429</u>	<u>\$ 384,043</u>	<u>\$ 9,446,472</u>

See accompanying notes to financial statements.

**CENTER FOR RESEARCH LIBRARIES**  
**STATEMENT OF FUNCTIONAL EXPENSES AND COLLECTION EXPENDITURES**  
YEAR ENDED JUNE 30, 2021

	Program Expense								Supporting Services			
	Collections Storage and Maintenance	Acquisitions	Conversion of Materials	Service and Delivery	Cataloging and Metadata	Area Materials Projects	Licensing Negotiations	Grants	Total Program	Management and General	Fundraising	Total
<b>SUPPORT SERVICES</b>												
Cataloging fees	\$ -	\$ -	\$ -	\$ -	\$ 26,959	\$ -	\$ -	\$ -	\$ 26,959	\$ -	\$ -	\$ 26,959
Innovative	3,154	67,326	-	-	-	-	-	-	70,480	-	-	70,480
Microform costs	8,861	11,278	28,194	32,222	-	-	-	-	80,555	-	-	80,555
Other support	43,245	100,905	-	144,151	-	42,439	-	20,000	350,740	-	-	350,740
	<u>55,260</u>	<u>179,509</u>	<u>28,194</u>	<u>176,373</u>	<u>26,959</u>	<u>42,439</u>	<u>-</u>	<u>20,000</u>	<u>528,734</u>	<u>-</u>	<u>-</u>	<u>528,734</u>
<b>PERSONNEL AND OPERATIONS</b>												
Business expense	46	149	109	285	154	2,516	-	31	3,290	21,589	12	24,891
Consumable supplies	3,191	9,872	2,769	4,262	1,181	554	-	-	21,829	3,642	305	25,776
Indirect expenses	-	-	-	-	-	29,089	-	-	29,089	-	-	29,089
Insurance	8,157	15,814	13,827	17,630	16,330	-	-	-	71,758	19,762	2,404	93,924
Member relations	-	-	-	-	-	-	-	-	-	10,556	-	10,556
Memberships	1,319	28,156	-	-	960	-	-	-	30,435	20,326	-	50,761
Other outside support	7,266	14,389	12,306	15,695	15,103	46,604	18,000	54,733	184,096	73,101	2,139	259,336
Personnel	345,065	668,998	584,920	745,811	690,824	172,387	381,538	128,579	3,718,122	591,187	101,689	4,410,998
Postage and delivery	1,768	32,907	21,013	99,466	39,421	646	-	373	195,594	10,429	179	206,202
Printing	-	-	-	-	-	-	-	-	-	136	-	136
Special events	-	-	-	-	-	-	-	-	-	55	-	55
Telecommunications	3,944	9,735	3,816	6,763	1,918	-	-	-	26,176	2,399	392	28,967
Travel	15	316	-	-	11	110	-	-	452	243	-	695
	<u>370,771</u>	<u>780,336</u>	<u>638,760</u>	<u>889,912</u>	<u>765,902</u>	<u>251,906</u>	<u>399,538</u>	<u>183,716</u>	<u>4,280,841</u>	<u>753,425</u>	<u>107,120</u>	<u>5,141,386</u>
<b>PLANT AND OTHER</b>												
Equipment leases	335	722	306	470	118	3,053	-	-	5,004	137	34	5,175
Service contracts	25,933	55,943	23,665	36,418	9,118	8,700	-	-	159,777	10,603	2,606	172,986
Repairs	3,364	7,256	3,069	4,723	1,183	-	-	-	19,595	1,375	338	21,308
Utilities	31,289	67,495	28,552	43,939	11,001	-	-	-	182,276	12,793	3,144	198,213
	<u>60,921</u>	<u>131,416</u>	<u>55,592</u>	<u>85,550</u>	<u>21,420</u>	<u>11,753</u>	<u>-</u>	<u>-</u>	<u>366,652</u>	<u>24,908</u>	<u>6,122</u>	<u>397,682</u>
Total operating expenses	486,952	1,091,261	722,546	1,151,835	814,281	306,098	399,538	203,716	5,176,227	778,333	113,242	6,067,802
<b>INTEREST EXPENSE</b>	2,746	5,923	2,506	3,856	965	-	-	-	15,996	1,122	276	17,394
<b>DEPRECIATION</b>	65,832	142,010	60,073	92,447	23,147	-	-	-	383,509	26,916	6,615	417,040
Total expenses before collections	555,530	1,239,194	785,125	1,248,138	838,393	306,098	399,538	203,716	5,575,732	806,371	120,133	6,502,236
<b>COLLECTION EXPENDITURES - NOT CAPITALIZED</b>												
Materials	-	505,146	-	-	-	201,835	-	-	706,981	-	-	706,981
Preservation	-	692	-	-	-	-	-	-	692	-	-	692
Reference works	-	8,079	-	-	-	-	-	-	8,079	-	-	8,079
	<u>-</u>	<u>513,917</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>201,835</u>	<u>-</u>	<u>-</u>	<u>715,752</u>	<u>-</u>	<u>-</u>	<u>715,752</u>
Total	\$ 555,530	\$ 1,753,111	\$ 785,125	\$ 1,248,138	\$ 838,393	\$ 507,933	\$ 399,538	\$ 203,716	\$ 6,291,484	\$ 806,371	\$ 120,133	\$ 7,217,988

