



*Center for Research Libraries
58th Annual Meeting of the Council of Voting Members*

When and Where: Thursday and Friday, April 19-20, 2007
The Doubletree Hotel
5460 N. River Road, Rosemont, IL -- adjacent to Chicago's O'Hare
International Airport

Thursday, April 19, 2007

5:30 to 7:30 PM

Reception and Cocktails with remarks by Dr. Earl Lewis, Provost and Executive Vice President for Academic Affairs at Emory University: CRL and Primary Sources for Research.

Friday, April 20, 2007

8:00 to 9:00 AM

Business Meeting (with Continental Breakfast)

Chair's Report
Secretary's Report
Approval of CRL's Bylaws changes on Membership Structure
Review and Approval of the Fiscal Year 2008 Budget
Election of New Board Members
President's Report

9:15 AM ~ Break

9:30 AM to 12:15 PM

The CRL Forum: GLOBAL RESOURCES and CRL 2010

CRL's strategic agenda for 2007-2010 emphasizes strategic print management, achieving persistent access to critical electronic resources, and digital delivery of international source materials. CRL Forum presentations will focus on three key parts of this agenda, outlining how we propose to address questions this agenda poses. Moderated breakout groups, for comment and discussion on each issue by interested member representatives, will then follow.

9:30 AM – 10:15 AM ~ Presentations

1. Print archiving. *Question: What larger role should CRL play, if any, in archiving legacy collections that are available electronically?* Updates on print archiving efforts in progress and the results of CRL's survey of member needs will inform this discussion. (Moderator: Melissa Trevvett, Vice President, Collections and Services)
2. Digital Delivery of International Source Materials. *Question: How should we apply our cooperative model to CRL development and acquisition of primary source materials in electronic form?* New mechanisms are in order to enable circulation, immediate research needs, and local collection development goals to drive CRL collection digitization and licensing of specialized source materials. (Moderator: James Simon, Director of International Resources).
3. Persistent Access to Electronic Source Materials and Data. *Question: How can CRL members leverage recent CRL work on auditing and certification of digital repositories?* The analytical metrics and methods developed can make university investments in electronic resources and digital preservation more informed and effective. (Moderator: Bernie Reilly, CRL President)

10:15 - 11:45 AM ~ Break-out sessions

11:45 AM – 12:15 PM ~ Wrap-Up: Reports on Break-out Sessions

12:30 PM ~ Council Luncheon

1:30 PM ~ Adjourn

Registration – please let Yvonne Jefferson (jefferso@crl.edu) know if you or a representative plan to attend.

Information on CRL's Annual Meeting is also available at:
<http://www.crl.edu/content.asp?l1=1&l2=9&l3=12>.

**Shuttle ~ Driving Directions ~ Parking Information
for Doubletree Hotel O'Hare-Rosemont
5460 North River Road, Rosemont, IL
(847) 292-9100**

Shuttle Service: Shuttle Service to Chicago O'Hare International Airport Shuttle service starts at 4:00 a.m. to 1:00 a.m. After 6:00 a.m., the shuttle runs every 10 minutes until 11:00 p.m. After 11:00 p.m. the shuttle runs every half hour until 1:00 a.m.

- The Bus/Shuttle Center is located directly across Hilton O'Hare
- Follow the overhead signs in the baggage claim (lower level) area of each domestic terminal to the nearest underground pedestrian walkway
- Proceed to elevator centers number 3 or 4 and press the shuttle button
- Take the elevator to the first floor
- The Doubletree Hotel Shuttle will pick-up at door number 3
(The shuttle to the hotel will have both DoubleTree O'Hare Rosemont and the Embassy Suites O'Hare logos)
- For International arrivals, the shuttle will stop at terminal 5, upon request.

From O'Hare International Airport: Take I-190 East, *exit* River Road South. Turn right on River Road and head 2 blocks South, Hotel is on the right hand side

From Downtown Chicago: Take the Kennedy Expressway (I-90) to O'Hare (I-190 West) *Exit* River Road South and proceed ¼ Mile, hotel is on the right hand side

From the West: Take I-90 East to O'Hare and exit Mannheim Road South. Pass over the expressway and immediately enter expressway at the Chicago East sign. Exit River Road South, turn right, proceed ¼ Mile, hotel is on the right hand side

From the North: Northwest Tollway (I-90) or Tri-State Tollway (I-294) to O'Hare (I-190 West). *Exit* Mannheim Road South. ***Immediately re-enter*** I-190 East to Chicago for 1 mile. *Exit* River Road South and proceed ¼ Mile, hotel is on the right hand side

From the South: Tri-State Tollway (I-294) *exit* River Road South and proceed ¼ mile, hotel is on the right hand side

Self-Parking: Self-parking is available in the Rosemont Convention Center's Parking Garage located adjacent to the hotel. The fee is \$11.00, per car/day payable in cash only upon entering the garage. If you have hotel accommodations, please check-in first before going to the garage to receive hotel room key to enter sky bridge. The garage is solely owned and operated by the City of Rosemont.

Valet Parking: We also offer valet parking to our guests and visitors at the rate of \$24.00 for overnight and \$20.00 for day use (Day use hours are from 8:00am-6:00pm)



***CENTER FOR RESEARCH LIBRARIES
COUNCIL OF VOTING MEMBERS
ANNUAL MEETING***

BUSINESS SESSION

***April 20, 2007
8 -9 AM (CT)
DoubleTree Hotel, Rosemont, IL***

AGENDA



**COUNCIL OF VOTING MEMBERS
BUSINESS MEETING
FRIDAY, APRIL 20, 2007
(8:00 –9:00AM)**

	<u>Pages</u>
Call to Order – David Shulenburg, Chair, Board of Directors	
Chair’s Report – David Shulenburg.....	Distributed in Annual Report
Secretary’s Report – Jennifer Younger	
• Approval of Minutes of the 2006 Annual Meeting.....	2 - 17
• Membership Status Report.....	18 - 22
• Approval of Bylaws changes on Membership Structure	23 - 36
Treasurer’s Report – Rick Schwieterman	
• Annual Report FY 2006 Financial Statements.....	Distributed in Annual Report
• Approval of FY 2008 Budget and Fee Basis.....	Appendix A – To be distributed
Old Business	
New Business	
• Nominating Committee’s Report - Alice, Prochaska Election of New Directors.....	37
President’s Report – Bernard Reilly.....	Appendix B 38 - 42
Call for Motion to Adjourn – David Shulenburg	

TO BE FOLLOWED BY THE PROGRAM SESSION



THE CENTER FOR RESEARCH LIBRARIES
COUNCIL OF VOTING MEMBERS

ANNUAL BUSINESS MEETING - APRIL 28, 2006

MINUTES

DRAFT

The annual meeting of the Council of Voting Members of the Center for Research Libraries came to order at 8:00 AM on Friday, April 28, 2006 at the Hotel Sofitel in Rosemont IL. Present were Councilors and Associate members, guest, and staff as listed in Attachment A of these minutes.

CHAIR'S ANNUAL REPORT: Chair David Shulenburger stated that "the Center is healthy and its membership is growing which suggest to me that the Center is serving its members very well at this point." Mr. Shulenburger briefly highlighted a few point in his report which focused on the digitization of collections – the entire Chair's Report is Attachment B to these minutes.

APPROVAL OF THE MINUTES OF 2005 MEETING. Secretary Jennifer Younger submitted the Minutes of April 15, 2005 annual meeting of the Council of Voting Members for approval. There being no corrections,

The Council of Voting Members Minutes of April 15, 2005 was approved as distributed. [MOVED: Mr. Brian Schottlaender, University of California, San Diego; SECONDED: Mr. Joel Kitchens, Texas A & M University; VOTED: unanimously].

SECRETARY'S REPORT ON MEMBERSHIP: Ms. Younger presented the Membership Status Report which indicated that membership total for fiscal year 2006 increased from 203 at the beginning of the fiscal year to 206 effective January 1, 2006, due to the addition of three new Voting members: Temple University, University of Manitoba, and University of Pennsylvania. They joined through the incentive program for new Voting Members.

Ms Younger reported that the Strategic Membership Initiative Task Force was commissioned in April 2003 to examine the Center's membership structure and provide the Board with recommendations for an optimal and transparent fee structure based on a fair and equitable distribution of costs across the membership. Ms. Younger stated that in November the Task Force presented recommendations to the Board. The Board approved and adopted the recommendations, thanked and discharged the Task Force.

Ms. Younger presented a brief overview of the Strategic Membership Task Force Initiative Recommendations for a Proposed New Membership Model to the Council for questions. The Task Force Recommendations are Attachment C to these minutes.

Dan Hazen, Harvard University raised some concerns that Harvard had about the new fee model, which were best "expressed in sort of a tiered response, which reflects our own reaction internally. The initial piece of which, since our dues would be going up under this structure was concern about the Center 'soaking the rich again,' which is probably neither a surprising response nor a constructive one.

On a slightly more nuanced second level of thinking about this, we wondered about the matrix that's being used for the dues assessments. Certainly, the simplicity and transparency of the collection budget is pretty apparent. But it feels like an input measure which has very little obvious relationship to the outcomes being provided by the Center that could be measured in terms of cost benefit of Center activities to specific member institutions or to the community as a whole."

"I'm not sure that that's easily addressed. Certainly it's not addressable in a forum like this. But it was a kind of consideration, particularly as the emphasis in much of the community goes forward, outcomes is the kind of basis for evaluation that this seemed to be a budget principle that was a little bit off that course. And then the third element I think that sort of starts to peel that away a little bit more and look at the specifics in this case not from a CRL perspective but obviously the Harvard perspective was the overall costs and benefits and nature of the relationship we have with CRL. And here, obviously, we have the dues that we're paying, for us it's around \$70,000 a year right now for the basic membership fee. We then have add-in or can add in all the dues we pay for participants and all those, the dues that are gradually emerging for the local resource network projects, which I think a couple of those they're charging a fee so far and it's likely to grow. So there is a considerably larger overall financial stake that Harvard has, and probably many of the institutions here in CRL that does not seem to be reflected very well in the model being proposed. I don't know how it would be reflected. It may just need something acknowledging that there are institutions – maybe the nature of weighted voting or whether that would be a means of doing that."

Mr. Hazen noted the substantial materials and tangible support that Harvard has contributed to CRL programs and collections over the years, including newspaper runs for ICON, foreign official gazettes, and other materials. "There are those kinds of contributions that are sort of off the table. And then there is of course, the fairly large staff contribution being made through all the AMPS, through all the local resources, through the committees and the other activities within the Center." Hazen noted that he was not "voting up or down from our standpoint on the changes in the membership fees and the structure," but noted Harvard's concern that certain kinds of contributions from Harvard and other major CRL institutions "are not reflected in the modeling or in the discussions that seem to have emerged so far."

