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May 27, 2010

At CRL's Annual Council Meeting on April 23, 2010, we presented plans to bring the **Technical Report Archive & Image Library (TRAIL)** under the umbrella of CRL's Global Resources Network. We now invite your institution to consider participating in this important endeavor.

TRAIL is an established collaborative project that identifies, digitizes, preserves, and provides persistent and unrestricted access to US federal technical reports in engineering, nuclear science, health & safety, and other scientific and technical fields. These materials exist in most large U.S. and Canadian research libraries, but are often difficult to identify and locate, catalog, store, and serve to patrons. The project's focus is on making accessible legacy collections produced and distributed prior to 1975.

TRAIL is a national collaborative effort. To date, more than 1.9 million pages of public domain technical reports have been scanned, including materials from the U.S. Atomic Energy Commission, National Bureau of Standards, U. S. Bureau of Mines and other agencies. TRAIL also plays a critical role in ensuring permanence for these legacy resources, both through **enhanced cataloging** and shared management of physical collections (**print archives**).

TRAIL was initiated by the Greater Western Library Alliance and led by the University of Arizona, with support from CRL and other interested organizations. The project leverages significant support and investment through partnerships with University of Michigan, Oklahoma State University, University of North Texas and the University of Washington.

By opening the project to wider participation, TRAIL seeks to:
- expand its base of support, both in terms of financial commitment and content provision
- scale up the conversion of resources to meet the growing interest;
- structure its governance model to ensure more input and strategic direction from its supporting members; and
- broaden its exposure to a scholarly audience, through CRL's extended network.

CRL invites major research libraries to participate in TRAIL through the Global Resources Network program. Participants are asked to pay an annual subscription fee of $3,000 (participants will pay a one-time project development contribution of $1,500 in addition to the first-year fee). Funds will augment the financial support already provided the program by CRL, GWLA, and other participating institutions.

More information on TRAIL, the proposed participation model, benefits of membership, and planned project activities can be found on CRL's Web site at: http://www.crl.edu/grn/trail. We invite your comments and expressions of interest by June 22, 2010. Please contact James Simon (simon@crl.edu) and TRAIL Task Force Chair Maliaca Oxnam (oxnamm@u.library.arizona.edu) if you have further questions.

Information for Participants

What is TRAIL?

The Technical Report Archive & Image Library (TRAIL) project is an initiative by research libraries and other interested supporting agencies to identify, digitize, archive, and provide persistent and unrestricted access to federal technical reports issued prior to 1975.

Why focus on federally funded technical reports?

Technical reports communicate research progress in technology and science carried out in government labs or on government contracts; they deliver information for technical development to industry and research institutions contributing to the continued growth of science, engineering, and technology. These highly detailed reports contain valuable information serving specialized audiences of researchers.

Most large research libraries across the country have sizeable collections of federally funded technical research reports, covering a wide range of scientific and technical fields (engineering, health & safety, materials science, business & economics). These legacy collections are often difficult to identify and locate, with little or no title level cataloging or other finding aids available. These collections are virtually "hidden" from our users.

Most institutional holdings are incomplete as a result of inconsistent collection practices, dissemination complexities, format variations (print, microfilm, microcard, electronic), and a host of other issues. To pursue solutions to the challenges of access and preservation, it is clear a collaborative approach is merited.

How does TRAIL relate to other technical report initiatives?

While availability to more recent (1994–current) technical report literature has greatly improved with Internet access, legacy technical report documents remain elusive to researchers. TRAIL works closely with the community to ensure that duplication with other initiatives is minimized.

Select government departments have sought to make some of their historical collections accessible online, but the practices of digitization and access vary, as do the cost models (many federal agencies are exploring partnerships with for-profit entities to scan materials). The National Technical Information Service (NTIS) is a clearinghouse for government technical reports, but access to documentation is restricted to paying customers and cannot be requested via Interlibrary Loan.

Certain technical report depository collections are subject to scanning through mass digitization efforts such as Google Books, but the selection of content, completeness of runs, and open accessibility are all uncertain variables. TRAIL has partnered with the University of Michigan to ensure TRAIL documents scanned through UM/Google are being deposited in the Hathi Trust Digital Repository, guaranteeing long-term accessibility.

What makes TRAIL unique?

TRAIL sets itself apart from many large-scale digital efforts in its approach to collection building, bibliographic access, and long-term persistent access to the digital and print collections.

