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

MISSION

The mission of the Center for Research Libraries is to support advanced research and teaching in the humanities, sciences, and social sciences by ensuring the survival and availability of primary source materials vital to those activities.
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This year’s theme of “investment” resonates with the responsibilities of CRL and its Board. Each year the libraries that make up the CRL community make a significant investment of time and resources in the research mission of CRL. I am pleased to say that under Bernard Reilly’s leadership CRL continues to manage those resources wisely by keeping costs under control and prudently investing in activities to strengthen and expand its core mission.

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

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

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

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

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

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

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

This report describes key outcomes of those investments.

Bernard F. Reilly
President
CRL FY16 BY THE NUMBERS

$2.2 million invested in new library materials and digitization

5.9 million digitized pages added to support research at CRL libraries

553 titles acquired as demand purchases for researchers

202 libraries represented at collections webinars

114 voted on purchase proposals

132 took up CRL electronic resource offers

$34,747 the mean savings for a library taking up a CRL eResource offer
Acquisitions from 109 countries in FY16:

1. Sweden (1,259 items)
2. Germany (850 items)
3. India (796 items)
4. Finland (701 items)
5. United States (312 items)
6. Thailand (265 items)
7. France (115 items)
8. England (108 items)
9. Pakistan (60 items)
10. Netherlands (44 items)
The area studies programs supported by CRL were extremely productive in FY16, prioritizing for microfilm preservation and/or digitization over 40 newspaper titles and archival materials from Africa, Latin America, South Asia, Southeast Asia, and the Middle East. These communities of interest—the longstanding Area Materials Projects (AMPs) and the Global Resources programs—work under the CRL administrative umbrella to preserve and make accessible important, and often at-risk, documentation from all world regions. CRL promotes cross-fertilization and operational economies of scale to the programs, including support for digitization. This marks the third year that CRL provided a financial incentive for AMP digitization projects, which were undertaken by both MEMP and SAMP.

CRL also completed work this year on a two-year project digitizing official gazettes from Africa and the Persian Gulf, exposing key historical government documentation from nations where the integrity of the public record is known to be at risk. Sponsored in part by the Carnegie Corporation of New York, this initiative resulted in the scanning of nearly 15,000 issues of official gazettes, totaling over 400,000 pages. Of note is the availability of the Iraq Gazette (al-Waqai` al-Iraqiyah/ةيقارعلا عئاقولا) for the years 1990-1999, previously embargoed in North America following the Gulf War. CRL continues to add related content, including harvesting from the web. The collection is hosted on CRL’s Digital Delivery Server; LLMC will share access to the digital files to support cross-searching with other international legal content.

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

Africa
CAMP preserved the following titles on microfilm:
Cameroon
Dikalo (2011)
Ethiopia
Fortune (2000–2012)
Lesotho
Liberia
Analyst (2013–2014)
Malawi
The Nation (2013)
Mali
Républicain (2011–2013)
Nigeria
Nigerian Spokesman
Vanguard (2014)
Senegal
Sud Quotidien (2011–2013)
Le témoin (2011–2012)

Latin America
LAMP preserved the following titles on microfilm (digitized where noted):
Argentina
Brazil
Fundo Abdias Nascimento [acquired five additional microfilm reels from this archive]
Mexico
United States
Listín USA (1992)

The Middle East
MEMP preserved the following titles on microfilm (digitized where noted):
Afghanistan
Da kūchínŷano anîs (1970–1971) digitized
Majallah-i al-Falâh (1930–1964) digitized
Sadâ-ya ãzâdi (2003–2011)
Šîrât (2001–2010)
Egypt
Al-Tahrîr (2014)
Lebanon
Al-Hadaf (1979–1989)
Poland
Awedis (2009–2015)

South Asia
SAMP preserved the following titles on microfilm (digitized where noted):
India
Capital (1931–1941)
Divînî-i Akhtâr (1861) digitized
Majmû‘ah (1901) digitized
Ngîrînîmâh-î Munshî (1882) digitized
Qadîm va jadîd (1933) digitized
Pakistan
Lughâh-î Afghâni (19–--) digitized
Parsi sansar & loke sevak (2004–2012) digitized
Tavor (2008–2009)
Ustaman (2008–2010)
Sri Lanka
Ceylon Times (1932–1933)

Southeast Asia
SEAM preserved the following titles on microfilm:
Indonesia
Cenderawasih pos (2011–2014)
Laos
Bulletin quotidien / KPL (1987)
Malaysia

Slavic and Eastern Europe
SEEMP preserved the following titles on microfilm:
Kazakhstan
Qazaqstan mughalimi (1988–2010)
Qazaqstan sarbazy (1994–2007)
Uchitel’ Kazakhstana (1994–2007)

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

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

Among the variety of resources at CRL collected by the Cooperative Africana Materials Project (CAMP), Okuda found newspapers including *The Ghana Evening News, Ghana Times, Weekly Spectator and Sunday Spectator, Talking Drums, and Daily Mail*. She also consulted archival materials from the Ivor Wilks-Phyllis Ferguson Collection of Material on Ghana (1950–1960), and departmental reports relating to the Gold Coast and British Togoland. Okuda notes that primary source materials held by CRL “really made my research more efficient, as I was able to access several collections of archives from my campus, and could use my time in the field to read other documents and interview people.”
CRL continued to digitize materials requested by researchers, scanning nearly 670,000 pages this year from CRL collections. Working with communities of interest and partners, CRL produced a combined 5.9 million new pages of digital content for scholarly use in FY16. Member use of that digitized material hosted by CRL increased by 14% over the previous year.