Ms. Younger thanked Mr. Hazen for his comments and acknowledged the point made about the dues and the percentage applied to all institutions. Younger pointed out that for some institutions dues went up slightly, and for some more than others, but that there was a cap or upper limit on the assessments that prevented a radical increase for the largest institutions. The cap was put in place particularly for larger institutions where the collection budget is far above the norm. Ms. Younger continued, "And so I think that is recognition of the special character of some larger libraries where there is a very large material budget in place."

Ms. Younger went on to say, "Your last point I think is very interesting one because, indeed, there are contributions that go far beyond what we call basic dues, and some way of both acknowledging and recognizing the contributions of institutions over and above the basic dues would be very useful and you are right, it's not in the calculation. So we will take that under advisement and look at how we can do that."

Mr. Reilly thanked both Mr. Hazen and Ms. Younger for their comments stating that "Mr. Hazen made some good points – it is something that we are concerned about is the contribution of the larger universities, not only to what CRL does in terms of support of the AMPS and support of the ICON projects, but also in terms of the things they do outside of CRL to benefit the CRL community. The Harvard Digital Repository is an important part of that".

Mr. Reilly elaborated further that the result of capping the assessment rate is that the largest institutions are assessed a considerably smaller percentage of the university's library materials expenditures than other CRL member libraries.

Mr. Reilly stated, however, that "This should be taken that into account in the weighting of the membership benefits when Ms. Younger talked about the work that will be done the coming year to determine the sets of rights and benefits member institutions at the different levels of cost shares will enjoy. The weighting of those rights and benefits may include the weighting of influence over CRL collection development and preservations programs. I do expect that the larger institutions like Harvard will have at the end of the process more of a say on shaping CRL's programs. I hope that would help as well".

Lastly, Mr. Reilly stated that “we do one other small part, which is that any program, the initiatives like the Political Communications Archives and the International Coalition on Newspapers, a certain percentage of those – of the funding from those grants tends to support activities like microfilming, preservation at the larger institutions like Berkeley and Cornell. So there is a complex web of relationships and benefits that we’ll be looking at very closely at when the work of Ms. Younger’s group continues.”

Thomas Leonard, University of California at Berkeley stated “I wish you could clarify for those of us who are just beginning, how it works out over a five -year period. In the report, the current membership increase is characterized as small, and then later as healthy, so we’re paying a little more. But could you or someone on the Board give us a picture of what it would take to “bring the ship into dock?” How many maybe each year for five years would be a good result? How many would not, you know, allow us to reach our goals?

Ms. Younger responded by saying that the Treasurer will speak about membership growth in his presentation, but noted that the Membership Task Force looked hard at the potential for growth. An incentive program for global members was established and the University of Hong Kong subsequently brought into the membership. Ms. Younger also noted that the primary targets for near-term member growth were ARL Libraries.

Ms. Younger added, however, that CRL must reach beyond the ARL for growth, to “mid-sized” institutions, i.e., the largest college and university libraries beyond ARL. The incentive program was introduced to attract both ARL and mid-sized libraries. Revising the dues structure also removed a traditional obstacle to smaller to mid-sized libraries, which under the previous structure were bearing a disproportionate share of the cost of CRL.

Lastly, Ms. Younger stated, in the five-year plan, implementation is predicated on new revenue, new membership growth of \$500,000, which it is hoped “is a conservative estimate.” But for purposes of implementation, she noted, CRL must set a realistic target.

There being no more questions, Ms. Younger acknowledged and thanked the members of the Strategic Membership Initiative Task Force: Nancy Allen, University of Denver, Rick Schwieterman, OCLC, Karyle Butcher, Oregon State University, Jane Bryan, Princeton University and Meredith Butler, retired.

TREASURER’S REPORT: Treasurer Rick Schwieterman introduced Raymond Sallay, CRL’s controller stating that Mr. Sallay has streamlined a number of processes in the CRL financial system administratively and has implemented changes in financial management that generated tangible benefits for CRL. Mr. Schwieterman thanked Mr. Sallay for all his hard work.

Mr. Schwieterman presented fiscal year 2005 audited results, briefly highlighting CRL’s unrestricted funds and restricted funds. Mr. Schwieterman stated that this year’s statements for the first time reflected all revenues and expense activities of the Area Microform Projects, which had previously been relegated to a separate, “funds held for others report.”

Mr. Schwieterman stated that “new membership revenue in 2005 was only \$24,000 and in 2006 that increased to \$88,000, and we’re expecting that in 2007 it will be \$195,000. There is a positive impact to the organization to fund activities, growth activities, and important programs such as the digitization program as a result of new membership”.

Mr. Schwieterman presented the proposed fiscal year 2007 budget pointing out that it allocates modest additional resources to increasing its electronic delivery of collections and management of its growing electronic assets. In addition to the investments CRL is making in 2006, this budget calls for allocating approximately \$200,000 (Salaries, SA Salaries, Benefits, Non-Cap Equipment) in FY 2007 to cover digital equipment, conversion, metadata production, hosting and management of an additional 300,000 digital files in that year. This will allow for conversion and electronic delivery of fragile CRL paper materials and a limited amount of microform material as well. It will also enable us to begin to

tackle the thorny intellectual property issues involved in making the contents of the Center's microfilm collections available for wider use.

Mr. Schwieterman stated that "the FY 2007 budget is endorsed by CRL's Budget and Finance Committee and was approved by the Board of Directors. The budget includes a 3% increase in the base membership fee or cost sharing for Center membership in FY 2007. The Center's Human Resources and Compensation Committee recommends a 1.6% pool for merit increases and a 3% cost of living increase for full time staff and \$0.39 increase in the student assistant hourly wage, to permit the Center to be more competitive with local universities and other employers in securing student help."

Robert Murdoch, Brigham Young University stated that "in looking over the budget and listening to the forecast of digitization as such a high priority, I'm curious as to how the Board has planned and forecasted what is required over a specific period of time to accomplish digitization and what funding is planned for this?"

Mr. Schwieterman responded that "although the incremental costs identified in the 2007 plan are approximately \$200,000, it will require substantially more funding and that will need to be managed based upon the resources that are available."

Mr. Reilly pointed out that CRL is integrating digital operations into its existing workflows, with efficiencies helping to contain costs. He also pointed out that there are no projections of future grant revenues in the budget for 2007, although third-party funding may well enable CRL to increase its investment in digitization. There being no more questions,

The Council of Voting Members approved the budget for Fiscal Year 2007 as presented with a 3% increase in annual membership fees. [MOVED: Mr. Brian Schottlaender, University of California, San Diego and SECONDED: Ms. Joyce Ogburn, University of Utah; VOTED: unanimously.]

Mr. Schwieterman acknowledged and thanked the members of the Budget and Finance Committee: Karyle Butcher, Oregon State University, Tom Sanville, OhioLINK, Sarah Michalak, University of North Carolina-Chapel Hill, James Cogswell, University of Missouri-St. Louis, Bernard Reilly, CRL and Raymond Sallay, CRL, thanking them for their hard work and dedication.

OLD BUSINESS. There was no old business brought forward in response to the call from the chair.

NEW BUSINESS.

ELECTION OF DIRECTORS: Alice Prochaska, Chair Nominating Committee stated that "the Nominating Committee was charged to replace three excellent outgoing member of the Board who served CRL so well over the years." They are Clifford Haka, Michigan State University, David Ferriero, New York Public Library and Barbara von Wahlde, SUNY Buffalo, who resigned her position as Director in October 2005. Ms. Prochaska asked Councilors to join her in thanking them for their commitment to the Center.

Ms. Prochaska remarked, "You will notice that we are replacing a slate of three retiring Library Directors with a slate of a Dean of Libraries, and two Provosts. This was considered to be a way of strengthening the involvement of the financial and academic side of the Universities in CRL's activities, and we were very gratified to find that the people we approached to ask if they would be willing to serve were extremely enthusiastic about doing so. Also, two of the three nominees are, in fact, of the science side, and one is a historian, so we are slightly strengthening the scientific expertise on the Board, which is also going to be helpful going forward."

Ms. Prochaska presented the proposed slate of nominees for elections as recommended by the Nominating Committee to the Board of Directors for three-year terms beginning April 28, 2006. The Chair declared that nominations from the floor were in order. There being no additional nominations, it was

RESOLVED that the nominations be closed [MOVED and SECONDED; by several Councilors; VOTED: unanimously.]

Then,

The Council of Voting Members approved the following slate of nominees to be elected to the Board of Directors for three-year terms beginning at the close of this meeting: James Mullins, Dean of Libraries, Purdue University, Earl Lewis, Executive Vice President for Academic Affairs and Provost, Emory University and Edward Macias, Executive Vice Chancellor and Dean of Arts & Sciences, Washington University St. Louis.

Ms. Prochaska acknowledged and thanked the members of the Nominating Committee: Kenneth Frazier, University of Wisconsin-Madison, Althea Jenkins, Florida State University, Charles Phelps, University of Rochester, Paula Kaufman, University of Illinois at Urbana-Champaign and Bernard Reilly, CRL. The staff liaison is Yvonne Jefferson.

PRESIDENT'S ANNUAL REPORT: Bernard Reilly, President, reported on the activities and accomplishments of the Center for the past year. The President's detailed comments are in Attachment D to these minutes.

ADJOURNMENT: Ms. Shulenburger thanked the Council and guests for attending this year's meeting. The Council by common agreement adjourned the Business Session at 9:45 AM (CT).

Yvonne Jefferson, Assistant Secretary, recorded these minutes.