First, TRAIL focuses on building comprehensive collection sets of reports. As report series frequently changed names or departmental responsibility, this is more challenging than it initially seems. TRAIL seeks to make accessible the most complete collection of reports possible, drawing from multiple repositories.

Second, TRAIL emphasizes item-level cataloging metadata for each collection. TRAIL employs a central processing team that collects, documents, and catalogs all available material prior to scanning. Through consistent cataloging practices, TRAIL is creating the equivalent of a "national catalog" of technical reports, and provides a valuable service to all institutions with technical report collections by making record sets available through OCLC.

Third, TRAIL plays a critical role in ensuring permanence for these legacy resources, both through best practices in preservation of digital objects and shared management of the physical collection. Through its partnership with the University of Michigan, TRAIL documents scanned through UM/Google are being deposited in the Hathi Trust Digital Repository ensuring additional preservation and migration measures are taken. In addition, TRAIL seeks to identify a complete set of hard-copy technical reports for each collection to be designated as a print archive by TRAIL.

TRAIL is a **community-driven** program, where the members of the academic research community recommend collections, set project priorities, shape the direction and policies of the program, and otherwise serve the scholarly community. And, TRAIL is **community-controlled**, where the assets, resources, and terms are set by the body of participating institutions. This provides the greatest level of assurance for the future accessibility of these resources.

Lastly, a unique attribute of TRAIL is its success in meshing the talents of government documents and engineering librarians. TRAIL members with government documents backgrounds have been able to provide insights into the publishing history and practices of federal agencies. The engineering librarians, on the other hand, have been able to make judgments as to how well collections of federal technical reports contribute to the literature of engineering and scientific knowledge.

What are the benefits for my institution?

Access to this vast trove of resources is the key benefit of the program. To date, TRAIL has scanned more than 1.9 million pages, over 20,000 technical reports. TRAIL is currently pursuing 35 collections for cataloging and conversion; additional content is being vetted by the TRAIL collections working group. Participation in the program furthers the goal of access to resources, which delivers concrete benefits benefit for each institution.

Participation in the program benefits institutions in many other ways. Participating members can:
- play a part in TRAIL **working groups** (e.g. Collections Group) and the Steering Committee, to represent your institution's perspective and priorities in the program;
- recommend & donate **collections** items to the project for scanning/archiving, freeing up shelving space to be repurposed in your home library;

- receive complete sets of provider-neutral **catalog records** for collections via OCLC (for a fee), enhancing access to existing print collections or electronic versions within TRAIL;
- supply **subject expertise**, technical assistance, or other in-kind contributions to the program, extending the accrued benefits to all participants. For institutions without such local expertise, members may rely on the expertise of fellow participants such as reference assistance for technical report questions;
- access project **working documentation**, reports, and collection analysis to aid in collection development decisions at home libraries
- rely on the assurance of **persistence of the print and digital resources** and may choose to remove incomplete sets and difficult-to-use technical report series from their collections, freeing up valuable space and collection management resources;

What is the Return on Investment for TRAIL?

Member fees are used to support the ongoing conversion of resources. Approximately 60% of fees go to support the central processing of collections (sorting, cataloging, metadata, etc), while 40% goes directly into scanning and other collection-related activities.

With the substantial in-kind support from partners like the University of Michigan, TRAIL delivers a **250%** overall return on investment for participants (based on costs of processing and scanning content).

What exactly does my institutional participation entail?

Institutions participating in TRAIL designate at least one representative who can contribute time to working on TRAIL projects. Aside from this commitment, institutions are able to participate to the level they deem appropriate. Libraries of any size or capability are welcome to participate in the program, though a variety of activities further described at: http://www.crl.edu/grn/trail/about-trail/how-join-trail.

Where can I find more information?

More detailed information on TRAIL can be found through the following sites or publications:
TRAIL Project Info - http://www.crl.edu/grn/trail
TRAIL Pilot Site - http://digicoll.manoa.hawaii.edu/techreports/
Other digital content (to be integrated through the new TRAIL public interface coming summer 2010) -
http://digital.library.unt.edu/explore/collections/TRAIL/browse/

Some recent articles and presentations provide detailed descriptions of the project's history and operations:

Oxnam, Maliaca. "Collaboration and the power of Partnership in Science-Engineering Libraries."Journal of Library Administration, 50:253-263, 2010.

Oxnam, Maliaca. "A Multi-Institutional Approach to Technical Report Literature: Development of the Technical Report Archive & Image Library (TRAIL)." The Grey Journal: an International Journal on Grey Literature. 6:1 (2010) p. 5-7. (Republication of the conference paper distributed as the GL11 conference proceedings from December 2009).