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

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

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

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

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

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

Hosted by vendors, for discount purchase by the CRL community

American Periodicals from CRL (ProQuest): 3 million pages

World Newspaper Archive (Readex): 3.3 million pages

Global Resources programs: 2 million pages

Other special projects: 2.3 million pages

Demand scanning from CRL collections: 5.1 million pages

LLMC (CRL funded) 14.2 million pages

CRL Digital Collections at a Glance
29.9 Million Pages Total at Close of FY16
Major Collections Selected for Acquisition: Purchase Proposal Program

Arts and cultural newspapers and serials from Egypt (1915–1974)
Reel count pending; approximately $51,858 (to be purchased over two years)
These document the daily life of Egyptians, addressing issues including the women’s movement, history, cinema, arts, and literature.

Church Missionary Society Archive, Section V: Missions to the Americas, Part 4: British Columbia (1856–1925)
12 reels; $2,400
These papers contain detail on the life and customs of the indigenous peoples. They include material on the conflicts between rival factions at Red River in the 1870s and 1880s as well as developments after the First World War.

La Gaceta Mercantil de Buenos Aires (1823–1852)*
27 reels; $1,020
This newspaper covers the early years of Argentine history, beginning shortly after independence. This title is especially useful as there is an index of sorts available in the HathiTrust digital library.

The Illustrated Weekly of India (1940–July 1955)*
$63,550 (to be purchased over three years)
This will extend coverage prior to the printed volumes at CRL (mid-1955 to the publication’s demise in 1993). No CRL members have holdings prior to 1955; Library of Congress holdings are not available for loan. The University of Washington Library holds microfilm of the preceding title, Times of India Weekly Edition, for 1905–1929.

El Nacional (1852–1899)*
72 reels; $2,720
This newspaper published in Buenos Aires covers the early years of Argentine independence, focusing on national issues. The Library of Congress microfilm holdings are not available for loan.

240 reels; $55,470
CRL has almost no holdings of the New York Post after 1956, and it is not readily available from five or more CRL members. This nomination is focused on decades of scholarly interest in the city’s modern history.

Political and general newspapers and serials from Egypt (1886–1940)
Reel count pending; approximately $15,196
These address the historical moments, politics, literature, and general life in Egypt between 1886–1940.

Estimated Total List Price: $192,215
*Negotiations with vendors are continuing beyond FY16.

Major Collections Selected for Acquisition: Shared Purchase

CRL thanks the following institutions for contributing to this year’s Shared Purchase program:
- Arkansas State University
- University of British Columbia
- University of California, Berkeley
- Carleton College
- Kenyon College
- University of Maryland, College Park
- University of Michigan
- University of Pennsylvania
- Princeton University
- Stanford University
- University of Washington
- Yale University

French Journals for Indochina Studies (1897–1945)
12,000 scanned pages; $7,782
From the Bibliothèque National de France.

57 reels; $9,405
This newspaper from Canada (home to one of the largest Ukrainian diaspora populations) includes coverage of the post-Soviet period and the current political crisis.

21 reels; $4,088
This title and its successor National Mortgage News is available in LexisNexis from 1985 forward. However, the online resource omits photos, advertisements, and editorial information. This period tracks the U.S. savings and loan crisis.

Supplements to the Bibliothek der deutschen Literatur
2,131 fiche; $23,480
Titles are selected from works listed in Der Taschengoedeke, compiled by Leopold Hirschberg, and the bibliography Erstausgaben deutscher Dichtung by Gero von Wilpert and Adolf Gühring.

Total list price: $44,755
FY16 CRL Electronic Resource Offers

**Adam Matthew Digital**
- African American Communities
- Colonial America
- Migration to New Worlds
- Popular Medicine in America, 1800–1900

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

**Economist Intelligence Unit**
- EIU Country Analysis
- EIU Data Solutions
- The Economist
- Japan Times Digital Archive
- voxgov

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

**EIU Data Solutions**
- Electronic Enlightenment
- Oxford Scholarly Editions Online
- Social Explorer

**ProQuest**
- American Periodicals from the Center for Research Libraries (APCRL)

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

Project Ceres Proposals Funded for 2016–17

**Colorado State University**
- Preservation of Colorado Agriculture Literature, Colorado County Agent Annual Reports

**Michigan State University**
- Michigan Farming Journals Digitization and Conservation Project

**Regents of New Mexico State University**
- Digitization of Cotton, Dairy, Plant Diseases, and other Serials from the NMSU Agricultural Extension Service and the Agricultural Experiment Station

**South Dakota State University**
- Digitization of South Dakota State University’s Agricultural Publications

**University of Arkansas**
- Digitization of Arkansas Extension Publications: Bulletins

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

Webinars Offered by CRL in FY16

**2015**
- Text/Data Mining in the Humanities and Social Sciences—Strategies and Tools (July)
- CRL Licensing and Acquisitions 2015-16 (August)
- CRL Collections and Services (September)
- South Asian Resources at CRL (October)
- Discovering CRL Resources (November)

**2016**
- Perpetual Access, Myth and Reality (January)
- Pursuing the “Long Tail” of Elusive Publishers (February)
- Find CRL Resources Through OCLC’s Discovery Services (April)
- CRL Collections and Services (May)
- Portico Comparison Tools for Collection Management (May)
THE IMPACT OF CRL:
Vietnamese Newspapers Shed Light on Failed Nation-building Efforts in the 1950s

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

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

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

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

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

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

Three CRL priorities emerged from the discussions:

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

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

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

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

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

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

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

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

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

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

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

Completion of month-long voting period in India.
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listed by the year they first joined CRL

1949
University of Chicago
University of Illinois at Urbana-Champaign
Indiana University
University of Iowa
University of Kansas
Michigan State University
University of Minnesota
Northwestern University
Purdue University