COUNCIL OF VOTING MEMBERS
ANNUAL MEETING
ATTENDANCE LIST
(April 28, 2006)

<u>INSTITUTION</u>	<u>NAME</u>
University of Alabama	Pat Henderson
*American Historical Association	Arnita Jones
Arizona State University	Vicki Coleman
University of Arkansas	Judy Ganson
Brigham Young University	Robert Murdoch
Brown University	Harriette Hemmasi
University of Calgary	Ada-Marie Atkins Nechka
University of Calgary	Holger Herwig
University of California - Berkeley	Thomas Leonard
University of California - Los Angeles	Beverly Lynch
University of California - Los Angeles	Gary Strong
University of California - Los Angeles	Cindy Shelton
*University of California - San Diego	Brian Schottlaender
University of California - Santa Barbara	Sarah Pritchard
University of California - Santa Cruz	Virginia Steel
*Center for Research Libraries	Bernard Reilly
Center for Research Libraries	Yvonne Jefferson
Center for Research Libraries	Melissa Trevvett
Center for Research Libraries	Don Dyer
Center for Research Libraries	Amy Wood
Center for Research Libraries	Morgan Elmore
Center for Research Libraries	Patricia Finney
Center for Research Libraries	James Simon
Center for Research Libraries	Patricia Xia
Center for Research Libraries	Raymond Sallay
Center for Research Libraries	Linda Ronan
Center for Research Libraries	Elizabeth Berenz
University of Chicago	Judith Nadler
University of Chicago	James Mouw
University of Chicago	Sherry Byrne
University of Chicago	James Nye
University of Chicago	Sem Sutter
University of Chicago	Yuan Zhou
University of Cincinnati	Victoria Montavon
College of William & Mary	Connie McCarthy
University of Colorado - Boulder	J. Yem Fong
Columbia University	David Magier
University of Connecticut	Brinley Franklin
Cornell University	David Block

INSTITUTION

Cornell University
***University of Denver**
Duke University
Florida State University
Harvard University
University of Illinois - Chicago
Indiana University
University of Iowa
***University of Kansas**
University of Kansas
Kansas State University
University of Kentucky
Loyola University - Chicago
University of Manitoba
Marquette University
Marquette University
Marquette University
University of Maryland
University of Maryland
McGill University
Miami University - Ohio
Miami University - Ohio
***Michigan State University**
University of Minnesota – Twin Cities
University of Missouri-Columbia
New York University
Northwestern University
Northwestern University
Northwestern University
***University of Notre Dame**
***OCLC**
Ohio University
Ohio State University
Oklahoma State University
University of Oregon
Oregon State University
Pennsylvania State University
Rutgers University
University of South Florida
University of South Florida
State University of New York - Albany
State University of New York – Buffalo
University of Tennessee
Texas A & M University

NAME

Xin Li
Nancy Allen
Winston Atkins
Althea Jenkins
Dan Hazen
Stephen Wiberley
Cecile Jagodzinski
Edward Shreeves
David Shulenburg
Susanne Clement
Lori Goetsch
Mary Beth Thomson
Robert Seal
Michael Napora
Yolande Wersching
Ursula Scholz
William Cuthbertson
Carolynne Presser
Jay Kirk
John Jentz
Janice Simmons-Welburn
Desider Viktor
Carlen Ruschoff
Janine Schmidt
Judith Sessions
Janet Stuckey
Clifford Haka
Charles Spetland
June DeWeese
Michael Stoller
David Bishop
Harriet Lightman
Jeffery Garrett
Jennifer Younger
Rick Schwieterman
Jan Maxwell
Graham Walden
Richard Paustenbaugh
Andrew Bonamici
Karyle Butcher
William Brockman
Robert Sewell
Derrie Perez
Stuart Silverman
Frank D'Andraia
Austin Booth
Sara Williams
Martha Bedard

INSTITUTION

NAME

Texas A & M University
***University of Texas at Austin**
University of Toronto
Tulane University
University of Utah
Valparaiso University
Vanderbilt University
University of Vermont
University of Victoria
University of Virginia
University of Washington
Washington State University
Washington University
Western Michigan University
Western Michigan University
***Yale University**

Joel Kitchens
Fred Heath
Graham Bradshaw
Lance Query
Joyce Ogburn
Richard AmRhein
Roberta Winjum
Mara Saule
Marnie Swanson
Jane Edmister Penner
Linda DiBiase
Lynn Chmelir
B.J. Johnston
Bettina Meyer
Joseph Reish
Alice Prochaska

*** CRL Board of Directors**

CRL CHAIR'S REPORT TO THE COUNCIL
APRIL 2006

The Center for Research Libraries continues to serve member libraries and through them the academic community very well. Evidence of this good service is seen readily in the significant growth of our membership. The question that is uppermost in the minds of the Board of Directors is how must CRL adapt to the changing environment to ensure that it continues to serve members at least as well in the future as it has served them historically?

The changing environment for libraries has as its most salient feature the increased value to scholars of all things digital. Any item transformed into digital form suddenly becomes more visible, citations to it go up and old, forgotten works suddenly become hot new properties. Imagine the uses to which CRL's collection of foreign newspapers, non-U.S. dissertations, Khmer Rouge archives, Civilian Conservation Corps Newspapers and government reports would be put were they suddenly available to patrons of member libraries on-line.

But the greater exposure potential of things digital is not all the story. In a chilling article on the future of academic libraries as virtual destinations, Jerry D. Campbell of the University of Southern California begins with this diagnosis of the problem (EDUCAUSE Review, January/February 2006):

Today, however, the library is relinquishing its place as the top source of inquiry. The reason that the library is losing its supremacy in carrying out this fundamental role is due, of course, to the impact of digital technology. As digital technology has pervaded every aspect of our civilization, it has set forth a revolution not only in how we store and transmit recorded knowledge, historical records, and a host of other kinds of communication but also in how we seek and gain access to these materials.

Because key portions of our collection are not replicated elsewhere, the "dimming" of the collections to the academy as things digital eclipse them in brightness would represent a real loss to the academy. Thus President Bernard Reilly and the members of the Board of Directors are focused on planning for the orderly digitization of the collection.

While digitization of the collection is both desirable and necessary, it presents a number of problems. Prominent among those problems is the question of cost. Not only is the collection sizeable, much of it is expensive to digitize because of its format, e.g. foreign newspapers. A problem even more basic than the cost of digitization is our status as a membership organization. The fundamental nature of digitized material is that it can be made easily accessible to all, but the fundamental nature of a membership organization is that its services (in this case, collections) are available only to members.

We must struggle with these twin problems. Were funds from public sources available for digitization and for future collection building and maintenance, we could plot out a future in which digitized material could be made accessible to everyone for free. We neither wish to preclude such a future nor to wager the future of CRL on manna. We therefore are pursuing the option of expanding the base of membership of CRL so that more of the academy can benefit from and bear the cost of digitization. The new membership model we consider at this membership meeting is designed to make CRL membership more attractive to a larger number of libraries, both in the US and around the world. Other options for funding digitization will also be considered.

The deepened expertise that CRL develops as a result of the grant that the Andrew W. Mellon Foundation awarded the organization to develop and test a process to audit and certify digital archives is also related to this cause. This grant holds the prospect of helping the library community understand the circumstances under which such archives truly can be trusted, a necessary property of any electronic future for our collection.

Council of Voting Member's Minutes
April 28, 2006

Digitization is only form, not substance. CRL's mission is to develop and maintain collections that purposely extend the range of members' collections in depth and range that otherwise would not be possible. Our leadership in global resources mandates that we must remain focused on this portion of our mission.

The work of the Center is possible because of the many dedicated CRL staff members who are ably led by President Bernard Reilly. Many dozen individuals from member libraries serve on various committees and unselfishly give of their time to make the Center better serve us all. I work most closely with the members of your Board of Directors who wisely work through the thorny issues confronting the Center and provide the direction required to ensure that the Center continues to be a respected and essential part of the world's library scene. It is my great pleasure to serve with such a hardworking group for the benefit of such an important institution.

David Shulenburg, Chair
Center for Research Libraries
Board of Directors
April 28, 2006

**CENTER FOR RESEARCH LIBRARIES
Strategic Membership Task Force Initiative**

Recommendations for a Proposed New Membership Model

The proposed new financial and membership model represents the culmination of three years of research, analysis, financial modeling, and deliberation by the Strategic Membership Task Force, chaired by Jennifer Younger of the University of Notre Dame, and included numerous consultations with CRL board and committee members. The new model is designed to establish greater parity in the apportionment of CRL costs and savings. It also will eliminate barriers to membership that had crept into the original model (designed in 1949 for a membership of same-sized institutions) and establish a transparent and easier to manage system for determining cost shares. Implementation will not affect member access to resources or services.

Recommended Structure and Components

- The revised structure centers on a simple formula that calculates cost shares as a small percentage of an institution's average library materials expenditures and ultimately a single membership class.
- The percentage is applied as a multiplier that can be adjusted annually, thus making the system more sensitive to economic conditions and annual budget requirements.
- Voting Privileges: The task force and board will collaborate to develop a system for appropriately weighting the institutional input of large and small members for governance and shaping CRL collections.
- Creates a more uniformly stratified membership and eliminates the gap that exists between membership classes in the current system. It also eliminates the abrupt cost share increase for members obliged to bridge that gap as their libraries grow.
- The new system does not affect inter-library loan policies or practices.
- It is structured to be revenue-neutral through the implementation period based on enrollment of new members.

Implementation

Transition to the revised model will be implemented over a five-year period, for several key reasons:

- To ensure CRL's financial stability and to soften the impact on institutions that incur a cost share increase.
- To coordinate implementation with an initiative that dramatically expands CRL's capacity to deliver resources in electronic form.
- To create the conditions for a seamless transition.
- To ensure that implementation and new-member enrollment efforts coincide.

Benefits of the New Model

- A simpler, more transparent system will contribute to member retention and recruitment efforts.
- It will enable CRL to expand membership—domestically and globally—to generate additional revenue and distribute fixed costs across an ever-growing membership base.
- Ensures long-term stability by linking cost shares to budget requirements.

The Transformative Shift to Digital Services
President's Report on the State of the Center
April 2006

At the April 2005 Council Meeting we sketched the general outlines of "E-CRL," the rationale and scenarios for enabling CRL to more fully incorporate digital technologies in its activities. The detailed analysis of CRL processes and services that we conducted since last April to inform planning for this shift, affirmed for us the transformative character of these technologies. We now realize that for CRL to truly optimize the benefits of technology and continue to fulfill its mission effectively, we will have to fundamentally recast CRL processes, alter its organizational structure, and reallocate important assets.

A. 2006 E-CRL Activities

FY 2006 was a year of planning and analysis for CRL. We analyzed the level and nature of use of CRL collections, determining which materials were most heavily accessed and how they were incorporated in users' research activities.

We put in place at CRL the equipment and workflows necessary for on-demand digitization of fragile and rare materials. A number of fragile and rare materials, such as the CRL's run of the *Journal officiel du royaume du Laos*, and several nineteenth- and early twentieth-century dissertations on medicine, psychology, and social science were digitized and mounted on a Digital Depository Server, using a Document Delivery Access Control Server to control access and authenticate users. The digital files are linked to catalog records in CRL's OPAC.

We began to devise and test infrastructure and workflows for collection-level digitization. Test bed digital collections focused on materials for international studies: a collection of Chinese picture books and illustrated propaganda pamphlets from the early years of the People's Republic and a small group of medieval slavery and manumission manuscripts from Timbuktu. The Web interface for the collections employs ContentDM software and the metadata is in Dublin Core format. (<http://ecollections.crl.edu>.)