See accompanying notes to financial statements.

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

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

See accompanying notes to financial statements.

**CENTER FOR RESEARCH LIBRARIES**

**STATEMENTS OF CASH FLOWS**

YEARS ENDED JUNE 30, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Member cost share and non-member fees received	\$ 12,409,392	\$ 8,016,857
Grants and contributions received	123,318	514,033
Interest and dividends received	121,576	270,478
Cash paid to suppliers and employees	(6,178,757)	(6,643,233)
Interest paid	<u>(17,394)</u>	<u>(22,407)</u>
Net cash provided by operating activities	<u>6,458,135</u>	<u>2,135,728</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of investments	(539,190)	(989,713)
Sale of investments	420,000	809,000
Purchase of collections	(715,752)	(854,000)
Purchase of property and equipment	<u>(108,947)</u>	<u>(62,337)</u>
Net cash (used in) investing activities	<u>(943,889)</u>	<u>(1,097,050)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds received on loan	-	1,029,642
Principal payments on loan	<u>(120,100)</u>	<u>(115,087)</u>
Net cash provided by (used in) investing activities	<u>(120,100)</u>	<u>914,555</u>
<b>NET INCREASE IN CASH AND CASH EQUIVALENTS</b>	<b>5,394,146</b>	<b>1,953,233</b>
<b>CASH AND CASH EQUIVALENTS</b>		
Beginning of year	<u>6,128,409</u>	<u>4,175,176</u>
End of year	<u>\$ 11,522,555</u>	<u>\$ 6,128,409</u>
<b>RECONCILIATION OF CHANGE IN NET ASSETS TO NET CASH PROVIDED BY OPERATING ACTIVITIES</b>		
Change in net assets	\$ 2,540,955	\$ 570,419
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Collections purchased	715,752	854,000
Depreciation	417,040	423,453
Realized and unrealized (gain) on investments	(1,242,773)	(167,374)
Amortization of deferred financing cost	8,728	8,727
Changes in operating assets and liabilities		
Accounts receivable	(79,055)	(170,563)
Grants receivable	123,318	170,715
Other receivable	(202,364)	-
Prepaid expenses	(71,761)	79,743
Accounts payable and accrued expenses	(45,536)	80,670
Due to database vendors	3,302,004	659,543
Deferred revenue	<u>991,827</u>	<u>(373,605)</u>
<b>NET CASH PROVIDED BY OPERATING ACTIVITIES</b>	<u>\$ 6,458,135</u>	<u>\$ 2,135,728</u>

See accompanying notes to financial statements.

# CENTER FOR RESEARCH LIBRARIES

## NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2021 AND 2020

### NOTE 1. NATURE OF ACTIVITIES

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

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

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

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

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

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

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

## NOTE 1. NATURE OF ACTIVITIES (CONTINUED)

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

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

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

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

## NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

**Net Assets without Member Restrictions** - Net assets that are not subject to member-imposed restrictions and available to finance the general operations of the Center. The only limits on the use of net assets without member restriction are the broad limits resulting from the nature of the Center, the environment in which it operates and the purposes specified in its articles of incorporation. Net assets without member restrictions are reflective of revenues and expenses associated with the principal operating activities of the Center are not subject to member-imposed stipulations. Net assets without member restrictions may include Board-designated amounts, which represent assets set aside by the Board of Directors and management over which the Board retains control. As of June 30, 2021 and 2020, net assets of \$4,872,733 and \$4,756,896 respectively, had been designated by the Board primarily for the purposes of Area Materials Projects as described in Note 1, and for property used in its operations.