1950
University of Cincinnati
University of Notre Dame
University of Wisconsin

1951
Wayne State University

1953
Ohio State University

1957
Marquette University

1959
University of Kentucky

1962
University of Missouri

1963
University of Toronto

1967
University of British Columbia
University of California, Los Angeles
Cornell University
Harvard University
Iowa State University
Loyola University of Chicago
University of Pittsburgh
Princeton University
University of Rochester
University of Utah

1968
Arizona State University
Kent State University
Washington University in St. Louis
Western Michigan University

1969
University of California, Santa Barbara

1970
Carleton University
Northern Illinois University
Ohio University
Florida Atlantic University
University of Illinois at Chicago
University of Michigan
Rutgers, The State University of New Jersey
Temple University
Texas A & M University

1971
Columbia University
University of Tennessee

1972
University of Arkansas
University of Windsor

1973
Binghamton University
Chicago State University
University of Denver
Florida State University
University of Houston
Kansas State University
University of Massachusetts, Boston
McGill University
University of New Mexico
New York Public Library
University of Pennsylvania
Princeton Theological Seminary
Yale University

1974
University of Florida
Lake Forest College
University of Oregon

1975
Vanderbilt University

1976
University of Akron
University of Colorado
University of Delaware
University of Georgia
United States Environmental Protection Agency

1977
University of Arizona
Arkansas State University

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

1978
Colby College
University of Massachusetts, Amherst
Middlebury College
University of Oklahoma
Oklahoma State University
University of Vermont
University of Washington

1979
University of California, Berkeley
University of California, Davis
University of California, Irvine
University of California, Riverside
University of California, San Diego
University of California, Santa Cruz

1980
Carnegie Mellon University
Florida International University
Miami University of Ohio

1983
Brigham Young University
National Humanities Center
North Carolina State University
York University

1985
Oregon State University
Valparaiso University
University of Western Ontario

1987
Case Western Reserve University

1989
College of William & Mary
University of Southern California

1990
University of Alabama

1991
University of Maryland, College Park
Virginia Tech
1993
University of Alberta
Bowling Green State University
University of Dayton
Duke University

1994
The Claremont Colleges
Emory University
George Mason University

1996
Kenyon College
New York University
University of Ottawa
College of Wooster

1998
University of Calgary
Paul H. Nitze School of Advanced
  International Studies at Johns Hopkins
  University

1999
Ashland University
Oberlin College
Pennsylvania State University
Texas Tech University
University of Texas at San Antonio

2000
University of Victoria

2005
Carleton College
Colorado College
Georgia State University
Grinnell College
Knox College
Monmouth College

2006
University of Connecticut
University of Manitoba
University of South Florida

2008
Athabasca University
Brock University
Canisius College
Colgate University
Dartmouth College
Lakehead University
Le Moyne College
Ontario College of Art and Design
Queen's University
Rhodes State College
University of Saskatchewan
Siena College
Simon Fraser University
Saint Lawrence University
Trent University
Vassar College
Wilfrid Laurier University

2009
Adler School of Professional Psychology
Benedictine University
Hope College
The Newberry Library
The School of the Art Institute of Chicago
Skidmore College

2010
Illinois Wesleyan University
Millikin University

2011
Carroll College
University of Central Florida
Georgia Southern University
University of North Florida
University of Northern British Columbia
Olivet Nazarene University
University of the South
Williams College

2012
Baruch College—CUNY
Baylor University
University of California, Merced
College of Staten Island—CUNY
Graduate Center—CUNY
Mississippi State University
Norwich University
West Virginia University
Westminster College

2013
Bard College
Boston College
Carthage College
Chicago Botanic Garden
Kennesaw State University
University of Nebraska - Lincoln
Northeastern University
Presbyterian College
Union College

2014
University of Lethbridge
Luther College
Mount Holyoke
Occidental College
University of San Francisco
Saint Olaf
Smith College
Stanford University
Trinity University

2015
Amherst College
California Polytechnic State University
Hampshire College
High Point University
Illinois College of Optometry
University of Miami
National Agricultural Library
Pepperdine University
Rollins College
University of San Diego
Southern Methodist University

2016
Columbia College
Georgia College
Hamilton University
Macalester College
University of Memphis
The New College of Florida
North Dakota State University
United States Military Academy
Virginia Commonwealth University
University of West Florida

GLOBAL MEMBERS
2006
University of Hong Kong

2015
Max Planck Institute for Human
  Development

2016
Nalanda University

AFFILIATE MEMBERS
1981
Association of Research Libraries (ARL)

1983
Online Computer Library Center (OCLC)
Current Members of Global Resources Programs as of June 30, 2016

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

**CIFNAL (Collaborative Initiative for French Language Collections)**
University of Alberta
Université des Antilles et de la Guyane
Brigham Young University
University of British Columbia
Brown University
University of California, Berkeley
University of California, Los Angeles
University of California, San Diego
University of California, Santa Cruz
University of Chicago
University of Colorado, Boulder
Columbia University
Cornell University
Dartmouth College
University of Denver
Duke University
University of Florida
George Mason University
Harvard University
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
John Carter Brown Library
Johns Hopkins University
University of Manitoba
University of Maryland, College Park
University of Michigan
University of Minnesota
New York Public Library
New York University
Newberry Library
University of North Carolina
Northwestern University
University of Notre Dame
University of Ottawa
Pennsylvania State University
University of Pennsylvania
Princeton University
Purdue University
Reed College
Smith College
University of Wisconsin
Yale University
York University