At the same time CRL staff worked to improve discoverability of its tangible and digital resources by creating cross-links to the CRL OPAC and Web-based collection guides from various open access Web resources developed by CRL and CRL affiliates. The open access resources included the aforementioned CRL Chinese picture books collection, the Digital South Asia Library (<http://dsal.uchicago.edu/>) and Digital Library for International Research (<http://www.aiys.org/aodl/index.php>). We also made use of the CRL on-line newsletter *Focus* to publicize CRL topical collections and to make information about those collections visible on the Web.

Other important achievements this year helped strengthen traditional service and delivery of CRL materials:

- *CRL catalog records are now available gratis to members for loading.* For more information interested members should visit the FAQ page from the Center's home page at <http://www.crl.edu/content.asp?11=14&12=65>
- *466,795 dissertations have now been cataloged, out of a collection of approximately 800,000.* Progress will continue until the entire collection is cataloged. The records were also indexed and are now discoverable through Google and Open WorldCat.
- *CRL document delivery volume increased this year as a result of CRL joining the RAPID system.* Our fast delivery times fit perfectly with this consortium's requirements for document delivery.

B. Implications of Some Related Developments

Three recent developments in the world of library digital collections and resources have affected our planning for CRL digital access. These developments include large-scale digital enterprises focusing on monographs, newspapers, journals, and archives:

1. Google and Open Content Alliance Mass-digitization Projects – Both efforts concentrate on high-volume digital conversion and open access Web delivery of pre-1923 monographs.
2. National-level newspaper digitization projects undertaken by national libraries in the UK, Europe, and US
3. Emerging electronic archives and repositories, such as the National Archives and Records Administration's Electronic Records Archives and Ithaka Harbors Inc.'s Portico.

In addition, during the past two years pressure on academic and research libraries has mounted to divest of paper journals, government documents, newspapers, and monographs to free resources for electronic content. Hence provisions for cooperative or third-party preservation of "last-copies" are now critically important.

These developments suggest some principles that should inform CRL activities: researcher need, non-redundancy and persistence.

1. *Researcher need:* CRL digital activities must respond directly to the specialized needs of its community, specifically to those engaged in advanced research and teaching in the humanities, sciences, and social sciences. Those needs will dictate the digital conversion and delivery of some materials, including materials within the copyright period, on demand to support immediate scholarly projects. In its digital access efforts CRL will adopt a liberal interpretation of fair use and the "first sale" doctrine.
2. *Non-redundancy:* CRL digital services must provide electronic access to materials that augment, rather than duplicate, materials made available through members' own efforts and the other existing large-scale digital enterprises.
3. *Persistence:* Reliable archiving of legacy collections digitized under the CRL umbrella must be folded into CRL digital access efforts. Conversely, CRL must closely align its collections digitization with the strategic collection management goals of its members, goals such as reducing storage, preservation of at-risk materials, and so forth. A solid economic foundation for CRL digital access requires that we achieve a balance of open and proprietary access strategies that provide public good while preserving incentives for support of CRL.

Clearly the task ahead for CRL is far more ambitious than simply substituting electronic delivery for traditional delivery method. To achieve this task we will have to implement at CRL a broader set of new activities than initially expected. In doing so we must also enlist organizations -- including member institutions -- that can bring critical resources to this important undertaking. *Consequently it will take longer to achieve full electronic collection delivery capability and conversion of collections than the three years originally projected.*

C. Near-Term Activities

In FY 2007 CRL staff will concentrate on providing digital access to CRL material in the public domain. We expect to deliver electronically:

- 100% of fragile materials requested (These include small-format materials that can be scanned in-house.)

- 100% of hard copy journal articles, regardless of length
- 35% of other hard copy requests for materials over 50 pages.

D. Long-Term Directions

Because of the scale and substantial cost of this undertaking we will have to adopt three broad strategies.

1. *Concentrate CRL efforts on three distinct collection areas.* Despite maintaining important areas of collections strength CRL resources lack a clear and distinct identity among the end users of those collections. To achieve adequate visibility we will have to link the development of CRL collections and collection-related services more directly to the communities of interest for those materials, allowing user needs to shape content and services more directly.

In our analysis of CRL collection use, funded by the Gladys Kriebel Delmas Foundation, three focus areas emerged as particularly important to CRL members:

- *Science*-- journals and dissertations (These represent approximately 38% of all CRL requests filled);
- *Humanities and Social Sciences* -- journals, government documents, and archives (18.7% of requests)
- *News and Political Communications* (16% of requests / 75% of pages delivered)

In all three collection areas international materials figure prominently. *In its digital efforts CRL will thus focus on "doing a few things well" and will evolve strategies suited to each of the distinct collection focus areas it develops and manages.*

2. *In the digital arena CRL will retain its "last copy" role by backing up electronic access with provisions for archiving of source materials.* Since its founding CRL has afforded its members access to a broad array of collection materials while minimizing and distributing the costs of acquiring, processing and managing those materials. Similarly, CRL's digital activities will most benefit member institutions if they alleviate the burden of maintaining large and redundant physical collections and minimize the cost of digital preservation. *To meet this goal CRL will support the systematic digital conversion of important materials in tandem with reliable physical and digital archiving. In the long run CRL will not be a print and digital repository, but rather will build upon its distributed print repository and auditing of digital archives efforts to ensure for its community the services, including storage, necessary for the fail-safe preservation of tangible and electronic materials.*
3. *Actively engage and support the work of member universities, electronic publishers, networks, and other appropriate organizations.* The costs of the substantial new hard and soft infrastructure needed to manage and deliver CRL digital content are likely to be quite high. Such services include, for example, high-volume conversion, marketing, rights management, user authentication, exposure of content on the Web, hosting of content, and others. *Rather than build all of these capabilities anew, CRL will endeavor to obtain critical services from organizations where they are already brought to scale. In creating partnerships we will favor organizations, such as member universities and libraries, whose interests and goals are synonymous with those of CRL.*

E. Strategies, Area by Area

- *Science* – CRL specializes in scientific materials from areas outside the US and Europe, which are acquired by subscription in paper format. Increasingly, scientific information is accessed in electronic format. We will have to find ways to work farther "upstream" in the production process, to enable publishers, universities, and aggregators in regions of interest to deliver diverse scientific content electronically in a persistent and reliable way. This will involve supporting development of electronic publishing and distribution capabilities in regions where they do not yet exist, and co-investing in

efficient access to specialized scientific content with organizations with common interests. Such organizations include, for instance, the International Network for the Advancement of Scientific Publication (INASP) and Canada Institute for Scientific and Technical Information (CISTI).

It will also be essential for CRL to ensure that member needs and interests are adequately served by digital repositories and other parties that members rely upon to provide long-term persistence of born-digital scientific information.

- *Humanities and Social Sciences* – CRL will begin to support the digital conversion and delivery of the types of materials in traditional formats now microfilmed under the AMP programs and acquired through its regular acquisition activities. *Conversion should encompass not only AMP and CRL holdings but related materials in member collections as well, through cooperative digitization projects designed to yield the maximum return to the participating institutions.* Conversion must in every case be combined with adequate provisions for hosting and delivery of the digital content produced, the securing and maintenance of necessary rights for digital uses of the content, and reliable archiving. This will enable members to provide a high level of service and safely eliminate the costs of maintaining hard copy source materials locally.

Again, such activities will require partnerships with organizations that can provide important services and resources, organizations such as electronic publishers, digital conversion services, and third-party repositories and aggregators of important related source materials.

CRL might expand the role that it now plays in licensing specialized electronic resources for the German North American Resources Partnership (GNARP), to ensure the reliable archiving of electronic resources in which CRL members invest. It may be useful for CRL, for instance, to provide members information regarding the persistence of important electronic resources, such as ProQuest's *Early English Books On-line*, and large-scale repository projects like the National Archives and Records Administration's Electronic Records Archives and Portico.

- *News and Political Communications* – CRL digitization of legacy newspaper collections will address materials not converted under the various national newspaper digitization projects (British Library, BNdeF, LC) or the commercial efforts (NewsBank, ProQuest). Given CRL's area studies strengths, its natural area of focus is news from non-US, non-European regions, such as Latin America, Sub-Saharan Africa, and the Middle East. As with HSS materials, CRL's most useful role will be to work with member libraries to assemble and convert collections of related but dispersed holdings of important materials.

At the same time CRL will begin to secure specific rights to provide members digital access to newspapers acquired and preserved under its newspaper preservation programs: the Foreign Newspaper Microfilm Program (FNMP) and International Coalition on Newspapers (ICON). Under ICON CRL in 2005 promulgated a set of recommended digital preservation rights that libraries might acquire from publishers when obtaining permission to microfilm newspapers. <http://icon.crl.edu/rights-draft.pdf> CRL will seek to obtain from the publishers of newspapers microfilmed under the FNMP "Level 3" rights as defined in that document.

CRL will play a different but comparable role vis a vis news in electronic form. The traditional role has been to provide CRL members persistent access to diverse news information sources and viewpoints. Most news today is published in electronic form and is managed by large commercial aggregators like Factiva, NewsBank, and Lexis-Nexis. The aggregators add to news content considerable value and functionality (discoverability, searchability, desktop delivery, mass storage, etc.) than publishers and libraries have heretofore been able to provide. The aggregators, however, largely serve markets for current news information and so the extent to which they will continue to maintain back content is unclear. *The task for CRL, then, is to negotiate an appropriate "division of labor" between the media sector and libraries in providing for the long-term maintenance of news content.*

On the archiving of Web-based political communications CRL will move deliberately and cautiously for the time being. Resources are scarce for this potentially costly activity. We sense relatively little immediate demand for this activity among the CRL community. And the outcome of the NDIIPP Web archiving initiatives is still undetermined. *Therefore we will continue to monitor the demand for Web archiving, and to assess the effectiveness and sustainability of the Archive-It and other technologies and systems for preserving Web-based political communications, news, and other international source materials on an ongoing basis.*

F. Next Steps

Although CRL's mission remains the same, the new strategies require fundamental changes in CRL activities. The essential change is one of emphasis, wherein the role CRL plays is conceived as being a guarantor of diverse, persistent resources, rather than more narrowly as a "light" repository. *Hence we will have to concentrate more CRL resources on delivery and maintenance of electronic content without compromising its ability to store and maintain tangible collections.*

For CRL to move decisively, new resources will be needed. CRL will have training, equipment, personnel, and funding needs beyond those that its partners will bring to the effort. To obtain these resources we will continue to work to expand CRL's membership base. This will be a major focus of CRL administration and Board attention in FY 2007, building on the successes of the past two years.