This Agreement is made as of this ___ day of _____, 20__, by and between
_____ ("Participating Institution") and the Center for Research Libraries
("CRL"). The parties acknowledge that the Technical Report Archive & Image Library ("TRAIL") is a
project of the Global Resources Network ("GRN") under the direction of CRL. The parties further
acknowledge that TRAIL is an unincorporated association, with CRL acting in the capacity of fiscal and
legal agent.

I. Purpose

The purpose of this agreement is to confirm the intent of the Participating Institution to participate in
TRAIL and to convey the terms by which the Participating Institution is bound (including participant
responsibilities, fees, duration of the agreement, and the mechanism for withdrawal).

II. Project Description:

The Technical Report Archive & Image Library is a long-term project to identify, digitize, archive,
preserve, and provide persistent and unrestricted access to US federal technical reports. Emphasis is
placed on legacy collections authored and distributed prior to approximately 1975.

III. Membership Categories

A. This agreement governs membership in TRAIL on an institutional basis. And all rights and benefits of
participation are conferred equally to the Participating Institution and any and all of its employees,
patrons, or constituents.

IV. Participant Responsibilities

A. Participating Institutions agree to abide by the Bylaws of TRAIL, which are attached as Appendix C.
Participating Institutions are expected to adhere to the terms and conditions set forth in any and all project
guidelines that the Participating Institution has voluntarily and willingly joined.

B. The Participating Institution is expected to notify TRAIL representatives and CRL of any changes in
institutional information including but not limited to URLs, e-mail addresses, IP addresses, position
appointments or designated Member Representatives.

C. The Participating Institution is expected to pay any membership fees or other invoices within a
reasonable timeframe.

D. The Participating Institution is encouraged to designate at least one appropriate staff member who can
contribute time to working on the TRAIL project.

E. The Participating Institution is expected to recognize the contributions of its staff members
participating in the TRAIL project either as professional service or as part of their work duties
(i.e. in their job description). Institutions with staff members taking a leadership role on the

TRAIL project as work group leaders or elected officers are expected to provide travel support for those members to participate in the Annual Meeting of the Steering Committee."

V. Participant fee and duration

A. Fees: TRAIL may, at its discretion, assess fees for membership and participation in the project in accordance with the policies and practices of CRL and the GRN. Fees shall be used to support project initiatives or value-added services such as may become available. Additional fees to cover base expenses of administering TRAIL and/or central GRN services may be assessed by CRL. The current schedule of fees is set forth in Appendix B and may be amended from time to time with the agreement of TRAIL Member Representatives.

B. This agreement will be effective upon execution by the Participating Institution (signed by an authorized representative) and shall remain in effect on a year-to-year basis (beginning on the first day in July of each year and ending on the thirtieth day of June next succeeding). This Agreement shall be automatically renewed from year to year unless either party gives written notice of its desire to amend or terminate this Agreement. Goals of TRAIL and provisions of the agreement will be reviewed periodically by the Member Representatives for revision and renewal.

VI. Mechanism to withdraw

A. Advance notice of three months is required to withdraw from TRAIL.

B. Any notice to withdraw must be made in writing and must be signed by the authorized representative of the Participating Institution.

VII. Agreed to and accepted this _____ day of _____, 20___.

By: _____
  (print name)

_____
  (signed)

Title: _____

Institution: _____

TRAIL Participant Agreement

PARTICIPANT'S CONTACT INFORMATION

Institution: _____

Official TRAIL Representative: _____

Title: _____

Address: _____

_____

_____

Email: _____

Telephone: _____

Collection Development Officer: _____ Email: _____
Will be included on the TRAIL Collection Development Officers listserv

Library Director: _____ Email: _____
Will be included on the TRAIL Library Directors listserv

Billing contact: _____

Billing address: _____

_____

_____

Please return (by fax, mail, or email) completed form to:
Judy Alspach
Center for Research Libraries
Global Resources Network
6050 South Kenwood Avenue
Chicago, IL 60637
Fax: 773-955-4339
jalspach@crl.edu

TRAIL Participant Agreement

Appendix B – Schedule of Fees

As of May 20, 2010

Membership Fee

Annual membership fees for Institutional Members of TRAIL will be $3,000. There will be a one-time Project Development Fee of $1,500 for Institutional Members to participate in TRAIL.