University of Wisconsin-Madison
Yale University

African Affiliates
University of Cape Town
Mountains of the Moon University

University of Toronto
University of Utah
Vanderbilt University
University of Vermont
University of Virginia
University of Washington
University of Wisconsin
Yale University
York University
GNARP (German-North American Resources Partnership)
University of Alabama
University of Alberta
Brigham Young University
Brown University
University of California, Berkeley
University of California, Irvine
University of California, Los Angeles
University of California, San Diego
University of California, Santa Cruz
University of Chicago
University of Cincinnati
University of Colorado, Boulder
Cornell University
Dartmouth College
University of Delaware
Duke University
Georgetown University
Harvard University
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
Johns Hopkins University
University of Kentucky
Library of Congress
University of Manitoba
University of Maryland, College Park
University of Michigan
Michigan State University
University of Minnesota
New York University
University of North Carolina
Northwestern University
University of Notre Dame
Pennsylvania State University
University of Pennsylvania
Princeton University
Rice University
Rutgers University
Stanford University
University of Toronto
University of Utah
Vanderbilt University
Washington University
University of Washington
University of Waterloo
University of Wisconsin
Yale University

LAMP (Latin America Materials Project)
Brigham Young University
Brown University
University of California, Berkeley
University of California, Irvine
University of California, Los Angeles
University of California, Riverside
University of California, San Diego
University of California, Santa Barbara
University of California, Santa Cruz
University of Chicago
Columbia University
University of Connecticut
Cornell University
Dartmouth College
Duke University
Emory University
University of Florida
Harvard University
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
University of Kansas
Library of Congress
University of Massachusetts-Amherst
University of Miami
Michigan State University
University of Michigan
University of Minnesota
University of New Mexico
New Mexico State University
New York Public Library
New York University
University of North Carolina
University of Notre Dame
Ohio State University
University of Pennsylvania
University of Pittsburgh
Princeton University
Rice University
Rutgers University
University of Southern California
Stanford University
University of Texas
University of Toronto
Tulane University
Vanderbilt University
University of Virginia
University of Wisconsin
Yale University
### LARRP (Latin Americanist Research Resources Project)
- University of Arizona
- Arizona State University
- Boston College
- Brigham Young University
- University of California, Berkeley
- University of California, Los Angeles
- University of California, San Diego
- University of California, Santa Barbara
- Columbia University
- University of Connecticut
- Cornell University
- Dartmouth College
- Duke University
- Emory University
- University of Florida
- Florida International University
- Harvard University
- University of Illinois, Urbana-Champaign
- Indiana University
- University of Kansas
- Library of Congress
- University of Massachusetts, Amherst
- University of Miami
- University of Michigan
- Michigan State University
- University of Minnesota
- New York University
- University of North Carolina
- University of Notre Dame
- Ohio State University
- Ohio University
- University of Pennsylvania
- University of Pittsburgh
- Princeton University
- Rice University
- Rutgers University
- University of South Florida
- University of Southern California
- Syracuse University
- University of Texas
- University of Toronto
- Tulane University
- Vanderbilt University
- University of Wisconsin
- Yale University

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

### MEMP (Middle East Materials Project)
- American University in Cairo
- American University of Beirut
- University of Arizona
- Brigham Young University
- Brown University
- University of California, Berkeley
- University of California, Los Angeles
- University of California, Santa Barbara
- University of Chicago
- Columbia University
- Cornell University
- Duke University
- Georgetown University
- Harvard University
- University of Illinois, Urbana-Champaign
- Indiana University
- University of Iowa
- Library of Congress
- McGill University
- Michigan State University
- University of Michigan
- University of Minnesota
- New York Public Library
- New York University
- University of North Carolina
- University of Notre Dame
- Ohio State University
- University of Pennsylvania
- Princeton University
- University of Southern California
- Stanford University
- University of Texas
- University of Toronto
- University of Washington
- Washington University
- Yale University
SAMP (South Asia Materials Project)
University of British Columbia
Brown University
University of California, Berkeley
University of California, Los Angeles
University of Chicago
Columbia University
Cornell University
Duke University
Emory University
Harvard University
University of Hawaii
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
Kansas State University
Library of Congress
University of Michigan
University of Minnesota
University of Missouri
New York Public Library
New York University
University of North Carolina
North Carolina State University
University of Notre Dame
Ohio State University
University of Pennsylvania
Princeton University
Rutgers University
Stanford University
Syracuse University
University of Texas
University of Toronto
University of Virginia
University of Washington
Washington University
University of Wisconsin
Yale University

SEEMP (Slavic and East European Materials Project)
University of Arizona
Arizona State University
University of California, Berkeley
University of California, Los Angeles
University of Chicago
Columbia University
Cornell University
Duke University
Ohio University
University of Oregon
Princeton University
Stanford University
University of Toronto
University of Washington
University of Wisconsin
Yale University

TRAIL (Technical Report Archive & Image Library)
Arizona State University
University of Arizona
University of Arkansas
Baylor University
Brigham Young University
California Institute of Technology
University of California, Berkeley
University of California, San Diego
University of Cincinnati
Colorado State University
University of Colorado, Boulder
Georgia Institute of Technology
U.S. Government Publishing Office
Harvard University
University of Houston
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
University of North Carolina
University of Notre Dame
Ohio State University
University of Pittsburgh
Princeton University
University of Pennsylvania
Pennsylvania State University
Purdue University
Rice University
Stanford University
Texas A & M University
University of Texas, Austin
University of Texas, San Antonio
Texas Tech University
Utah State University
University of Utah
Washington State University
University of Washington
University of Wisconsin
CENTER FOR RESEARCH LIBRARIES

FINANCIAL STATEMENTS

JUNE 30, 2016
CENTER FOR RESEARCH LIBRARIES

FINANCIAL STATEMENTS WITH SUPPLEMENTARY INFORMATION

JUNE 30, 2016 AND 2015

CONTENTS

Report of Independent Auditors 1
Statements of Financial Position 3
Statements of Activities 4
Statements of Cash Flows 5
Notes to Financial Statements 6
Supplementary Information
  Schedule of Functional Expenses and Collection Expenditures 16
  Schedule of Program Revenue and Expenses - Grants 17
REPORT OF INDEPENDENT AUDITORS

To the Board of Directors of
Center for Research Libraries

Report on the Financial Statements
We have audited the accompanying financial statements of Center for Research Libraries (the
Center), which comprise the statements of financial position as of June 30, 2016 and 2015, and
the related statements of activities and of cash flows for the years then ended, and the related
notes to the financial statements.