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

### **Basis of Presentation (continued)**

**Net Assets with Member Restrictions** - Net assets subject to member or grantor imposed restrictions. Some member-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the member. Other member-imposed restrictions are perpetual in nature, where the member stipulates that resources be maintained in perpetuity. Member-imposed restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, when the stipulated purpose for which the resource was restricted has been fulfilled, or both. As described in Note 11, as of June 30, 2021 and 2020, the Center has net assets with member restrictions of \$180,327 and \$384,043 respectively. At June 30, 2021 and 2020, there was \$0 of perpetual donor restrictions.

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

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

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

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

**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 seven years for furniture and equipment and from ten to thirty years for building and improvements. Upon sale or retirement, the cost and related accumulated depreciation are eliminated from the respective accounts and the resulting gain or loss is included in the statements of activities. Property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. There were no impairment charges for the years ended June 30, 2021 and 2020.

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

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

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

The collections are subject to a policy that requires proceeds from their sales to be used to acquire other collection items. No collection items were disposed of through sales during the years ended June 30, 2021 and 2020.

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

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

Membership cost share assessments are collected annually from member libraries and are recognized as revenue annually over the period of the membership, which is generally one year. The value of membership benefits, including access to the Center's scholarly resources, are made available to members in exchange for their cost share assessments is deemed to equal or exceed the assessments paid. Membership cost share assessments received in advance of the membership year are accounted for as deferred revenue at year end. AMPS funds received for projects during the year at varying rates and are recognized as revenue monthly over the period of the membership year. AMPS funds received in advance of the project year are accounted for as deferred revenue.

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



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

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

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

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

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

**Subsequent Events** - Subsequent events have been evaluated through February 4, 2022, which is the date the financial statements were available to be issued.

## **NOTE 3. LIQUIDITY AND AVAILABILITY OF RESOURCES**

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

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

**NOTE 3. LIQUIDITY AND AVAILABILITY OF RESOURCES (CONTINUED)**

Financial assets available for general expenditures within one year at June 30, 2021 and 2020 comprise the following:

	<u>2021</u>	<u>2020</u>
Cash and cash equivalents	\$ 11,522,555	\$ 6,128,409
Accounts receivable	322,655	243,600
Grants receivable	3,880	127,198
Other receivable	202,364	-
Investments	<u>11,073,353</u>	<u>9,711,390</u>
Total financial assets	23,124,807	16,210,597
Member/external-imposed restrictions		
Purpose restricted by members/grantors	(180,327)	(384,043)
Cash held for database vendors	<u>(6,261,971)</u>	<u>(2,959,967)</u>
Net financial assets after member/external-imposed restrictions	16,682,509	12,866,587
Internal designations		
Financial assets held for Area Materials Projects	<u>(3,973,605)</u>	<u>(3,669,906)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u>\$ 12,708,904</u>	<u>\$ 9,196,681</u>

**NOTE 4. INVESTMENTS**

The composition of investments at June 30, 2021 and 2020 is as follows:

	<u>2021</u>	<u>2020</u>
Mutual funds	\$ 6,706,537	\$ 5,346,890
Money market funds	<u>4,366,816</u>	<u>4,364,500</u>
Total	<u>\$11,073,353</u>	<u>\$ 9,711,390</u>

Investment income for the years ended June 30, 2021 and 2020 is as follows:

	<u>2021</u>	<u>2020</u>
Interest and dividends	\$ 121,576	\$ 270,478
Realized and unrealized gains	<u>1,242,773</u>	<u>167,374</u>
Total	<u>\$ 1,364,349</u>	<u>\$ 437,852</u>

The Center invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the statements of financial position.

## NOTE 5. FAIR VALUE MEASUREMENTS

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

### Basis of Fair Value Measurement

Level 1	Unadjusted quoted prices in active markets that are accessible at the measurement date for identical, unrestricted assets or liabilities
Level 2	Quoted prices in markets that are not considered to be active or financial instruments for which all significant inputs are observable, either directly or indirectly
Level 3	Prices or valuations that require inputs that are both significant to the fair value measurement and unobservable

The following tables set forth, by level within the fair value hierarchy, the Center's investment assets at fair value as of June 30, 2021 and 2020. 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.