Appendix C – TRAIL Bylaws

I. Name

The name of the body is the Technical Report Archive & Image Library (TRAIL). TRAIL is an unincorporated association, with the Center for Research Libraries (CRL) acting in the capacity of fiscal and legal agent.

II. Purpose

The purpose of TRAIL is to lead a collaborative effort to identify, digitize, archive, preserve, and provide persistent and unrestricted access to US federal technical reports. Emphasis is placed on legacy collections authored and distributed prior to approximately 1975.

III. Membership

    A. Membership in TRAIL is open to institutions with an interest in facilitating access to US federal technical reports in a manner consistent with the purpose of TRAIL. Institutions need not be members of CRL to participate in TRAIL.

        1. An institution may join TRAIL upon submission of a participant agreement signed by an authorized representative of the institution. Membership is subject to approval by the Steering Committee.

        2. All employees, staff, faculty, students, and associates of a member institution are eligible to participate in project activities, stand for elected offices, and serve on the Steering Committee and other working groups and task forces of TRAIL.

        3. TRAIL member benefits include the paid shipping of materials that member donates to the TRAIL project.

    B. Each institution shall designate at least one Member Representative to serve as the official contact and voting representative of the institution.

        1. Member Representatives are eligible to propose, enact, and otherwise participate in project activities and derive benefit therefrom, stand for elected offices, serve on the Steering Committee and other working groups and task forces, elect officers to the Steering Committee, amend bylaws, and vote on governance issues and other matters requiring membership approval.

    C. Members shall have equal votes on matters requiring a formal approval. Each institution shall be accorded one vote.

    D. Votes shall be conducted by mail or electronic ballot. A Member Representative may designate, at least a week in advance of the commencement of voting, another staff member to represent the institution, should the Member Representative not be available at the time of voting.

IV. Steering Committee

A. The TRAIL Steering Committee is the principal body that shall consider and formulate the policies and procedures governing TRAIL in accordance with the recommendations of the membership.

B. The Steering Committee is empowered to conduct the business of TRAIL; approve and enact project activities; discuss and recommend future policy or changes in policy to be adopted by the membership; make budgetary decisions for TRAIL; approach funding agencies; conduct periodic membership drives; and maintain communication with scholarly and professional associations, government agencies, and other cooperative projects.

C. The Steering Committee shall consist of three (3) elected officers, Working Group Coordinators, additional representatives appointed from the membership, and ex officio members. The Steering Committee shall be comprised of not fewer than eight (8) members.

   1. The Chair of TRAIL shall chair the Steering Committee.

   2. Coordinators of standing Working Groups shall serve on the Steering Committee for the period of their appointed terms.

   3. Additional members of the Steering Committee shall be appointed by the Chair as needed.

   4. A representative of CRL shall serve as an ex officio non-voting member of the Steering Committee.

D. All elected and appointed voting members of the Steering Committee, including the Chair, shall have equal votes on matters requiring a formal approval by the Committee. Each voting member shall be accorded one vote, regardless of the number of elected/appointed positions held.

E. Steering Committee Members shall serve two-year terms; re-election/re-appointment is permitted. Individuals should serve on a Working Group for a minimum of one year before being considered for the Steering Committee.

F. In the event a member is unable to serve a full term, the Chair shall appoint a replacement to serve the remainder of the term.

G. Any appointed Steering Committee member may be removed from office by the Steering Committee whenever, in their judgment, he or she does not fulfill the duties of the office. Removal may be enacted by a majority vote of the Steering Committee.

V. Officers

A. Chair:

   1. A Chair of TRAIL shall begin his/her term in office after having served for two years as Vice-Chair/Chair-Elect. The Vice-Chair/Chair Elect is elected from among the Members in accordance with the procedures in Section VII. The Chair automatically becomes a member of the Steering Committee.

2. The duties of the Chair are to provide overall leadership on the direction and activities of TRAIL. In this capacity, the Chair should arrange, prepare for, and lead meetings of the Steering Committee and membership; implement, coordinate, and/or distribute responsibilities for projects and activities of TRAIL; regularly report to and communicate with the membership; undertake correspondence and represent TRAIL to external parties; and act as liaison to CRL and other appropriate governing bodies.

3. The Chair shall serve a term of two years.

4. The Chair shall serve as an ex officio voting member of the Steering Committee for one year following his/her term of office.

5. In the event a Chair is unable to serve a full term, the Vice Chair will serve as Chair pro tem to serve until the next election.