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

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

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a
basis for our audit opinion.
Opinion
In our opinion, the financial statements referred to in the first paragraph present fairly, in all material respects, the financial position of Center for Research Libraries as of June 30, 2016 and 2015, and the changes in its net assets and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

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

Legacy Professionals LLP

Chicago, Illinois

November 23, 2016
**Center for Research Libraries**

**Statements of Financial Position**

**June 30, 2016 and 2015**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$4,000,443</td>
<td>$3,623,879</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>739,721</td>
<td>464,957</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>3,590</td>
<td>138,904</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>270,291</td>
<td>242,080</td>
</tr>
<tr>
<td>Deferred financing costs</td>
<td>78,179</td>
<td>86,907</td>
</tr>
<tr>
<td>Investments</td>
<td>8,077,103</td>
<td>8,023,702</td>
</tr>
<tr>
<td>Property and equipment - net</td>
<td>2,705,811</td>
<td>2,955,188</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$15,875,138</td>
<td>$15,535,617</td>
</tr>
</tbody>
</table>

|                |            |            |
| **Liabilities and Net Assets** |            |            |
| **Liabilities** |            |            |
| Accounts payable and accrued expenses | $1,666,707 | $831,005   |
| Due to database vendors         | 1,883,856  | 1,278,807  |
| Deferred revenue                | 3,486,096  | 4,162,777  |
| Loan payable                    | 886,418    | 983,014    |
| **Total liabilities**           | 7,923,077  | 7,255,603  |

|                |            |            |
| **Net Assets** |            |            |
| Unrestricted   |            |            |
| Operating      | 2,545,985  | 2,658,823  |
| Area Microform Projects | 3,570,265 | 3,084,352  |
| Net investment in property and equipment | 1,819,393 | 1,972,174  |
| **Total**      | 7,935,643  | 7,715,349  |
| Temporarily restricted | 16,418    | 564,665    |
| **Total net assets**      | 7,952,061  | 8,280,014  |
| **Total liabilities and net assets** | $15,875,138 | $15,535,617 |

See accompanying notes to financial statements.
# Center for Research Libraries

## Statements of Activities

**Years Ended June 30, 2016 and 2015**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
</tr>
<tr>
<td><strong>Revenue and Other Support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership cost share</td>
<td>$ 6,262,578</td>
<td>$ -</td>
</tr>
<tr>
<td>Area Microform Projects</td>
<td>1,132,482</td>
<td>1,132,482</td>
</tr>
<tr>
<td>Grants</td>
<td>28,650</td>
<td>66,300</td>
</tr>
<tr>
<td>Cataloging revenue</td>
<td>47,909</td>
<td>47,909</td>
</tr>
<tr>
<td>Newspaper microfilm sales</td>
<td>80,951</td>
<td>80,951</td>
</tr>
<tr>
<td>Microform sales and subscriptions</td>
<td>7,517</td>
<td>7,517</td>
</tr>
<tr>
<td>Investment income</td>
<td>53,402</td>
<td>53,402</td>
</tr>
<tr>
<td>Other income</td>
<td>102,866</td>
<td>102,866</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>614,547</td>
<td>(614,547)</td>
</tr>
<tr>
<td><strong>Total revenue and other support</strong></td>
<td>8,330,902</td>
<td>(548,247)</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>5,350,939</td>
<td>-</td>
</tr>
<tr>
<td>Management and general</td>
<td>1,300,129</td>
<td>-</td>
</tr>
<tr>
<td>Fundraising</td>
<td>150,959</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>6,802,027</td>
<td>-</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Collection items purchased and not capitalized</strong></td>
<td>1,528,875</td>
<td>(548,247)</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>7,715,349</td>
<td>564,665</td>
</tr>
<tr>
<td>End of year</td>
<td>$ 7,935,643</td>
<td>$ 16,418</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
**CENTER FOR RESEARCH LIBRARIES**

**STATEMENTS OF CASH FLOWS**

**YEARS ENDED JUNE 30, 2016 AND 2015**

<table>
<thead>
<tr>
<th>Cash Flows from Operating Activities</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member cost share and non-member fees received</td>
<td>$7,287,907</td>
<td>$8,662,003</td>
</tr>
<tr>
<td>Grants and contributions received</td>
<td>230,264</td>
<td>229,035</td>
</tr>
<tr>
<td>Interest and dividends received</td>
<td>91,078</td>
<td>78,695</td>
</tr>
<tr>
<td>Cash paid to suppliers and employees</td>
<td>(5,534,180)</td>
<td>(6,054,927)</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(40,897)</td>
<td>(44,887)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>2,034,172</td>
<td>2,869,919</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Investing Activities</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of investments</td>
<td>(91,077)</td>
<td>(78,695)</td>
</tr>
<tr>
<td>Purchase of collections</td>
<td>(1,308,581)</td>
<td>(1,356,037)</td>
</tr>
<tr>
<td>Purchase of property and equipment</td>
<td>(161,354)</td>
<td>(423,547)</td>
</tr>
<tr>
<td>Net cash (used in) investing activities</td>
<td>(1,561,012)</td>
<td>(1,858,279)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Financing Activities</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal payments on loan</td>
<td>(96,596)</td>
<td>(92,607)</td>
</tr>
<tr>
<td>Net cash (used in) investing activities</td>
<td>(96,596)</td>
<td>(92,607)</td>
</tr>
</tbody>
</table>