While 2006 was a year of analysis and conclusions, in 2007 CRL will begin to put in place concrete plans, partnerships, and resources needed to bring its digital access activities to scale. In the coming months the development and approval of a detailed plan and budget will be the focus of the efforts of CRL and the Collections and Services Advisory Panel, and will be the subject of a Board of Directors retreat in October. The CRL agenda is an ambitious one, but is consistent with the times and with CRL's traditional purpose. We look forward to moving forward in our traditionally collaborative way.

Bernard F. Reilly, Jr.
President



To: Council of Voting Members

From: Jennifer Younger, Secretary

Date: March 15, 2007

Re: **Fiscal Year 2007 Membership Status Report**

Third Quarter Membership Activities

CRL's current membership total is 214. The total increased to 214 with the enrollment of Vassar College, effective March 1, 2007. Florida International University re-instated its membership for FY08, effective July 1, 2007. The Vassar and FIU memberships will increase FY08 revenue by \$40,371.

In February CRL hosted three open teleconference presentations to provide prospective members of the Canadian Knowledge Research Network (CRKN) with detailed information about CRL resources, programs, and services. A total of 34 representatives from 22 CRKN institutions participated in the teleconferences. The following 15 Canadian universities and colleges in the CRKN have joined CRL, to take effect July 1, 2007.

Athabasca University
Lakehead University
Université de Moncton
University of New Brunswick
McMaster University
University of Regina
Royal Roads University
Ryerson University
University of Saskatchewan
Trent University
University of Waterloo
University of Western Ontario
Wilfred Laurier University
University of Windsor
University of Winnipeg

CRL also conducted the following presentations, tours, and teleconferences:

- Visits to CRL by prospective members: Texas Tech. University and University of Oklahoma, and an upcoming March visit by St. Xavier University.
- Site visits to member institutions: University of California-Santa Cruz, and three ACM schools (Grinnell, Knox, and Monmouth).
- CRL teleconferences: United Nations, University of Vermont, St. Lawrence University (and Connect NY Consortium), Florida International, Field Museum, and Vassar.

THE CENTER FOR RESEARCH LIBRARIES
MEMBERSHIP STATUS REPORT
March 15, 2007

Membership Totals by Type and Date				
	Voting Members	Associate/Global Members	Group Members	Total Members
Members on 3/15/07	97*	39	75	214**
Members on 7/1/06	97*	38	63	201**
Members on 7/1/05	92*	45	63	203**

* Includes OhioLINK

** Total includes 3 Affiliate Members: OCLC, ARL, and RLG

Membership Changes in FY 2007

New Members for FY07

Institution (Start date)

3 - Voting Members

Queen's University (7-1-06)
Dartmouth College (7-1-06)
Vassar College (3-1-07)

Queen's University and Dartmouth College enrolled through the incentive program.

Non-Renewal Notices for FY07

Institution (terminated on 6-30-06)

7 - Associates

Florida International University*
Purdue University at Calumet
Minnesota State University at Mankato
St. Cloud State University
College of St. Benedict/St. John's University
University of Minnesota at Duluth
University of South Dakota

* Florida International University re-instated its membership, effective July 1, 2007.

Member Institutions for Fiscal Year 2007

CRL Membership as of March 15, 2007

Voting Members (97)

Arizona State University	University of British Columbia
Brigham Young University	University of Calgary
Brown University	University of California-Berkeley
Claremont Colleges	Univ. of California-Davis
Columbia University	Univ. of California-Irvine
Cornell University	Univ. of California-Los Angeles
Dartmouth College	Univ. of California-Riverside
Duke University	Univ. of California-San Diego
Emory University	Univ. of California-Santa Barbara
Florida State University	Univ. of California-Santa Cruz
Harvard University	University of Chicago
Indiana University	University of Cincinnati
Iowa State University	University of Colorado
Kansas State University	University of Connecticut
Kent State University	University of Delaware
Loyola University-Chicago	University of Florida
McGill University	University of Georgia
Miami University of Ohio	University of Houston
Michigan State University	Univ. of Illinois-Chicago
New York Public Library	University of Illinois-Urbana/Champaign
New York University	University of Iowa
North Carolina State Univ.	University of Kansas
Northern Illinois University	University of Kentucky
Northwestern University	University of Manitoba
OhioLINK	University of Maryland
Ohio State University	University of Michigan
Ohio University	Univ. of Minnesota-Twin Cities
Oklahoma State University	Univ. of Missouri-Columbia
Oregon State University	University of Montreal
Pennsylvania State Univ.	University of North Carolina
Princeton University	University of Notre Dame
Purdue University	University of Oregon
Queen's University	University of Pennsylvania
Rutgers University	University of Pittsburgh
State University of New York-Albany	University of Rochester
State University of New York-Binghamton	Univ. of Southern California
State University of New York-Buffalo	University of South Carolina
Stony Brook University	University of South Florida
Temple University	University of Tennessee
Texas A & M University	University of Texas-Austin
Tulane University	University of Toronto
University of Akron	University of Utah
University of Alabama	University of Vermont
University of Alberta	University of Virginia
University of Arizona	University of Washington
University of Arkansas	University of Wisconsin
	Vanderbilt University

Washington State University
Washington University
Western Michigan University
Yale University

Associate/Global Members (39)

Bowling Green State Univ.
Carleton University
Carleton College
Carnegie Mellon University
Case Western Reserve Univ.
Chicago State University
Clemson University
College of William & Mary
Colorado College
Federal Reserve Bank of
 St. Louis
Florida Atlantic University
George Mason University
Georgia State University
Grinnell College
Johns Hopkins – Nitze School
 Advanced Internat’l Studies
Knox College
Lake Forest College
Loyola Marymount
 University
Marquette University
Monmouth College
National Humanities Ctr
Princeton Theo. Seminary
Reed College
U.S. Environ. Protection Agcy
University of Alaska
University of Dayton
University of Denver
University of Hong Kong
Univ. of Mississippi
University of Missouri-
 Kansas City
Univ. of Missouri-St. Louis
University of North Texas
University of Ottawa
Univ. of Texas-San Antonio
University of Victoria
Valparaiso University
Vassar College
Winona State University
Wright State University

Group Members (75)

Antioch College
Ashland University
Athenaeum of Ohio
Baldwin-Wallace College
Belmont Technical College
Bluffton College
Capital University
Cedarville College
Central Ohio Tech. College
Central State University
Cincinnati Christian University
Cincinnati State Tech. and Community College
Clark State Comm. College
Cleveland Clinic
Cleveland State University
College of Mt St. Joseph
College of Wooster
Columbus College of Art
 and Design
Columbus St. Comm. College
Cuyahoga St. Comm. College
Defiance College
Denison University
Edison St. Comm. College
Franciscan University
Franklin University
Heidelberg College
Hiram College
Hocking Technical College
Jefferson Tech. College
John Carroll University
Kenyon College
Lakeland Comm. College
Lima Technical College
Lorain Comm. College
Lourdes College
Malone College
Marietta College
Marion Technical College
Medical College of Ohio
Mercy College
Mt Carmel College of
 Nursing
Mount Union College
Mt Vernon Nazarene College
Muskingum College
Myers University
North Central Tech. College

Northeastern Ohio Univ.
College of Medicine
Northwest State Community
College
Notre Dame College of
Ohio
Oberlin College
Ohio Dominican College
Ohio Northern University
Ohio Wesleyan University
Otterbein College
Owens Community College
Rio Grande Community
College
Shawnee State University
Sinclair Community College
Southern State Community
College
Stark State Comm. College
State Library of Ohio
Terra Technical College
Tiffin University
University of Findlay
University of Toledo
Urbana University
Ursuline College
Walsh University
Washington St Community
College
Wilberforce College
Wilmington College
Wittenberg College
Xavier University
Youngstown State Univ.
Zane State College

Affiliate Members (3)

Association of Research
Libraries (ARL)
Online Computer Library
Center (OCLC)
Research Libraries Group
(RLG)

**BYLAWS
OF
THE CENTER FOR RESEARCH LIBRARIES**

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Adopted 9 March 1949
Amended March 26, 1965
Amended 7 November 1984
Amended 10 January 1986
Amended 15 April 1988
Amended 10 March 1989
Amended 27 April 1990
Amended 21 April 1995
[Amended 20 April 2007](#)

ARTICLE I. Purposes

The purposes of the Center shall be those stated in the Articles of Incorporation. The Center shall have such powers as are now or may hereafter be granted by the General Not for Profit Corporation Act of the State of Illinois.

ARTICLE II. Offices

The Center shall have and continuously maintain in the State of Illinois a registered office and a registered agent whose office is identical with such registered office, and may have other offices within or without the State of Illinois as the Board of Directors may from time to time determine.

ARTICLE III. Members

Section 1. Classes and Eligibility. The Center shall have two classes of members. The designation of such classes are as follows: (1) Voting Members; and (2) [Affiliate](#) Members. Institutions eligible for membership shall be any federal, state, county, or municipal body politic; any public board or agency; any non-profit educational institution; any non-profit library, educational, charitable, or scientific society, corporation, association, or trust; or any corporation, partnership, or proprietorship. While an institution as a whole is eligible for membership, the institution's library is the principal participating unit within the Center's membership. Criteria for eligibility for each of the two classes of membership shall be determined by the Board of Directors and approved by the Voting Members.

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Section 2. Election of Members. Members shall be elected by the Board of Directors, or the Executive Committee acting on behalf of the Board of Directors. An affirmative vote of a majority of the directors or of all Executive Committee members shall be required for election.

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Section 3. Voting Rights. Each Voting Member shall be entitled to two votes on each matter submitted to a vote of the Voting Members, one vote to be cast by each Voting Member's two councilors. Affiliate Members shall have no voting rights.

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Section 4. Termination of Membership. The Board of Directors by affirmative vote of two-thirds of the Board may terminate the membership of any member that becomes ineligible, or suspend/expel any member that shall be in default in the payment of dues, fees, or charges fixed and levied in accordance with these bylaws.

Any member may resign by filing with the secretary of the Center a written notice of resignation signed by the president or other authorized agent of the member. Such notice must be filed with the secretary at least six months prior to the effective date of resignation stated on the notice, and the effective date of such resignation must coincide with the end of the fiscal year of the Center.

The Board of Directors may provide by regulation (a) for the residual rights, if any, of any institution ceasing to be a member of the Center, and (b) for the disposition of any books and other material deposited with the Center by such member.

