The Center for Research Libraries (CRL) is a consortium of universities, colleges, and independent research libraries. The consortium acquires and preserves newspapers, journals, documents, archives, and other traditional and digital resources for research and teaching and makes them available to member institutions through interlibrary loan and electronic delivery.

MISSION

The Center for Research Libraries’ mission is to support advanced research and teaching in the humanities, sciences, and social sciences by ensuring the survival and availability of the knowledge resources vital to those activities. CRL accomplishes this mission through cooperative action with its member libraries and partners.
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It is a privilege and a pleasure to write this message to the CRL membership as chair of the Board of Directors. Each of the past ten or so years has seen extraordinary accomplishment at CRL. Each year has seen clear progress toward realizing the vision projected in CRL’s 2006–07 strategic plan and the implementation grants from The Andrew W. Mellon Foundation, which charted our current path toward a Global Resources Network of cooperating partners.

But 2013–14 may mark a true inflection point in CRL’s history. Five years of budget surpluses—the result of careful planning and hard work on the part of CRL leadership and staff—have laid the foundation for significant strategic investments over the next few years in services to members and in preservation of the scholarly record and global cultural heritage in digital and print forms.

• This year, CRL in-house digitization continued to maintain a high rate of production focusing on primary source materials not available from other sources.
• Through the CRL partnership with the Law Library Microform Consortium, 3,000 volumes of primary source publications from CRL collections and other libraries were made available in the LLMC-Digital database.
• CRL achieved a 7-percent increase over the previous year in document delivery service to CRL members from its new STE partner, the Linda Hall Library of Science, Engineering, and Technology.

Two grants, from The Andrew W. Mellon Foundation and the Institute of Museum and Library Services, enabled CRL to put in place new capabilities to help research and academic libraries manage their print and other legacy holdings responsibly, while deploying resources to confront the challenges of digital collection development. A new grant of $900,000 from The Andrew W. Mellon Foundation will support further development of the Print Archives Preservation Registry (PAPR), a registry of print archives and shared print programs and a database of holdings committed to being preserved. This year CRL enhanced the registry with granular holdings data from an array of archiving institutions.

PAPR, together with the ICON database, is a registry of information on the hard copy, microform, and digitized holdings of US and foreign newspapers held by hundreds of US research libraries. Together the two resources will help inform library decisions on retention, conservation, digitization, development, and disposition of print materials that are rapidly disappearing from academic libraries.

CRL is its membership. Growth in voting membership in 2013–14 was continual and significant, although FY15 started with a loss of 74 small libraries—from a group membership through OhioLink—and three mid-sized libraries. We welcomed back several of the OhioLink members as voting members. Other new voting members include: Stanford University, Trinity University, the University of Lethbridge, and San Francisco University, along with Luther, Mount Holyoke, St. Olaf, and Smith Colleges. Their diversity is testimony to the centrality of CRL’s collections and services to contemporary scholarship.

CRL is also the people who contribute talent, time, and passion to making it work. Board members Paul Courant (University of Michigan) and Sarah Michalak (University of North Carolina at Chapel Hill) stepped down after two terms of service, including Sarah’s two years as Chair of the Board. The wisdom they brought to the work of the Board was invaluable. And we welcomed new Board member Thomas Burish, Provost of the University of Notre Dame and a distinguished scientist, teacher, and academic leader.

It has been a privilege for me and a high point of my career to work with the CRL Board and CRL’s extraordinary staff, including President Bernie Reilly. The accomplishments and developments reported here are evidence of a new chapter in the history of CRL, one that will yield new benefits for the global community of scholars and students, and the libraries that serve them, for years to come.