	Total	Fair Value Measurements at 06/30/21 Using		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Mutual funds:				
Equity	\$ 4,072,488	\$ 4,072,488	\$ -	\$ -
Fixed income	2,634,049	2,634,049	-	-
Money market funds	4,366,816	-	4,366,816	-
Total	<u>\$11,073,353</u>	<u>\$ 6,706,537</u>	<u>\$ 4,366,816</u>	<u>\$ -</u>

**NOTE 5. FAIR VALUE MEASUREMENTS (CONTINUED)**

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

Level 1 Measurements

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

Level 2 Measurements

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

**NOTE 6. PREPAID EXPENSES**

Prepaid expenses consisted of the following as of June 30, 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Prepaid library materials	\$ 68,659	\$ 69,325
Prepaid - other	<u>89,164</u>	<u>16,737</u>
Total prepaid expenses	<u>\$ 157,823</u>	<u>\$ 86,062</u>

In the course of cataloging its dissertations collection, the Center incurs usage fees to access the Online Computer Library Center, Inc. (OCLC) database. The Center is able to offset these fees from credits received from OCLC for the reciprocal use of the Center. The Center had earned cumulative net credits of \$2,968 and \$3,769 as of June 30, 2021 and 2020, respectively.

**NOTE 7. PROPERTY AND EQUIPMENT**

Property and equipment consisted of the following as of June 30, 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Land	\$ 128,446	\$ 128,446
Building and improvements	12,209,257	12,137,444
Furniture and equipment	<u>2,381,831</u>	<u>2,344,697</u>
	14,719,534	14,610,587
Less accumulated depreciation	<u>(13,485,739)</u>	<u>(13,068,699)</u>
Net property and equipment	<u>\$ 1,233,795</u>	<u>\$ 1,541,888</u>

Depreciation expense was \$417,040 for the year ended June 30, 2021 and \$423,453 for 2020.

**NOTE 8. ACCOUNTS PAYABLE AND ACCRUED EXPENSES**

Accounts payable and accrued expenses consisted of the following as of June 30, 2021 and 2020:

	<u>2021</u>	<u>2020</u>
Accounts payable	\$ 521,843	\$ 522,558
Accrued vacation	291,659	335,994
Accrued salaries and withholdings	142,120	142,606
Other accrued expenses	<u>67,728</u>	<u>67,728</u>
Total	<u>\$ 1,023,350</u>	<u>\$ 1,068,886</u>

**NOTE 9. DEFERRED REVENUE**

The Center regularly bills in advance of the upcoming fiscal year for membership cost share assessments and AMPS membership. Those membership payments that are received for future fiscal years are held as deferred revenue to be recognized in the fiscal year for which they will be earned. Occasionally, grant payments received in advance of a future fiscal year are also held as deferred revenue. As of June 30, 2021 and 2020, deferred revenue consisted of the following:

	<u>2021</u>	<u>2020</u>
Deferred membership cost share	\$ 3,666,093	\$ 2,792,816
AMPS deferred revenue	240,200	121,650
Grants deferred	<u>7,616</u>	<u>7,616</u>
Total	<u>\$ 3,913,909</u>	<u>\$ 2,922,082</u>

## NOTE 10. LOANS PAYABLE

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

The loan is repayable in monthly installments of \$11,458 including principal and interest. The interest rate is 4.28%. The loan matures in 2024. Interest expense for the years ended June 30, 2021 and 2020 was \$17,394 and \$22,407 respectively.

Future principal payments are as follows:

Year ending June 30,	
2022	\$ 125,402
2023	130,954
2024	<u>78,311</u>
Total	<u>\$ 334,667</u>

In May 2020, the Center qualified for and received a loan pursuant to the Paycheck Protection Program (PPP), a program implemented by the U.S. Small Business Administration under the Coronavirus Aid, Relief, and Economic Security Act (CARES Act), for an aggregate principal amount of \$1,029,642. The PPP loan bears interest at a fixed rate of 1.0% per annum, has a term of two years, and is unsecured and guaranteed by the SBA. The Center did not provide any collateral or guarantees for the PPP loan. The promissory note provides for customary events of default, including those relating to failure to make payment and breaches of representations. The Center may prepay the principal of the PPP loan at any time without incurring any prepayment charges. The principal amount of the PPP loan is subject to forgiveness upon the Center's request to the extent that the PPP loan proceeds are used to pay expenses permitted by the Paycheck Protection Program. The Center was notified that the full \$1,029,642 of the PPP Loan was forgiven by the SBA in September 2021.