The termination of membership of any institution, whether by resignation or by vote of the Board of Directors, shall not relieve such institution of the obligation to pay any dues, fees, or other charges accrued and unpaid before the date on which membership is terminated by vote of the Board of Directors. When the membership of a Voting Member is terminated, the Voting Member's representatives shall cease to serve as councilors and shall cease to serve the Center in any capacity to which they may have been elected.

Section 5. Reinstatement. Upon written request filed with the secretary of the Center, any former member may be reinstated to membership by the affirmative vote of two-thirds of the Board of Directors on such terms as the Board of Directors may deem appropriate.

ARTICLE IV. Meeting of Voting Members

Section 1. Manner of Meeting. The Voting Members shall meet as a council, consisting of two individuals designated by each Voting Member as "councilors". One of the councilors designated by each Voting Members shall be the head librarian, or acting head librarian of the Voting Member (unless some other library administrative officer is specifically designated by the Voting Member as its librarian councilor). The other individual shall be any non-librarian designated by the Voting Member as its second councilor.

Section 2. Annual Meeting. An annual meeting of the Voting Members shall be held each year for the transaction of such business as may come before the meeting. If the election of directors shall not be held on the day designated for the annual meeting, or at any adjournment thereof, the Board of Directors shall cause the election to be held at a special meeting of the Voting Members called as soon thereafter as may be convenient.

Deleted: Section 6. Changing Member Class. Any member eligible to do so may seek to change its member class by filing with the secretary of the Center a written request signed by the president or other authorized agent of the member. Such request must be filed with the secretary at least six months prior to the effective date of the change of member class stated on the notice, and the effective date of such change of member class must coincide with the beginning of the fiscal year of the Center. A Voting Member meeting current eligibility criteria for Associate Member may seek to change to that member class. An Associate Member may seek to change its member class to that of Voting Member even though that member does not meet the eligibility criteria of the member class to which it requests to change.

Section 3. Special Meetings. Special meetings of the Voting Members may be called upon due notice by the chair, a majority of the Board of Directors eligible to vote, or twenty per centum of all councilors.

Section 4. Place of Meetings. The annual meeting of the Voting Members shall be held at the registered office of the Center unless otherwise directed by the chair and may be held without other notice than this bylaw. Special meetings shall be held at the place designated by the chair. The chair may designate any place either within or without the State of Illinois for any annual meeting or for any special meeting of the Voting Members.

Section 5. Notice of Meetings. Written or printed notices stating the place, day, and hour of any special meeting of the Voting Members shall be delivered either personally or by mail or telegram to each Voting Member not less than thirty days before the date of such meeting by, or at the direction of, the chair, or the secretary, or the Board of Directors, or the persons calling the meeting. If mailed, the notice of the meeting shall be deemed delivered when deposited in the United States mail addressed to the Voting Member at its address as it appears on the records of the Center, with postage thereon paid. If notice be given by telegram, such notice shall be deemed to be delivered when the telegram is delivered to the telegraph company. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Voting Members need be specified in the notice or waiver of notice of such meeting unless specifically required by law or by these bylaws.

Section 6. Manner of Acting. The act of a majority of the councilors present at a meeting at which a quorum is present shall be the act of the Voting Members, except where otherwise provided by law or by these bylaws. Action may be taken by the Voting Members on matters submitted to the Voting Members by mail, such action to become effective upon receipt by the secretary of written approval thereof by a majority of the members councilors, or by such other number of them as may be required by the matter being voted upon.

Section 7. Quorum. A majority of the Voting Members shall constitute a quorum at any meeting of the Voting Members. For the purposes of determining quorum, a Voting Member shall be deemed present if at least one of its designated councilors is present. If a quorum is not present at any meeting, a majority of the members present may adjourn the meeting from time to time, and no further notice of the time and place of re-convening is required.

Section 8. Proxies. A councilor may vote by proxy at any meeting of the Voting Members. Proxies must be executed in writing by the councilor or the councilor's duly authorized attorney in fact. No proxy shall be valid except for the meeting for which it is executed.

Section 9. Powers Reserved to the Voting Members. The powers reserved to the Voting Members are the following:

a. To approve the criteria for eligibility for each of the two classes of membership as determined by the Board of Directors.

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b. To elect the Board of Directors of the Center as provided in Article V

of these bylaws.

- c. To approve, except as provided in Article V, Section 1, the total of the budget of the Center and the total amount of dues, fees, or other charges to be levied against the members.
- d. To approve, in accordance with Article XI, Section 1 of these bylaws, the formula or principle determined by the Board of Directors by which the dues, fees, or other charges are to be levied against the members.
- e. To alter, amend, or repeal the bylaws of the Center, and to adopt new bylaws as provided in Article XIII of these bylaws.
- f. To advise the Board of Directors on matters referred to the Voting Members by the Board of Directors for advice, and on matters which the Voting Members may originate.

ARTICLE V. Board of Directors

Section 1. Powers. The management of the affairs of the Center, except as provided in Article IV of these bylaws, shall be vested in the Board of Directors. The Board of Directors shall be empowered to adjust periodically the total and the detail of the budget approved by the Voting Members provided that such adjustment does not raise the total by more than ten per centum nor reduce the total by more than ten per centum. When the total is raised, the new total of the budget shall not exceed the amount of current and available unallocated and unrestricted funds. The Board of Directors shall not alter the total amount of the dues, fees, or other charges to be levied against the members without approval of the Voting Members.

Section 2. Number of Qualifications. The Board of Directors shall consist of fifteen elected directors and one ex officio director. The elected directors shall be elected by the Voting Members. At least twelve of the fifteen elected directors shall be elected from among the councilors, and not less than six nor more than nine shall be elected from among the librarian councilors. No more than three of the elected directors may be persons who are not councilors. ~~No two directors shall be the representatives of the same member. The president of the Center shall be a member of the Board of Directors ex officio.~~

Deleted: No more than one of the elected directors may be the librarian or other administrative officer of an Associate Member.

Section 3. Terms of Office. The fifteen elected directors shall be elected for terms of three years' duration, with five directors being elected at each annual meeting of the Voting Members. No director may serve more that two three-year terms in direct succession. The term of office of an elected director shall begin at the close of the meeting during which the director is elected and shall continue, as long as he remains qualified, or until the close of the meeting at which the director's successor is elected.

Section 4. Vacancies. Should any elected director vacate his or her office by reason of death, resignation, failure to qualify, or for any other reason, the Voting Members shall elect a new director to complete the term of office so vacated.

Section 5. Compensation. Directors shall not receive any salary for their services as directors, but this shall not be construed to preclude any director from serving the Center in any other capacity and receiving compensation for such other services.

Section 6. Regular Meetings. At least two regular meetings of the Board of Directors shall be held each year. One of those meetings shall be the annual meeting of the Board, which shall follow as closely as practical the annual meeting of the Voting Members. The annual meeting may be held without other notice than this bylaw. The Board of Directors may provide by a resolution the time and place either within or without the State of Illinois for the holding of the regular meetings of the Board without other notice than such resolution.

Section 7. Special Meetings. Special meetings of the Board of Directors may be called by or at the request of the chair or any four directors. The person or persons authorized to call special meetings of the Board may fix any place, either within or without the State of Illinois, as the place for holding any special meeting of the Board called by them.

Section 8. Notice. Notice of any special meeting by the Board of Directors shall be given at least ten days previously thereto by written notice delivered personally or sent by mail or telegram to each director at his address as shown by the records of the Center. If mailed, such notice shall be deemed to be delivered when deposited in the United States mail with postage thereon prepaid. If notice be given by telegram, such notice shall be deemed to be delivered when the telegram is delivered to the telegraph company. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, except where the director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted at, nor the purpose of, any regular or special meeting of the Board need be specified in the notice or waiver of notices of such meeting unless specifically required by law or by these bylaws.

Section 9. Quorum. A majority of the entire Board shall constitute a quorum for the transaction of business at any meeting of the Board. If less than a majority of the directors are present at a meeting, a majority of the directors present may adjourn the meeting from time to time without further notice.

Section 10. Manner of Acting. The act of a majority of the directors entitled to vote and present at a meeting at which a quorum is present shall be the act of the Board of Directors except where otherwise provided by law or by these bylaws. No director shall vote by proxy. Action may be taken by the Board on matters submitted to the directors by mail, such action to become effective upon receipt by the secretary of written approval thereof by majority of the directors, or by such other number of them as may be required by the matter being voted upon.

ARTICLE VI. Officers

Section 1. Officers. The officers of the Center shall be a chair, a vice-chair, a secretary, a treasurer, and a president, who shall be elected by the Board of Directors, and such other officers as the Board shall deem desirable, including assistant treasurers and assistant secretaries. Such officers shall have the authority and perform the duties prescribed from time to time by the

Board of Directors. The chair, the vice-chair, the secretary, the treasurer and the president (ex officio) must be directors. Other officers may, but need not, be directors.

Section 2. Election and Terms of Office. The officers of the Center shall be elected annually by the Board of Directors at the annual meeting of the Board. If the election of officers shall not be held at such meeting, such election shall be held as soon thereafter as conveniently may be. Vacancies may be filled or new offices created and filled at any meeting of the Board of Directors. Each officer shall hold office until the officer's successor shall have been duly elected and shall have qualified.

Section 3. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.

Section 4. Removal. Any officer or agent elected or appointed by the Board of Directors may be removed by the Board of Directors whenever, in their judgement, the best interests of the Center would be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed.

Section 5. Chair. The chair shall preside at all meetings of the Voting Members, the Board of Directors, and the Executive Committee. The chair may sign, with the secretary or any other proper officer of the Center authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors have authorized to be executed, except in cases where the signing and execution thereof shall be expressly and exclusively delegated by the Board of Directors, or by these bylaws, or by statute, to some other officer or agent of the Center. In general, the chair shall perform all duties incident to the office and such other duties as may be prescribed by the Board of Directors from time to time.

Section 6. Vice-Chair. In the absence of the chair, or in the event of the chair's inability or refusal to act, the vice-chair shall perform the duties of the chair and, when so acting, shall have all the powers of and be subject to all the restrictions upon the chair. The vice-chair shall perform such other duties as from time to time may be assigned to the vice-chair by the chair or by the Board of Directors.

Section 7. Treasurer. If required by the Board of Directors, the treasurer shall give a bond for the faithful discharge of the treasurer's duties in such sum and with such sureties or surety as the Board of Directors shall determine. The treasurer shall have charge and custody of and be responsible for all funds and securities of the Center, receive and give receipts for money due and payable to the Center from any source whatsoever, and deposit all such monies in the name of the Center in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of Article VIII of these bylaws. In general, the treasurer shall perform all the duties incident to the office of treasurer and such other duties as from time to time may be assigned to the treasurer by the Board of Directors. If so decided by the Board of Directors, the offices of secretary and treasurer may be held by the same person.