Richard Fyffe
Samuel R. and Marie-Louise Rosenthal Librarian of the College, Grinnell College
C collaboration has been a distinguishing feature of CRL since its founding in 1949. In that year, ten Midwestern research universities launched a united effort to address the combined effects of a deep economic recession and the unprecedented surge in enrollment at US universities precipitated by the GI Bill and the influx of returning veterans after World War II. Those universities pooled financial resources and the expertise of their librarians and began to develop shared collections of primary but difficult to obtain materials to support advanced research. For the founding universities, CRL was a strategic mechanism through which to identify, acquire, and preserve specialized materials on a scale that no individual library could achieve alone.

In the decades since, CRL has become an umbrella under which many communities of interest form and work to identify and preserve important documentation and evidence in defined areas. United by scholarly interest in world regions like Latin America and sub-Saharan Africa, or focused on particular languages like French, Slavic, and German, these committees created the Area Materials Projects and the Global Resources projects.

CRL continued this tradition in fiscal year 2014. Its Global Resources Partnership with the Law Library Microform Consortium, formed around preserving primary materials for the study of legal and political history, continued to identify and digitize important print materials on law and government. Looking forward, CRL convened a forum to explore ways to meet the new challenges to preservation posed by paperless governments. The forum, Leviathan: Libraries and Government Information in the Age of Big Data, illuminated the stark new realities of “born-digital” government records and information and the complexities and opportunities these realities present. Forum speakers—leaders, experts, practitioners, and historians in the field—identified ways in which “e-government” threatens the long-term integrity and accessibility of government information. From the Leviathan discussions emerged a new strategic framework for CRL’s future efforts to ensure scholarly access to important government information and communications.

CRL also provided modest new funding to support digitization of area and international studies materials and historical agricultural materials, identified by specialist librarians working under the CRL umbrella. And CRL provided a new base of operations for the NorthEast Research Libraries consortium, an autonomous group of libraries formed around subscription to licensed databases. Working together, CRL and NERL have the potential to strengthen libraries’ collective leverage with publishers.

Once again, this year CRL is deeply indebted to The Andrew W. Mellon Foundation, which continued to provide support for exploring and incubating new ways for CRL to support strategic research library investment and decisions on scholarly resources. The Institute of Museum and Library Services also provided critical funding for development of the PAPR registry and the ICON database, two key resources for collection management and preservation. But it is the CRL member libraries that make CRL’s continued growth and support for academic research possible. Those libraries contribute the expertise, time, and funding that form the fabric of the collaboration enterprise that is CRL.

Bernard F. Reilly
President
digitized pages added to support ongoing research at CRL libraries

3.4 million

voting members as of June 30, 2014

204

different member institutions attended collections webinars

181

invested in new library materials and digitization

$2.3 million

different member institutions participated in CRL electronic resource offers

122
sources of CRL acquisitions in FY14:

- India (4,999 items)
- Japan (1,218 items)
- Russia (907 items)
- United States (830 items)
- Germany (751 items)
- Pakistan (567 items)
- England (290 items)
- France (227 items)
- Malaysia (223 items)
- Indonesia (212 items)
CRL Investment in Collections and Services, FY14

- Acquisitions: $1,736,883
- Cataloging and Metadata: $922,741
- Services and Delivery: $1,122,591
- Conversion of Materials: $607,378
- Collections Storage and Maintenance: $484,219

CRL Revenue, FY14

- Membership Cost Share: $6,024,275
- Area Materials Projects: $2,484,983
- Grants: $1,048,834
- Microform Sales: $371,141
- Investment Income: $447,557
- Miscellaneous: $165,224
Newspapers published in areas of extreme political upheaval or armed conflict are by definition at-risk. Risks range from regime suppression of minority or opposition viewpoints to destruction as collateral damage from military operations. Preserving this essential “first draft of history” to serve future research presents formidable challenges.

In recent years, the Area Materials Projects (AMPs) that operate under the CRL organizational umbrella have committed considerable resources to rescuing and ensuring sustained access to contemporary newspapers from areas rife with political instability. A notable example in FY14 was MEMP’s support for digitization of two Iraqi-related newspapers: Ḥabzbūz, an illustrated Arabic-language newspaper satirizing events and public figures during the period of the US occupation, and al-Iraq, published in California to serve the Iraqi diaspora community. Both papers were originally collected by David Hirsch, Jewish and Middle Eastern Studies Bibliographer at UCLA, who takes a special interest in preserving diaspora material.