B. Vice-Chair/Chair-Elect

1. A Vice-Chair/Chair-Elect of TRAIL shall be elected from among the Members in accordance with the procedures in Section VII. The Vice-Chair/Chair-Elect automatically becomes an ex officio voting member of the Steering Committee.

2. The duties of the Vice-Chair/Chair-Elect are to carry out the duties of Chair in the absence of the Chair, arrange for elections and ballots on matters of official project activity or governance, and to otherwise assist the Chair as called upon.

3. The Vice-Chair/Chair-Elect shall serve a term of two years. Following the two year term as Vice-Chair/Chair-Elect, the Vice-Chair/Chair-Elect becomes Chair of TRAIL.

4. In the event a Vice-Chair/Chair-Elect is unable to serve a full term, the Chair shall appoint a replacement to serve until the next election.

C. Secretary

1. A Secretary of TRAIL shall be elected from among the Members in accordance with the procedures in Section VII. The Secretary automatically becomes an ex officio voting member of the Steering Committee.

2. The duties of the Secretary are to keep all minutes and records of meetings of the Steering Committee (or arrange for the minutes to be recorded if unavailable), be custodian of the Bylaws and manage the process of amending the Bylaws if needed, and to exercise all other duties incident to the office of Secretary.

3. The Secretary shall serve a term of two years; reelection is permitted.

4. In the event a Secretary is unable to serve a full term, the Chair shall appoint a replacement to serve until the next election.

D. All Steering Committee officers (Chair, Vice-Chair, Secretary)

    1. Any Steering Committee officer may be removed from office by the Steering Committee whenever, in their judgment, he or she does not fulfill the duties of the office. Removal may be enacted by a two-thirds vote of the Steering Committee.

VI. Working Groups and Task Forces

A. Working Groups: The Steering Committee shall establish Working Groups as needed to enact project business on a continuing basis.

    1. Working Groups shall be chaired by a Coordinator, who shall be appointed by the Chair of TRAIL in consultation with the Steering Committee. Working Group Coordinators shall serve a term of two years; reappointment is permitted.

    2. Working Groups shall be comprised of Members who elect to take part in the activities.

    3. A Working Group can be terminated or suspended by a majority vote of the Steering Committee.

    4. Working Group Coordinators serve on the TRAIL Steering Committee and are expected to participate in the TRAIL Steering Committee's meetings.

B. Task Forces: The Chair, in consultation with the Steering Committee, shall appoint necessary Task Forces to accomplish projects of limited duration.

VII. Elections

A. Elections for the Chair and Vice Chair shall be conducted by mail or electronic ballot.

    1. The Vice-Chair of the Steering Committee shall appoint members to a Nominating Committee which shall solicit nominations from the membership, compose a slate of candidates, and obtain their agreement to serve.

    2. No later than ninety (90) days before the Steering Committee's Annual Meeting, held in the spring, the Nominating Committee shall forward the slate of candidates to the CRL representative to conduct the ballot.

    3. Election shall be decided by a simple majority vote by voting members. Any ties shall be broken by a vote of the incumbent Steering Committee.

    4. The Vice Chair shall inform the candidates and shall announce the election results to the membership.

B. Elected members begin their term of office immediately following the annual meeting.

VIII. Meetings

A. Steering Committee Meetings:

    1. The Steering Committee shall meet periodically to conduct the business of TRAIL. Meetings may be held in conjunction with any meeting or event convenient or

appropriate for the incumbent Steering Committee, at a time and place designated by the Chair.

2. The Steering Committee shall conduct an Annual Meeting, generally held in the spring, the specific date, time and location of which will be designated by the Chair. At the Annual Meeting, the Steering Committee shall receive any required reports, review the TRAIL budget, and discuss such matters of project direction and governance as may arise. Annual Meetings of the Steering Committee shall be open for attendance by all Members, with notification to the Membership beforehand.

B. Working Group and Task Force Meetings:

Meetings of Working Groups and Task Forces shall be arranged as necessary.

IX. Administration, Finance, and Ownership

A. Administration: TRAIL shall be administered by CRL. CRL shall assist with fiscal management (e.g.- accounting, disbursements, invoicing, financial reporting and audits); procurement of necessary legal services (review of contracts, agreements, templates for partnerships and collaborative activities, execution of cooperative agreements); project logistics (meeting arrangements, communications, including project reporting, notifications, shipping and delivery of materials, etc.); rights acquisition and management; licensing/managing subscription access to materials; and other project management activities as appropriate and feasible. Fees to cover costs of activity and base expenses of administration may be assessed to TRAIL by CRL.