Section 8. Secretary. The secretary shall keep the minutes of the meetings of the Voting Members and of the Board of Directors, and of committees having any of the authority of the

Board, in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; be custodian of the corporate records and of the seal of the Center, and see that the seal of the Center is affixed to all documents, the execution of which, on behalf of the Center under its seal, is duly authorized in accordance with the provisions of these bylaws; keep a register of the post-office address of each member, councilor, and director which shall be furnished to the secretary by such member, councilor, and director; and, in general, perform all duties incident to the office of secretary, and such other duties as from time to time may be assigned to the secretary by the chair, or by the Board of Directors. The secretary shall send copies of minutes of meetings of the Voting Members, the Board, and the committees, as the case may be, to such Voting Members, directors, or committee members.

Section 9. President. The president shall be the principal executive officer of the Center responsible for the execution of the policies and decisions of the Board of Directors and will, in general, supervise and control all of the business and affairs of the Center. The president may sign, with the secretary or any other proper officer of the Center authorized by the Board of Directors, any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof is expressly and exclusively delegated by the Board of Directors, or by these bylaws, or by statute, to some officer or agent of the corporation. The president shall perform all duties incident to the office of president and such other duties as may be prescribed by the Board of Directors from time to time. The president shall make an annual report to the Board of Directors.

ARTICLE VII. Committees

Section 1. Nominating Committee. There shall be a Nominating Committee to nominate candidates for the Board of Directors. This committee shall consist of five persons appointed by the chair from among the councilors, and the chair shall designate one of them as the chair of the committee. Members of the Nominating Committee shall not be excluded from nomination.

Section 2. Executive Committee. There shall be an Executive Committee composed of not more than seven individuals, which shall be empowered to act for the Board of Directors during the interim periods between meetings of the Board subject to its ratification. The members of the Executive Committee shall be the chair, vice-chair, secretary, treasurer, president, immediate past chair, and chair of the board's program committee, if one is established.

Section 3. Other Committees. Other committees may be designated by a resolution adopted by a majority of the directors entitled to vote and present at a meeting at which a quorum is present. Unless otherwise provided in the resolution establishing the committee, the members of such committees shall be appointed by the chair of the Board, and one of them designated chair of the committee, and need not be members of the Board or councilors.

Section 4. Term of Office. Each member of an appointed committee shall continue for the term designated by the chair or by the Board of Directors, or if no term is stipulated, until the committee has completed its work and or reported, unless removed from the committee by the chair of the Board, or unless the committee member resigns. Each member of an elected

committee shall serve for the term for which the person was elected, unless the person resigns.

Section 5. Vacancies. Vacancies in the membership of any committee may be filled by appointments made in the same manner as provided in the case of the original appointment or election.

Section 6. Quorum. Unless otherwise provided in the resolution of the Board of Directors designating a committee, a majority of the whole committee shall constitute a quorum, and the act of a majority of the members at a meeting at which a quorum is present shall be the act of the committee.

ARTICLE VIII. Checks, Funds, and Gifts

Section 1. Checks, Drafts, etc. All checks, drafts, or other orders for the payment of money, notes, or other evidences of indebtedness issued in the name of the Center shall be signed by such officer or officers, agent or agents, of the Center, and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instrument shall be signed by the treasurer and countersigned by the president, chair or the vice-chair of the Center.

Section 2. Deposits of Funds. All funds of the Center shall be deposited from time to time to the credit of the Center in such banks, trust companies, or other depositories as the Board of Directors may elect.

Section 3. Gifts. The Board of Directors may accept, on behalf of the Center, any contributions, gifts, bequests, or devises for the general purposes or for any special purpose of the Center.

ARTICLE IX. Books and Records

The Center shall keep correct and complete books and records of account, and shall also keep minutes of the proceedings of the Voting Members, Board of Directors, and committees having any of the authority of the Board of Directors. It shall keep at the registered or principal office a record giving the names and addresses of the members, councilors, and directors. All books and records of the Center may be inspected by any member or councilor, or by the agent or attorney of the member or councilor, for any proper purpose at any reasonable time.

ARTICLE X. Fiscal Year

The fiscal year of the Center shall begin on the first day in July of each year and end on the thirtieth day of June next succeeding.

ARTICLE XI. Dues and Service Charges

Section 1. Annual Dues and Charges. The Board of Directors may determine from time to time the amount of annual dues, fees, and other charges, payable to the Center by the members. If so determined by the Board of Directors, the dues and service charges payable by the members

may be graduated or varied according to some formula or principle. The total amount of dues or service charges, or both, levied upon the members, and the formula or principle by which the amount of such dues or charges paid by them is determined, must be approved by two-thirds of the councilors present at a meeting of the Voting Members at which a quorum is present.

Section 2. Payment of Dues and Charges. The dues, fees and other charges, assessed by the Board of Directors on the members shall be payable on the fifteenth day of July in each year unless otherwise provided by resolution of the Board of Directors. The dues, fees, and other charges so assessed on a new member shall be pro-rated from the first day of the month following which such new institution is elected a member for the remainder of the fiscal year of the Center. Other charges for the use of the Center or its services shall be paid as directed by the regulation of the Center relating thereto.

Section 3. Default and Termination of Membership. When any member shall be in default in the payment of dues or charges for a period of six months, its membership in the Center may thereupon be terminated by the Board of Directors in the manner provided in Article III of these bylaws.

ARTICLE XII. Seal

The Board of Directors shall provide a corporate seal which shall be in the form of a circle and shall have inscribed thereon the name of the Center and the words "Corporate Seal, Illinois".

ARTICLE XIII. Amendments to Bylaws

These bylaws may be altered, amended, or repealed and new bylaws may be adopted by a majority of the councilors present at any regular meeting or at any special meeting of the Voting Members at which a quorum is present, provided that at least fifteen days' prior written notice is given of intention to alter, amend, or repeal, or to adopt new bylaws at such meetings.

ARTICLE XIV. Indemnification

The Center shall indemnify any person who was or is a party, or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative (other than an action by or in the right of the Center) by reason of the fact that he or she is or was a director, officer, employee, or agent of the Center, to the full extent permitted under the Illinois General Not For Profit Corporation Act, as in effect from time to time.

ARTICLE XV. Dissolution

Upon dissolution of the Center, the assets of the Center shall be applied and distributed as follows:

- a. All liabilities and obligations of the Center shall be paid, satisfied, and discharged, or adequate provision shall be made therefor.

- b. Assets held by the Center upon condition requiring return, transfer, or conveyance, which condition occurs by reason of the dissolution, shall be returned, transferred, or conveyed in accordance with such requirements.
- c. Assets received and held by the Center subject to limitations permitting their use only for literary, educational, scientific, or similar purposes, but not held upon a condition requiring return, transfer, or conveyance by reason of the dissolution, shall be transferred or conveyed to one or more organizations exempt from income tax as organizations described in section 501(c)(3) of the Internal Revenue Code having as and pursuing purposes substantially similar to those of the Center, pursuant to a duly adopted plan of distribution.
- d. Any remaining assets shall be distributed to one or more organizations exempt from income tax as organizations described in section 501(c)(3) of the Internal Revenue Code for any one or more literary, educational, or scientific purpose or purposes, or to the federal government, or to a state or local government, for a public purpose, pursuant to a duly adopted plan of distribution, or by a court to one or more such organizations to be used in such manner as in the judgment of the court will best accomplish the purposes for which the Center was organized.



CENTER FOR RESEARCH LIBRARIES Membership Committee

FAQ on the proposed single membership category and cost share calculation, and one vote per member

Background:

The Board of Directors launched an initiative to simplify the basis on which CRL's membership cost share is based. In April, 2006, the Board approved a revised financial and membership model that uses a simple formula to calculate the annual cost shares for all members (except Global Members). That decision led the Board to propose ending the distinction between voting and associate membership in CRL. The single cost share formula was implemented for the 2007 fiscal year, and the new arrangement necessitated resolving questions about member benefits and responsibilities for voting and governance.

An affiliate membership category, for affiliated organizations that do not enjoy the benefits of CRL membership, has been in place for several years but was never reflected in the bylaws. Current Affiliate members are the Association of Research Libraries and OCLC. The revised bylaws recognize that category. Global membership, a temporary membership category established by the Board in 2005 on a trial basis, is not reflected in the bylaws revisions.

While the Board is responsible for fiscal issues, and can determine the membership cost share model, the Center for Research Libraries Bylaws must be revised to implement the combined membership category, and resulting recommendations on voting.

This FAQ should help explain the issues to be addressed in the upcoming membership Bylaws vote.

Why combine membership categories?

The new cost-share model applies equally for all members (with the exception of global members and the very large institutions whose assessment dollar amount is capped.)

Increasing the involvement and commitment of the smaller institutions will strengthen the Center.

Simplifying the membership and cost structure will lead to greater transparency.

- Where differences occur over which titles to purchase, particularly in regard to whether one's own library already owns the proposed title, it is important to recognize that benefits accrue to all members when the Center serves as the access source, thus saving the ILL staffing costs for those small number of members who own the title as well as creating timely deliver for those members who do not own the resource.
- Equal voting across all members is simple and transparent.
- This approach emphasizes substance rather than process as there is no need for determining an algorithm for apportioning member votes.
- Equal voting will support the recruitment of new members, which is essential for sustainability of the Center, as well as retention of current members.
- The underlying transparency and equity of a capacity-based financial model (as applied to the acquisitions budget) and "one member/one vote" governance structure will foster cooperation and collaboration, consistent with the mission.

How will this work for Global Members? (Right now, Global Members are not voting members.)

There will be a future evaluation of the degree to which the current membership model meets Global Member needs, and whether this member category could or should move to voting status.

- In a "one-member, one-vote" environment, it would be logical to extend the vote to Global Members.
- However, the Global Membership program is fairly new and presents the experience of one member only for evaluation. This member appears sufficiently served in the present category but if or when that changes, that could also suggest the need to examine global member status.
- It is too early to recommend a change in member status for global members due to the challenges of providing full access to physical collections and full inclusion in governance, but change should be considered at a later date when digital delivery services are more fully implemented and full participation in governance and collections becomes practical.

Is this likely to change the composition of the Board?

Perhaps the real question is more related to the effectiveness of the Board. The Nominating Committee will continue to work in the way that it has, as mentioned above. Further, individuals are selected for service on the board not because they represent specific constituencies, but rather to focus on CRL as a whole. Therefore, any change in the nature of institutions from which Board members come should not have an effect on the effectiveness of the Board.

How will we know if this change has the anticipated results?