MEMP has gone on to approve funding to microfilm 18 Iraqi newspaper titles from the immediate post-invasion period (mostly from 2004–05), with completion expected in 2014–15. And SAMP as well as MEMP is microfilming recent newspapers from Afghanistan. This microfilming will augment previous preservation efforts by the Library of Congress. The titles were initially collected by LC field offices in Islamabad and Cairo.

Joe Lauer, Africana Librarian at Michigan State University, took an interest many years ago in collecting newspapers from Liberia, which he knew would ultimately be a unique resource for scholars in North America. From the resulting collection, seven titles running from the late 1990s through 2011 were recently microfilmed. The period covered includes the 1997–2003 rule of former President Charles Taylor, when Liberia was plagued with civil war and unrest, and the subsequent election in 2005 of the first female head of state in Africa, Ellen Johnson Sirleaf. Taylor has since been convicted by the Special Court for Sierra Leone in The Hague of aiding and abetting war crimes. The Liberian titles, which represent various political perspectives, were filmed with funding from CAMP and are available to the CRL community at large.
For six decades now, area studies scholars and librarians at major US research libraries have worked with CRL to identify important at-risk bodies of documentation, and to ensure their survival and accessibility. These efforts have prevented the loss of these important materials through suppression, inherent vice, hostile climates and environments, and simple neglect. These groups have proved astonishingly prescient.

Last year the Brazilian government digitized and published online the court documents from Brazil’s Military Supreme Court trials of the more than 7,000 activists and others arrested, punished, or executed between 1964 and 1979. Thanks to the efforts of the Latin American Microform Project (LAMP) in 1987, the archive existed intact only at CRL.

Over the years, the Middle East and African materials projects (AMPs) have worked with the Library of Congress overseas operations and with member libraries to acquire and preserve contemporary newspapers. (AMP support has been especially important recently in making up for shortfalls in federal funding.) Newspapers remain a primary source of information on many world regions, and this year titles from particularly turbulent regions came to CRL, documenting political conflicts and change in the last twenty years: Somalia, Iraq, Bosnia, Liberia, Senegal, Indonesia, and Iraqi Kurdistan. With the help of UCLA, the University of Illinois, and the University of Connecticut, the area studies projects also gathered earlier historical newspapers from Peru, Croatia, and Bolivia respectively.

This year, to keep pace with scholarly practice, the members of each of these longstanding cooperative programs elected to embrace digitization as an option for preserving and making primary source materials from their respective regions of interest more widely available. The now re-branded “Area Materials Projects” will henceforth support both digital conversion and microform as appropriate modes for preventing the loss of at-risk source materials.
Africa

**CAMP** preserved the following newspapers from Africa on microfilm:
- Kenya
  - The Leader (2005–08)
  - Taifa Leo (2004–10)
- Liberia
  - Daily Times (January 1997–February 2001)
  - Front Page (November 2009–December 2011)
  - In Profile (November 2008–December 2011)
  - Insight (June 2010–December 2011)
  - New Dawn (January 2010–December 2011)
  - New Republic (July 2009–December 2011)
- Mali
  - Les Echos (2010–12)
- Mozambique
  - Verdade (2008–12)
- Nigeria
  - Vanguard (2010–12)
- Somalia and Somaliland
  - Ayaamaha (2007–08)
  - Haatuf (2002–04)
  - The Horn Tribune (2002–04)
  - Mogadishu Times (2005–12)
  - Qaran and Qaran Press (2005–07)
  - Sanca (2005–06)
  - Somali Islamic News (2009–10)
  - Somaliland Times (2002–04)
  - Towfiq (2005–08)
  - Waayaha (2007–09)
  - Waddani (2011–12)
  - Wargieska Codka Xoriyadda (2006–07)
  - Wargieska Dalka (2011–12)
  - Wargieska Xamar (2008–09)
  - Warsilaha Shacabka (2008–09)
  - Xiddiga Panorama (2005–06)
  - Xog-Ogaal (2005–12)
- Rwanda
- South Africa
  - Patriot (2000–07)
- Senegal
  - Info 7 (1999–2005)
- Sudan
  - Ayaamaha (2007–08)
  - Haatuf (2002–04)
  - The Horn Tribune (2002–04)
  - New Dawn (January 2010–December 2011)
  - New Republic (July 2009–December 2011)