**Net Increase in Cash and Cash Equivalents**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>376,564</td>
<td>919,033</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash and Cash Equivalents</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>3,623,879</td>
<td>2,704,846</td>
</tr>
<tr>
<td>End of year</td>
<td>$4,000,443</td>
<td>$3,623,879</td>
</tr>
</tbody>
</table>

**Reconciliation of Change in Net Assets to Net Cash Provided by Operating Activities**

<table>
<thead>
<tr>
<th>Change in net assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustment to reconcile change in net assets to net cash provided by operating activities</td>
<td>$327,953</td>
<td>$319,577</td>
</tr>
</tbody>
</table>

| Collections purchased | 1,308,581  | 1,356,037  |
| Bad debt expense      | 4,769      | 2,700      |
| Depreciation expense  | 410,731    | 392,164    |
| Realized and unrealized (gain) loss on investments | 37,676     | (44,610)   |
| Amortization of deferred financing cost | 8,728      | 8,727      |
| Changes in operating assets and liabilities |                      |
| Accounts receivable   | (279,533)  | (31,314)   |
| Grants receivable     | 135,314    | (136,500)  |
| Prepaid expenses and other | (28,211)  | 535,346    |
| Accounts payable and accrued expenses | 835,702    | (322,772)  |
| Due to database vendors | 605,049    | 561,471    |
| Deferred revenue      | (676,681)  | 868,247    |

**Net cash provided by operating activities**

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net cash provided by operating activities</strong></td>
<td>$2,034,172</td>
<td>$2,869,919</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
Note 1. Nature of Activities

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

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

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

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

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

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

**Service and Delivery** - The Center delivers an estimated 33 million pages of collection materials to member institutions and other clients each year. Activities include receiving and processing requests for the Center’s collection materials from member libraries and clients, retrieval and preparation of materials for delivery, shipping, fulfillment of electronic document delivery requests, receipt and re-shelving of returned materials and fulfillment and processing of member purchase requests for individual items.
NOTE 1. NATURE OF ACTIVITIES (CONTINUED)

Continued from previous page

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

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

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

NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

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

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

Investments - The investments of the Center are reported at fair value. The fair value of a financial instrument is the amount that would be received to sell that asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date (the exit price). Purchases and sales of the investments are reflected on a trade-date basis. Dividend income is recorded on the ex dividend date. Interest income is recorded on the accrual basis.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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

Deferred Financing Costs - The costs incurred in obtaining the Center’s loan have been deferred and are being amortized over the life of the loan.

Property and Equipment - Property and equipment with a cost in excess of $1,000 and a useful life greater than one year are recorded at cost and depreciated using the straight-line method over the estimated useful lives of the assets. Estimated lives range from three to ten years for furniture and equipment and thirty years for building and improvements. Upon sale or retirement, the cost and related accumulated depreciation are eliminated from the respective accounts and the resulting gain or loss is included in the statements of activities. Property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. There were no impairment charges for the years ended June 30, 2016 or June 30, 2015.

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

Purchases of collection items are recorded as decreases in unrestricted net assets in the year in which the items are acquired and a release of temporarily restricted net assets if acquired with such funds. Contributed collection items are not reflected in the financial statements. Proceeds from disposals or insurance recoveries are reflected as increases in the appropriate net asset class.

The collections are subject to a policy that requires proceeds from their sales to be used to acquire other collection items. No collection items were disposed of through sales during the years ended June 30, 2016 and 2015.

Due to Database Vendors - Beginning in 2013, the Center began acting as a conduit on behalf of the members by collecting and then remitting database vendor subscription premiums on their behalf. Payments received in advance are accounted for as due to database vendors at year end.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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

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

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

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

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

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

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

Subsequent Events - Subsequent events have been evaluated through November 23, 2016, which is the date the financial statements were available to be issued.
**NOTE 3. INVESTMENTS**

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mutual funds</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>$ 2,389,256</td>
<td>$ 2,394,884</td>
</tr>
<tr>
<td>Fixed income</td>
<td>1,574,343</td>
<td>1,524,178</td>
</tr>
<tr>
<td>Money market funds</td>
<td>4,113,504</td>
<td>4,104,640</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 8,077,103</strong></td>
<td><strong>$ 8,023,702</strong></td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>$ 91,078</td>
<td>$ 78,695</td>
</tr>
<tr>
<td>Realized and unrealized gains (losses)</td>
<td>(37,676)</td>
<td>44,610</td>
</tr>
<tr>
<td><strong>Total investment income</strong></td>
<td><strong>$ 53,402</strong></td>
<td><strong>$ 123,305</strong></td>
</tr>
</tbody>
</table>

**NOTE 4. FAIR VALUE MEASUREMENTS**

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

**Basis of Fair Value Measurement**

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

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

- **Level 3**: Prices or valuations that require inputs that are both significant to the fair value measurement and unobservable
**NOTE 4. FAIR VALUE MEASUREMENTS (CONTINUED)**

The following tables set forth, by level within the fair value hierarchy, the Center’s investment assets at fair value as of June 30, 2016 and 2015. As required, assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurement. The Center had no investment assets at fair value classified within Level 3 at June 30, 2016 and 2015.