## NOTE 11. GRANT ACTIVITY

Net assets with member restrictions arise from grants received from various organizations to support cataloging, microform projects, digitization, digital preservation activities and the purchase of equipment to automate library materials. Grant contributions received that are not expended for their restricted purposes are refundable to the grantor. The following tables present a summary of grant activity for the years ended June 30, 2021 and 2020:

	2021								Total
	Carnegie Corp. of New York	MacArthur Foundation	Mellon Foundation	New York Public Library	Qatar Foundation	University of Arizona	Whiting Foundation		
	Carnegie-CWDL	MXDOC	RDDM	Shared Print Data Infrastructure	ReCAP Serials Record Reclamation	World Digital Library	Govt Docs Digitization Project		
<b>REVENUE</b>									
Grants	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>EXPENSES</b>									
Employee benefits	-	-	-	111	28	-	-	-	139
FICA	-	-	952	2,851	2,815	-	-	-	6,618
Medical insurance	-	-	-	9,254	8,466	-	-	-	17,720
Other business expense	-	-	31	-	-	-	-	-	31
Other library support	-	-	20,000	-	-	-	-	-	20,000
Outside professional services	-	-	54,733	-	-	-	-	-	54,733
Postage and delivery	-	-	-	373	-	-	-	-	373
Retirement	-	-	1,315	5,609	3,702	-	-	-	10,626
Salaries	-	-	13,203	31,085	36,851	-	-	-	81,139
SA salaries	-	-	-	8,458	2,205	-	-	-	10,663
Workmens' compensation	-	-	179	967	528	-	-	-	1,674
Total expenses	-	-	90,413	58,708	54,595	-	-	-	203,716
<b>CHANGE IN NETASSETS</b>	-	-	(90,413)	(58,708)	(54,595)	-	-	-	(203,716)
<b>NETASSETS</b>									
Beginning of year	19,813	-	190,092	58,708	96,099	14,177	5,095	59	384,043
End of year	\$ 19,813	\$ -	\$ 99,679	\$ -	\$ 41,504	\$ 14,177	\$ 5,095	\$ 59	\$ 180,327

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

**NOTE 12. PENSION PLAN**

The Center has established and made available to its employees a defined contribution money purchase pension plan. Under this plan, funds contributed by the Center and participating employees are used to purchase retirement annuity and life insurance contracts for the participants through the Teachers Insurance and Annuity Association and/or the College Retirement Equities Fund. Contributions made by the Center are based on participants' compensation as defined by the plan. The Center's contributions for the years ended June 30, 2021 and 2020 totaled \$271,167 and \$286,875 respectively.

**NOTE 13. RELATED PARTY TRANSACTIONS**

The Center earns cataloging revenue from OCLC and also purchases cataloging and other services from OCLC. Cataloging revenue was \$800 and \$1,225 during the years ended June 30, 2021 and 2020, respectively. Total services purchased from OCLC were approximately \$26,959 and \$17,596 for the years ended June 30, 2021 and 2020, respectively.

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

**NOTE 14. CONCENTRATION OF CASH**

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



#### **NOTE 15. DEFERRED FINANCING COSTS**

In 2014, the Center capitalized \$45,023 in additional financing costs associated with the refinancing of its loan with BMO Harris Bank. In 2001, the Center capitalized \$110,448 in financing costs associated with the original financing of the loan. These costs are being amortized over the term of the loan using the straight-line method, which approximates the effective interest method. Amortization expenses were \$8,728 and \$8,727 for the years ended June 30, 2021 and 2020, respectively. Accumulated amortization for the years ended June 30, 2021 and 2020 was \$120,929 and \$112,201 respectively.

Future amortizations of capitalized financing costs as of June 30, 2021 are as follows:

Year ending June 30,	
2022	\$ 8,727
2023	8,727
2024	8,727
Thereafter	<u>8,360</u>
Total	<u>\$ 34,541</u>

#### **NOTE 16. IMPACT OF COVID-19 AND NEWLY ENACTED LEGISLATION**

As a result of the spread of the COVID-19 pandemic, economic uncertainties may negatively impact the Center's operations and financial condition.

Several major legislative relief packages were enacted in response to the coronavirus outbreak, containing numerous tax, emergency funding and other regulatory provisions. The Center continues to evaluate the impact of newly enacted legislation on its operations and cash flows.

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

The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was enacted in March 2020 and extended in December 2020. The CARES Act is an emergency economic stimulus package in response to the coronavirus outbreak, which among other things contains numerous tax, funding and other provisions. As noted in Note 10, the Center received a PPP Loan from this Act in May 2020. Subsequent to year end, the Center received forgiveness for the full amount.

During the year ended June 30, 2021, the Center also received approximately \$579,500 in refundable employee credits and refunds under the provisions of the Taxpayer Certainty and Disaster Tax Relief Act of 2020. The employee retention credit is a refundable tax credit against certain employment taxes, for eligible employers through June 30, 2021. Eligible employers may use the employee retention credit for wages not paid with forgiven PPP loan proceeds.