Liberia

- Daily Times (January 1997–February 2001)
- Front Page (November 2009–December 2011)
- In Profile (November 2008–December 2011)
- Insight (June 2010–December 2011)
- New Dawn (January 2010–December 2011)
- New Republic (July 2009–December 2011)

Mali

- Les Echos (2010–12)

Mozambique

- Verdade (2008–12)

Nigeria

- Vanguard (2010–12)

Somalia and Somaliland

- Ayaamaha (2007–08)
- Haatuf (2002–04)
- The Horn Tribune (2002–04)
- Mogadishu Times (2005–12)
- Qaran and Qaran Press (2005–07)
- Sanca (2005–06)
- Somali Islamic News (2009–10)
- Somaliland Times (2002–04)
- Towfiq (2005–08)
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- Wargieska Codka Xoriyadda (2006–07)
- Wargieska Dalka (2011–12)
- Wargieska Xamar (2008–09)
- Warsilaha Shacabka (2008–09)
- Xiddiga Panorama (2005–06)
- Xog-Ogaal (2005–12)

South Asia

**SAMP** preserved the following journal, on microfilm:
- India

Southeast Asia

**SEAM** preserved the following newspapers, on microfilm:
- Indonesia
  - Ambon Ekspres (2006–08)
- Malaysia
  - Borneo Mail (2001–02)

United States

**TRAIL** preserved the following publications in digital format:
- National Advisory Committee for Aeronautics (NACA), several series
- US Army Corps of Engineers, bulletins from three divisions: Waterways, Hydraulics, and Soils

- Rwanda

- South Africa
  - Patriot (2000–07)

- Senegal
  - Info 7 (1999–2005)

- Sudan
  - Ayaamaha (2007–08)
  - Haatuf (2002–04)
  - The Horn Tribune (2002–04)
  - New Dawn (January 2010–December 2011)
  - New Republic (July 2009–December 2011)

- Les Echos (2010–12)

Latin America

**LAMP** preserved the following in digital format, mounted with the University of Florida Digital collection:
- Brazil
  - Diario de Pernambuco (1825–63; 1875–93)

The Middle East

**MEMP** preserved the following newspapers in microfilm or digital format:
- Egypt
  - al-Tahrir (2012)
- Iran
  - Haftah (published in Montreal) (2012–13)
- Iraq
  - al-Iraq (published in Glendale, California) (2011–13, digitized)
  - Aso (2008–11)
  - al-Dawah (2005–11)
  - Ḥabzbūz (2003–04, digitized)
  - Lebanon
    - Bayrūt taymz (2012)
- Turkey
  - Bizim Anadolu (published in Montreal) (2009–13)

Southeast Asia

**SEAM** preserved the following newspapers, on microfilm:
- Indonesia
  - Ambon Ekspres (2006–08)
- Malaysia
  - Borneo Mail (2001–02)

- Rwanda

- South Africa
  - Patriot (2000–07)

- Senegal
  - Info 7 (1999–2005)

- Sudan
  - Ayaamaha (2007–08)
  - Haatuf (2002–04)
  - The Horn Tribune (2002–04)
  - New Dawn (January 2010–December 2011)
  - New Republic (July 2009–December 2011)