B. Financial Reports: CRL shall provide financial reports to the Steering Committee on an annual basis and at the request of the Steering Committee.

C. Fiscal Year: The fiscal year of TRAIL begins on July 1 and ends on June 30 of the following year.

D. Management and Disbursement of Funds: Projects and activities shall be funded by monies raised by TRAIL, whether through grants, contributions, donations, fees, or other means. The Chair and Steering Committee are responsible for fiscal decisions dealing with monies allocated to or raised by TRAIL. These officers shall consult with the membership on a regular basis concerning disbursement of funds.

E. Earnings of TRAIL: No part of the net earnings of TRAIL shall be distributed to the benefit of any member or officer of TRAIL nor any private individual (except that of reasonable compensation which may be paid for services rendered to or for TRAIL).

F. Fees: Member Fees shall be used to support project initiatives, value-added services such as may become available, and/or activities that are funded through subscriptions, use fees, or mechanisms for cost-recovery.

G. Ownership: Assets acquired by TRAIL shall be the property of the Center for Research Libraries, unless otherwise specified and agreed to in writing.

H. Dissolution: In the event of the dissolution or termination of TRAIL, assets and property of TRAIL shall remain with CRL. In the event of the dissolution of CRL, all remaining assets and

property of TRAIL, after payment of necessary expenses thereof, shall return to TRAIL, to be disbursed at the discretion of the Steering Committee.

X. Amendments

A. Amendments to the Bylaws

   1. Amendments to the Bylaws may be proposed by any Member of TRAIL. Amendments must be submitted in writing to the Steering Committee and shall be considered at the subsequent Steering Committee meeting. A simple majority vote by the Steering Committee ensures the placement of the proposed amendment on the ballot at the next TRAIL elections.

   2. Amendments to the Bylaws shall be conducted by mail or electronic ballot. A proposed amendment is considered adopted if it receives a two-thirds affirmative vote from voting Member Representatives. The Secretary shall arrange to add the adopted amendment to the official copies of the Bylaws.

B. Amendments to the Addenda

   1. Amendments to the Addenda may be proposed by any Member of TRAIL. A proposed amendment is considered adopted if it receives a two-thirds affirmative vote from the Steering Committee members.

XI. Implementation

A. These Bylaws shall come into force upon adoption by a two-thirds affirmative vote from voting Members.

B. Following the adoption of these Bylaws, a provisional Steering Committee shall serve until the next Annual meeting.

Addenda

I. Working Groups & Descriptions

    a. TRAIL will have three Working Groups, described below:

        i. Processing Working Group – The Processing Working Group will focus on all aspects related to the cataloging, scanning and deposit of the resulting electronic materials into the appropriate archive.

        ii. Collections Working Group – The Collections Working Group is responsible for all aspects of the project related to the identification, selection and acquisition of report series for scanning and placement in the print archive.

        iii. Technology Working Group – The Technology Working Group is responsible for all aspects related to the digital archives and TRAIL public search interface.

        iv. Reference & Communications Working Group – The Reference & Communications Working Group is responsible for all aspects of communication regarding TRAIL, including but not limited to the descriptive project content on the TRAIL website and CRL websites, assisting other working groups with communication development and oversight and general help and reference questions sent to the TRAIL project.

II. Responsibilities of Working Group Chairs

    a. Duties of the Working Group Coordinators include:

        i. Serve on the TRAIL Steering Committee as a representative of the Working Group

        ii. Provide overall leadership and direction for the Working Group

        iii. Lead and organize the meetings of the Working Group, ensuring that appropriate committee documentation and notes are kept and made accessible to the project as a whole.

        iv. Ensure the work of the Working Group is accomplished.

III.   Founding Members

The institutions of the Greater Western Library Alliance (GWLA):

Arizona State University	University of Kansas
Baylor University	University of Missouri
Colorado State University	University of Nebraska – Lincoln
Iowa State University	University of Nevada – Las Vegas
Kansas State University	University of New Mexico
Linda Hall Library	University of Oklahoma
Oklahoma State University	University of Oregon
Oregon State University	University of Southern California
Rice University	University of Texas at Austin
Southern Illinois University	University of Utah
Texas A&M University	University of Washington
Texas Tech University	Utah State University
University of Arizona	Washington State University
University of Arkansas	Rice University
University of Colorado at Boulder	University of Washington
University of Hawai'i at Manoa	Washington State University
University of Houston	

University of Michigan

University of North Texas