### Fair Value Measurements at 06/30/16 Using

<table>
<thead>
<tr>
<th>Quoted Prices</th>
<th>Significant</th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>in Active Markets for</td>
<td>Other</td>
<td>Unobservable</td>
</tr>
<tr>
<td>Identical Assets</td>
<td>Inputs (Level 1)</td>
<td>Inputs (Level 3)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mutual funds**

- **Equity**
  - $2,389,256
  - $2,389,256
  - $-
  - $-
- **Fixed income**
  - 1,574,343
  - 1,574,343
  - -
  - -
- **Money market funds**
  - 4,113,504
  - -
  - 4,113,504
  - -
- **Total**
  - $8,077,103
  - $3,963,599
  - $4,113,504
  - -

### Fair Value Measurements at 06/30/15 Using

<table>
<thead>
<tr>
<th>Quoted Prices</th>
<th>Significant</th>
<th>Significant</th>
</tr>
</thead>
<tbody>
<tr>
<td>in Active Markets for</td>
<td>Other</td>
<td>Unobservable</td>
</tr>
<tr>
<td>Identical Assets</td>
<td>Inputs (Level 1)</td>
<td>Inputs (Level 3)</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Mutual funds**

- **Equity**
  - $2,394,884
  - $2,394,884
  - $-
  - $-
- **Fixed income**
  - 1,524,178
  - 1,524,178
  - -
  - -
- **Money market funds**
  - 4,104,640
  - -
  - 4,104,640
  - -
- **Total**
  - $8,023,702
  - $3,919,062
  - $4,104,640
  - -
NOTE 4.  FAIR VALUE MEASUREMENTS (CONTINUED)

Level 1 Measurements

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

Level 2 Measurements

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

NOTE 5.  PREPAID EXPENSES

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid insurance</td>
<td>$ -</td>
<td>$ 1,109</td>
</tr>
<tr>
<td>Prepaid library materials</td>
<td>221,547</td>
<td>223,712</td>
</tr>
<tr>
<td>Prepaid - other</td>
<td>48,744</td>
<td>17,259</td>
</tr>
<tr>
<td>Total prepaid expenses</td>
<td>$ 270,291</td>
<td>$ 242,080</td>
</tr>
</tbody>
</table>

In the course of cataloging its dissertations collection, the Center incurs usage fees to access the Online Computer Library Center, Inc. (OCLC) database. The Center is able to offset these fees from credits received from OCLC for the reciprocal use of the Center. As of June 30, 2016 and 2015 the Center has earned cumulative net credits of $841 and $2,251 respectively.

NOTE 6.  PROPERTY AND EQUIPMENT

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

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

Depreciation expense was $410,731 for the year ended June 30, 2016 and $392,164 for 2015.
NOTE 7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

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

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$1,270,179</td>
<td>$417,514</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>252,354</td>
<td>257,022</td>
</tr>
<tr>
<td>Accrued salaries and withholdings</td>
<td>111,066</td>
<td>92,893</td>
</tr>
<tr>
<td>Other accrued expenses</td>
<td>33,108</td>
<td>63,576</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,666,707</strong></td>
<td><strong>$831,005</strong></td>
</tr>
</tbody>
</table>

NOTE 8. DEFERRED REVENUE

The Center regularly bills in advance of the upcoming fiscal year for membership cost share assessments and AMPS membership. Those membership payments that are received for future fiscal years are held as deferred revenue to be recognized in the fiscal year for which they will be earned. Occasionally, grant payments received in advance of a future fiscal year are also held as deferred revenue. As of June 30, 2016 and 2015, deferred revenue consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred membership cost share</td>
<td>$3,469,815</td>
<td>$4,135,580</td>
</tr>
<tr>
<td>AMPS deferred revenue</td>
<td>8,665</td>
<td>14,000</td>
</tr>
<tr>
<td>Grants deferred</td>
<td>7,616</td>
<td>13,197</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,486,096</strong></td>
<td><strong>$4,162,777</strong></td>
</tr>
</tbody>
</table>

NOTE 9. LOAN PAYABLE

During the year ended June 30, 2014, the Center refinanced its loan under the Illinois Educational Facilities Authority’s Cultural Pooled Financing Program. The loan is secured by the Center’s property in Chicago, Illinois.

The loan is repayable in monthly installments of $11,458 including principal and interest. The interest rate is 4.28%. The loan matures in 2024. Interest expense for the years ended June 30, 2016 and 2015 was $40,897 and $44,887 respectively.
NOTE 9.  LOAN PAYABLE (CONTINUED)

Principal payments are as follows:

Year ending June 30,

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$100,985</td>
</tr>
<tr>
<td>2018</td>
<td>105,455</td>
</tr>
<tr>
<td>2019</td>
<td>110,123</td>
</tr>
<tr>
<td>2020</td>
<td>114,938</td>
</tr>
<tr>
<td>2021</td>
<td>120,086</td>
</tr>
<tr>
<td>Thereafter</td>
<td>334,831</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$886,418</strong></td>
</tr>
</tbody>
</table>

NOTE 10. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets arise from grants received from various organizations to support cataloging, microform projects, digitization, digital preservation activities and the purchase of equipment to automate library materials. Net assets were released from donor restrictions by incurring expenses of $614,547 and $482,341 in 2016 and 2015, respectively. Grant contributions received that are not expended for their restricted purposes are refundable to the grantor. Temporarily restricted net assets at June 30, 2016 and 2015 were available for the following purposes:

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

NOTE 11. PENSION PLAN

The Center has established and made available to its employees a defined contribution money purchase pension plan. Under this plan, funds contributed by the Center and participating employees are used to purchase retirement annuity and life insurance contracts for the participants through the Teachers Insurance and Annuity Association and/or the College Retirement Equities Fund. Contributions made by the Center are based on participants’ compensation as defined by the plan. The Center’s contribution for the years ended June 30, 2016 and 2015 was $299,593 and $261,406 respectively.
**NOTE 12. RELATED PARTY TRANSACTIONS**

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

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

**NOTE 13. CONCENTRATION OF CREDIT RISK**

The Center maintains its cash balances in financial institutions deemed to be creditworthy. Balances are insured by FDIC up to $250,000 per financial institution. Balances may at times exceed insured limits. However, the balances are swept nightly into a money market account that is secured by U.S. Government bonds. The Center believes its credit risk to be minimal.
<table>
<thead>
<tr>
<th>Support services</th>
<th>Collections</th>
<th>Management and General</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Personnel and operations

Board and Council expense

Business expense

Consumable supplies

Indirect expenses

Insurance

Member relations

Memberships

Other outside support

Personnel

Postal and delivery

Printing

Special events

Telecommunications

Travel

Plant and other

Equipment purchases

Service contracts

Repairs

Utilities

Total operating expenses

Interest expense

Depreciation

Total expenses before collections

Collection expenditures - non-capitalized

Materials

Preservation

Total expenses charged to

Employee Compensation

Employee Benefits

Fees, Charges, and Donations

Total expenses charged to

- 10 -

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### CENTER FOR RESEARCH LIBRARIES

**Schedule of Program Revenue and Expenses - Grants**

*Year Ended June 30, 2016*

<table>
<thead>
<tr>
<th>Temporary Restricted</th>
<th>Carnegie Corp. of New York</th>
<th>CSAL</th>
<th>Mellon Foundation</th>
<th>University of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Carnegie-DG</td>
<td>Survey</td>
<td>GRN 2016</td>
<td>GCI 41</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>$57,300</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board/Council travel</td>
<td>-</td>
<td>-</td>
<td>3,964</td>
<td>-</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>-</td>
<td>-</td>
<td>834</td>
<td>-</td>
</tr>
<tr>
<td>Equipment purchase/non-capital</td>
<td>-</td>
<td>-</td>
<td>860</td>
<td>-</td>
</tr>
<tr>
<td>FICA</td>
<td>3,374</td>
<td>-</td>
<td>20,338</td>
<td>500</td>
</tr>
<tr>
<td>Medical insurance</td>
<td>8,263</td>
<td>-</td>
<td>57,512</td>
<td>783</td>
</tr>
<tr>
<td>Other business expense</td>
<td>25,288</td>
<td>-</td>
<td>55</td>
<td>1,654</td>
</tr>
<tr>
<td>Other library support</td>
<td>56,045</td>
<td>-</td>
<td>6,962</td>
<td>-</td>
</tr>
<tr>
<td>Outside professional services</td>
<td>-</td>
<td>-</td>
<td>37,563</td>
<td>-</td>
</tr>
<tr>
<td>Postage and delivery</td>
<td>6,720</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Retirement</td>
<td>2,914</td>
<td>-</td>
<td>21,917</td>
<td>605</td>
</tr>
<tr>
<td>Salaries</td>
<td>38,526</td>
<td>-</td>
<td>278,611</td>
<td>7,024</td>
</tr>
<tr>
<td>SA Salaries</td>
<td>8,828</td>
<td>-</td>
<td>6,993</td>
<td>-</td>
</tr>
<tr>
<td>Service contracts</td>
<td>-</td>
<td>-</td>
<td>736</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>-</td>
<td>-</td>
<td>2,515</td>
<td>1,051</td>
</tr>
<tr>
<td>Workmen’s compensation</td>
<td>708</td>
<td>-</td>
<td>4,269</td>
<td>105</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>150,696</td>
<td>-</td>
<td>443,129</td>
<td>11,722</td>
</tr>
</tbody>
</table>

**Change in Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>Carnegie Corp. of New York</th>
<th>CSAL</th>
<th>Mellon Foundation</th>
<th>University of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(93,396)</td>
<td>(443,129)</td>
<td>(11,722)</td>
<td>-</td>
</tr>
</tbody>
</table>

**Net Assets**

<table>
<thead>
<tr>
<th></th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>96,469</td>
<td>$3,073</td>
</tr>
<tr>
<td></td>
<td>5,881</td>
<td>$5,881</td>
</tr>
<tr>
<td></td>
<td>445,498</td>
<td>$2,369</td>
</tr>
<tr>
<td></td>
<td>11,722</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>5,095</td>
<td>$5,095</td>
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<td></td>
<td>5,095</td>
<td>$5,095</td>
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</tbody>
</table>

**Independent Auditor’s Report** | F17
### Center for Research Libraries

**Schedule of Program Revenue and Expenses - Grants**

**Year Ended June 30, 2016**

<table>
<thead>
<tr>
<th></th>
<th>CRRA ICON Registry</th>
<th>IDNO</th>
<th>NEH HVAC</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other grants</td>
<td>$22,324</td>
<td>$1,187</td>
<td>$5,139</td>
<td>$28,650</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personel cost allocation</td>
<td>22,324</td>
<td>1,187</td>
<td>2,139</td>
<td>25,650</td>
</tr>
<tr>
<td>Indirect expense allocation</td>
<td>-</td>
<td>-</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Total expenses</td>
<td>22,324</td>
<td>1,187</td>
<td>5,139</td>
<td>28,650</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>-</td>
<td>-</td>
<td>136,500</td>
<td>136,500</td>
</tr>
<tr>
<td>End of year</td>
<td>$-</td>
<td>$-</td>
<td>$136,500</td>
<td>$136,500</td>
</tr>
</tbody>
</table>