- Les Echos (2010–12)

Latin America

**LAMP** preserved the following in digital format, mounted with the University of Florida Digital collection:
- Brazil
  - Diario de Pernambuco (1825–63; 1875–93)

The Middle East

**MEMP** preserved the following newspapers in microfilm or digital format:
- Egypt
  - al-Tahrir (2012)
- Iran
  - Haftah (published in Montreal) (2012–13)
- Iraq
  - al-Iraq (published in Glendale, California) (2011–13, digitized)
  - Aso (2008–11)
  - al-Dawah (2005–11)
  - Ḥabzbūz (2003–04, digitized)
- Lebanon
  - Bayrūt taymz (2012)
- Turkey
  - Bizim Anadolu (published in Montreal) (2009–13)
Some of CRL’s extensive holdings in African-American newspapers were recently put to use in a documentary aired on the Public Broadcasting Service (PBS). *The Trials of Muhammad Ali*, produced by Kartemquin Films, explores the period in which the famed boxer went from heavyweight champion of the world and sports icon to a controversial and polarizing political figure. It examines one event in particular: his refusal to serve in the Vietnam War, a decision inspired by his membership in the Nation of Islam.

CRL preserves an extensive run of the Nation of Islam’s primary publication, the newspaper *Muhammad Speaks.* The newspaper both documented and served as a platform for Ali’s politicization, and was a key source for the film. The film’s producer, Rachel Pikelny, acknowledged that CRL’s notable microfilm holdings of *Muhammad Speaks,* which cover the years 1961 to 1975, were of particular importance to her research.

Ethnic newspapers have long been an area of collecting focus for CRL. *Muhammad Speaks* is just one of the hundreds of CRL-held titles published by US ethnic and minority communities, which also include German-, Polish-, Jewish-, Hispanic, and Arab-Americans, and a host of others, dating back to the late eighteenth century. Until recent years, these newspapers were rarely used by researchers. As interest in the history of American ethnic and immigrant communities grows, however, the importance of preserving these kinds of materials becomes more evident.
Expanding Access to Research Materials

Thanks to organizations like Google and JSTOR, researchers today can access books and other published sources on a 24/7 basis and on a scale never imagined by scholars of previous generations. This is why CRL focuses its resources on digitizing materials not available from other sources. CRL digitizes hundreds of thousands of pages each year in response to researchers' requests, supporting scholarly projects with materials of demonstrated interest. These materials now exceed five million pages, and include items as uncommon but timely as a 1912 Université de Montpellier thesis on the abuse of opium in French colonies and a 1959 tract published in Rwanda about the hostility between the ethnic Hutus and Tutsis.

Areas of primary historical sources that receive special attention in CRL's strategic digitization efforts include: law and government; news; science, technology, and engineering; and the history and economics of agriculture. This year approximately 1,500 US state legislative journals, as well as early and rare Cuban and Haitian legal publications, are newly available through CRL members on the LLMC-Digital platform, thanks to CRL's partner organization, the Law Library Microform Consortium. And digitization of historical agricultural experiment station and extension program publications in nine states and the Virgin Islands began under Project Ceres.

To further enlarge the universe of resources available to researchers, CRL negotiated favorable terms of purchase and subscription to major databases of newspapers, archives, and other primary source materials, including the terms of an academic site license to The New York Times online.

At the same time, CRL print and microform collections continued to grow. More than $125,000 worth of major microform sets—including Church Missionary Society archives, records of the US Indian Claims Commission, modern Chinese tabloids, and records of the Nuremberg trials related to German industrialists—were identified by members and purchased this year. Collections of German-language Argentine newspapers and Imperial Russian government documents also were acquired as shared purchases, with funds contributed by 17 CRL member libraries.