Given the far-reaching nature of these changes and the importance of CRL to our institutions, the Membership Committee intends to plan an ongoing assessment of member satisfaction with the outcomes of this change. An ongoing assessment changes will reassure all members and would help ensure the benefits of belonging to the Center and continue to advance the missions and priorities of all members. Key indicators might include some or all of the following:

- Renewals, drops, new member recruitment.
- Member satisfaction with the governance of the Center through the Board and its committees, including CSAP, Nominating, Budget & Finance, Membership, and Executive Committee.
- Member satisfaction with the mission, direction, priorities and strategies of the Center
- Member participation in the cooperative acquisition programs.



**NOMINATING COMMITTEE REPORT TO
THE COUNCIL OF VOTING MEMBERS
April 20, 2007**

The charge of the Nominating Committee is to prepare a slate of nominees for election as directors of the Center for Research Libraries by the Council of Voting Members.

The Nominating Committee herewith presents the following as candidates for three-year terms on the Board of Directors, beginning April 20, 2007:

- Brian Schottlaender, University Librarian, University of California, San Diego
- Nancy Allen, Dean, University of Denver
- Fred Heath, Vice Provost, The University of Texas at Austin
- Charles Phelps, Provost, University of Rochester
- Joyce Ogburn, Library Director, University of Utah

The members of the Nominating Committee are Chair, Alice Prochaska, Yale University, Kenneth Frazier, University of Wisconsin-Madison, Barbara Dewey, University of Tennessee, Charles Phelps, University of Rochester, Paula Kaufman, University of Illinois at Urbana-Champaign and Bernard Reilly, CRL. The staff liaison is Yvonne Jefferson.



APPENDIX B

PRESIDENT'S REPORT

April 2007

The Transformative Shift to Digital Services, Part 2.
President's Report on the State of the Center
April 2007

Last year we outlined how the shift to digital delivery of CRL collections was causing us to rethink basic CRL activities and that the shift would involve fundamentally recasting CRL processes, altering its organizational structure, and reallocating important assets. In FY 2007 we began this process. The present report describes the changes and progress made along this path.

CRL's strategic planning effort, referred to as CRL 2010 to reflect the four-year horizon for the plan, culminated in a Board retreat in October 2006. The planning effort was informed by intensive and widespread consultation prior to October with experts and representatives of key organizations in the fields of interest to CRL. Organizations consulted included the Carnegie Corporation of New York, the Government Printing Office, Library of Congress, Andrew W. Mellon Foundation, National Archives and Records Administration, National Science Foundation, ProQuest, Thomson Gale, NewsBank, Reed Elsevier, JSTOR, the Internet Archive, Google, and the University of Chicago Press.

Several individuals lent their time and expertise by serving on an advisory panel that critiqued and refined a number of scenarios we presented. Panel members were:

Kristine Brancolini, Loyola Marymount University
Robin Dale, Research Libraries Group/OCLC
Lorcan Dempsey, OCLC
Wendy Lougee, University of Minnesota
Clifford Lynch, CNI
Trudy Huskamp Peterson, Consulting Archivist

The planning process yielded three strategic directions that CRL will follow for the next four years in expanding digital delivery of collections:

1. *Focus.* Concentrate CRL resources on increasing member access to print and electronic resources that directly support international studies in the Humanities and Social Sciences (HSS).
2. *Support.* Provide for the archiving and persistence of critical print and electronic HSS resources, to enable CRL member libraries to fully exploit digital discovery, access, storage, and delivery.
3. *Integrate.* Begin to address the broad, global issues challenging collection development and knowledge preservation, augmenting and supporting CRL's region-based efforts.

Research-Driven Digital Delivery: Unlike the mass digitization efforts, CRL is taking a focused, measured approach to digital conversion, hewing close to the needs of actual research projects and teaching activities at member institutions. This year we improved our ability to provide electronic delivery of materials requested by faculty and graduate researchers for specific research projects, seminars, and pedagogical efforts at member institutions. In a short time, CRL microfilm digitization produced and mounted on the CRL document delivery server approximately 1,800 titles. Many of these had been requested by researchers through interlibrary loan.

In this way CRL is building a digital collection of source materials of proven interest to researchers, which will also benefit the larger CRL community as well. In order to get ahead of the demand curve we have been speaking with faculty at a number of universities about digitizing materials for advanced humanities teaching. Some common themes have emerged in these discussions, such as colonialism in Africa and South Asia, Native American history, and water and natural resource management. We are now exploring the feasibility of focused digitization of materials on these and similar topics that will support advanced seminars and graduate studies. The spring issue of our *Focus* newsletter will feature a selection of primary source texts on English dominion in Africa.

Collection-Level Digitization: We are also exploring prospects for digitization of international primary source materials on a systematic basis. Here CRL might build upon capabilities and platforms maintained by member and partner institutions, such as the Digital South Asia Library at the University of Chicago, the Digital Library for International Research of the Council of American Overseas Research Centers, and the Center for South Asia Libraries. (CSAL was recently funded by the British Library's Endangered Archives Program to digitize nineteenth-century Urdu periodicals held by the Aligarh Muslim University in India.) We also began to support efforts by various Area Microform Projects to make selected area studies collections available electronically.

Here again CRL digitization activities would be shaped by the interests of affinity groups that emerge and form within CRL. Such affinity groups are beginning to form around certain topics and domains, such as human rights and news preservation; others, such as the CRL four-year liberal arts colleges, are united by broader common interests or scale. CRL will endeavor to provide greater support to these efforts as it has in the past to the Area Microform Projects, which are region-based interests groups.

Last year the Collections and Services Advisory Panel (CSAP) developed a set of principles to govern dealings between CRL and potential partner organizations, such as electronic publishers and aggregators, with regard to digital conversion and hosting of CRL collections. The CSAP principles identify the baseline conditions of any CRL cooperative agreement that would be necessary to protect and advance the

interests of CRL members. They proved prescient as details of the Google mass digitization projects emerged, and have informed CRL's subsequent negotiations with publishers regarding digitization of CRL collections. The principles provided a template for the RFP recently issued for digitizing Latin American newspapers in the collections of CRL and nine major member newspaper libraries.

Discoverability of CRL Collections: At the same time CRL staff worked to make its tangible and digital resources more discoverable by beginning the upgrade of its ILS system and OPAC, and making its catalog records available for download by members to their local systems. We continued to use the CRL on-line newsletter *Focus* to publicize CRL collections, this year producing issues on Immigration, Women's Studies, Eastern and Southeastern Europe, and news preservation. Other notable milestones in service and delivery of CRL materials this year:

- 590,000 dissertations are now cataloged, out of a collection of approximately 800,000. Between July 1 and April 1 we cataloged 93,554 dissertations. Work will continue until the entire collection is cataloged.
- 17,863 pages of digital content were delivered on request, in addition to regular Ariel/DD delivery of materials;
- The number of hard copy items sent on loan during the first three quarters of this year increased by 12% over the same period last year.

Ensuring Access to Persistent Digital Resources: The Andrew W. Mellon Foundation-funded Auditing and Certification of Digital Archives Project added significantly to our understanding of the kinds of services and information the CRL member community requires from repositories of electronic journals and other digital resources in which they invest. The project also gave us a better idea of how to articulate those requirements and scale them to the cost, nature and value of the digital materials preserved.

Under the Mellon project we completed audits of four e-journals repositories and one social science data repository. We refined the methodology for conducting those audits, and with OCLC issued a revised and expanded assessment tool for preservation repositories, *Trusted Repositories Audit and Certification: an Audit Checklist (TRAC)*. In our audits we found that while some repositories meet many of the criteria for trust, full compliance with TRAC requirements – and independent verification of that compliance – would add costs that are prohibitive within the academic market at this time.

The tool is most valuable as a baseline set of optimal practices and activities of preservation repositories. TRAC affords developers and managers of repositories (many of them CRL member institutions) a framework to guide their planning and self-assessment.

The process of auditing the repositories also taught us what kinds of information about their operations and sustainability plans repositories must disclose to enable libraries to make informed decisions regarding investment and adoption of various archiving solutions. Our experience suggests that it is important to press repositories for greater disclosure of information about not only their technical capabilities and vulnerabilities, but about their business models, financial standing, and other matters affecting their sustainability.

It may in fact be useful to look critically at the planning underway by the Government Printing Office and National Archives and Records Administration for hosting and managing government-produced digital content in their respective domains. CRL members have a major stake in the terms on which U.S. government documents and government archives will be made available to users in the future.

In the coming year we will continue to develop and adapt TRAC and to incorporate its assessment methodologies and tools in CRL collection development activities. Our goal is to ensure persistence access to digital resources for the CRL community.

Two years ago under the Global Resources program, CRL began licensing specialized databases and electronic resources from abroad. Interest in this area is growing as academic libraries are required to support expanding international studies programs. The Global Resources Network may be well positioned to navigate the regional idiosyncrasies of electronic products and licensing in domains like Southeast Asia and Latin America. CRL may also be able, as it was with the GNARP project, to aggregate enough potential subscribers to obtain favorable terms of access from specialized publishers in other regions.

Many CRL members have expressed interest in obtaining digital access through CRL to some of the more expensive commercial digital news and newspaper collections, such as ProQuest Historic Newspapers, The Times Digital Archives (Thomson Gale), Access World News (NewsBank), and PressDisplay. CRL microform collections have traditionally served as “back files” of foreign and US newspapers. Now that the future of microfilm is uncertain it may soon be appropriate for CRL to broker access to electronic news, obtaining favorable terms and perhaps assuring better archiving of the news content in the process.

If libraries are to escape dependence upon microfilm as a delivery medium, they will have to ensure reliable access to retrospective news content in digital format. While much back news is now openly available on the Web, signs are that various national newspaper digitization projects, with some exceptions, will be adopting subscription models in making their digitized collections available to North American libraries. For this reason, we began discussions this year with the British Library and Biblioteca Nacional de México regarding terms upon which their 19th century digital newspapers might be made available electronically to researchers in the CRL community. We will assess member interest in this line of activity further at the April 20 council meeting.

Growing the CRL Community: Having implemented many additions and improvements in CRL services this year, our goals for CRL continue to be ambitious. This is because the demands on member libraries to support advanced research and teaching are growing. Globalization has vastly enlarged the domain of knowledge with which today's students, scholars, and policy researchers must be conversant. This year's increase in CRL collection use and growth of its membership among four-year colleges suggests that academic libraries are looking for greater access to source materials held outside their campuses. To meet this demand CRL membership – and value -- will have to continue to grow. Attracting new members, and enlarging the pool of scholarly resources available to CRL members, will be the main focus of our efforts during the next year.

Bernard F. Reilly, Jr.
President