The Linda Hall Library of Science, Engineering and Technology filled almost 12,000 document delivery requests for CRL libraries from its holdings of over 40,000 titles: a 7-percent increase in filled requests over FY13. The top users were: North Carolina State University, the University of Minnesota, and University of Illinois at Urbana-Champaign; also among the top ten users were St. Olaf College and Carleton College.
<table>
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<th>Year</th>
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<th>Number of Items Digitized</th>
<th>Items Supplied</th>
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<tr>
<td>FY14</td>
<td>30,000</td>
<td>5,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
</tbody>
</table>
FY14 CRL Purchase Proposal Items Acquired

**Der Artist** (1898–1902; 1904–71)
130 reels; $20,250. Bludeau Partners International

*Der Artist* was a trade magazine for popular entertainers, singers, circus acts, early film exhibitors, musical acts, comedians, etc. Published in Dussledorf, beginning in 1883, it continued publication until 1995.

**Church Missionary Society Archive: Section I: East Asia Missions. Part 22.**
14 reels; $2,800. Adam Matthew

This collection consists of the Society's records and correspondence relating to missions and social conditions in East Asia. It provides descriptions of medical works, education, social welfare, and the spread of Christianity in the regions.

**Church Missionary Society Archive: Section VI: Mission to India. Parts 5–9.**
110 Reels; $22,000. Adam Matthew

This collection consists of the Society's records and correspondence relating to missions and social conditions in India. It provides descriptions of medical works, education, social welfare, and the spread of Christianity in the regions.

**Church Missionary Society Archive: Section IX: Middle East Missions. Part 1.**
14 reels; $2,800. Adam Matthew

This collection consists of the Society's records and correspondence relating to missions and social conditions in the Middle East. It provides descriptions of medical works, education, social welfare, and the spread of Christianity in the regions.

**Chinese Newsletter (1865–1943)**
1,323 microfiche; $7,700. Bludeau Partners International

*Daheim: ein deutsches Familienblatt mit illustrierte (1865–1943)*

1,323 microfiche; $7,700. Bludeau Partners International

*Daheim: ein deutsches Familienblatt mit illustrierte started in 1865 and provided coverage until 1944. This journal targeted German middle-class families during the time period and was modeled after the Gartenlaube.*

**Records of the US Indian Claims Commission**
6,121 fiche; $33,559. ProQuest

In 1946, Congress created the Indian Claims Commission to hear and decide claims over lands ceded by Indians. This set provide decisions, journals, testimonies, docket books, briefs, legislative history, general accounting office reports and claims, and general service administration reports.

**Records of the US Nuremberg War Crimes Trials: NI Series 1933–1948 (T301)**
164 reels; $20,500. NARA

These are records from the Nuremberg trials specifically related to German Industrialists. CRL has one of the original copies from the trials, but this material does not circulate. CRL has purchased microform to circulate when specific material has been requested. While CRL now holds microfilm of many other subsets from the Nuremberg trials, it does not have any from the Nazi Industrialists (NI) series.

**Total List Price:** $125,886 USD

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**FY14 Electronic Resource Offers**

- **American Broadsides and Ephemera (Readex)**
- **American Indian Histories and Culture (Adam Matthew Education)**
- **American Pamphlets Series 1 (Readex)**
- **Associated Press Collections Online, 1–3 (Gale Cengage)**
- **British Online Archives (Microform Academic Publishers)**
- **The Chatham House Online Archive (Gale Cengage)**
- **The Churchill Archive (Bloomsbury Publishing)**
- **Eighteenth Century Collections Online (Gale Cengage)**
- **Electronic Enlightenment (Oxford University Press)**
- **Engineering Case Studies Online (Alexander Street Press)**
- **IMF eLibrary (International Monetary Fund)**
- **The Independent (Gale Cengage)**
- **Indigenous Peoples: North America (Gale Cengage)**
- **Landscan (EastView Information Services)**
- **The Making of the Modern World (Gale Cengage)**
- **Meet the Press (Alexander Street Press)**
- **Nineteenth Century Collections Online (Gale Cengage)**
- **Oxford Scholarly Editions Online (Oxford University Press)**
- **Punch, 1841–1992 (Gale Cengage)**
- **Sabin Americana, 1476–1926 (Gale Cengage)**
- **Social Explorer (Oxford University Press)**
- **Stalin Digital Archive (EastView Information Services)**
- **Statista (Statista)**
- **World News Connection (EastView Information Services)**
Project Ceres Proposals Funded for FY14–15

University of Florida and University of the Virgin Islands
Collaboration on Digitization for Preservation

Kansas State University Libraries
Digitization of Kansas Youth-in-Agriculture, Agricultural Education, and Rural Life Publications

Louisiana State University
Louisiana Digital Bibliography: 100 Years of LSU Research Experiment Station Publications, 1888–1989

New Mexico State University
Digitizing New Mexico State University's Agricultural Extension Service's Special Reports, Extension Leaflets, and Selected Serials

University of Minnesota
Extending Our Reach: Enhancing and Enabling Knowledge Transfer Through University of Minnesota Extension Publications

Purdue University
Digitization of Purdue University Agricultural Documents (1923–1988)

Washington State University
Digitizing WSU Extension Bulletins, Circulars, and Pamphlets

West Virginia University
West Virginia University Agricultural Experiment Station Circulars, 1903–69

University of Wyoming
University of Wyoming Ag Experiment Station Bulletin Digitization

Projects will be completed by August 2015, with content available to researchers through local institutional repositories and the AgNIC catalog. Information about preservation of the print originals will be available through PAPR, CRL's Print Archives Preservation Registry.

CRL Webinars in FY14

Text/Data Mining, Libraries, and Online Publishers (July 2013)
As more researchers embrace text- and data-mining methodologies, publishers must provide flexible and workable terms and utilities as they surmount legal and technological barriers to the new practices. CRL hosted this webinar to update members on the latest industry developments, featuring speakers from the journal publishing world.

CRL Licensing and Acquisitions Programs (September 2013)
This webinar focused on the latest updates in CRL's licensing and acquisition programs, including electronic resource offers and the purchase proposal program.

CRL Collections and Services (October 2013, June 2014)
CRL offers this webinar twice a year to provide information about CRL collections, services, and programs for new members and a refresher for existing ones. The event highlights the cost-savings and other benefits of CRL cooperative collection programs; furnishes how-to information on access to CRL collections, through ILL and electronic delivery; makes suggestions on how to promote CRL benefits at individual institutions; and offers an opportunity for discussion of research projects, needs, and trends at CRL libraries.

Access to Government Information (October 2013)
The open online distribution of government information is changing the ways researchers access documents and publications produced by agencies worldwide. This Global Resources Forum webinar explored how libraries can continue to ensure sustained access to this information for researchers, and what role CRL can play in supporting those efforts.

Text/Data Mining: Supporting Researcher Needs (February 2014)
Continuing CRL's webinar series on text and data mining, this session explored the complex needs and interests of scholars engaged in TDM, and how librarians can help meet those needs.

Linda Hall: Expanding Access for CRL Members (March 2014)
Print serials from the Linda Hall Library of Science, Engineering & Technology are now available electronically to CRL libraries through on-demand digitization and traditional document delivery via the RapidILL service. This special webinar for CRL members offered more information about this partnership and the vast shared collection among CRL and Linda Hall.

Print Archives Preservation Registry (April 2014)
This webinar for CRL members provided an overview of CRL's Print Archives Preservation Registry (PAPR), its updated data, and the current tools available. PAPR aggregates and discloses to the print archiving community serials holdings from significant print archives programs and digital repositories.
John Boyer, Martin A. Ryerson Distinguished Service Professor in History, and Dean of the College at the University of Chicago, was researching his new book on the Habsburg Empire for Oxford University Press. He wanted to access a very large collection of “hundreds and hundreds of microfilm reels of thousands and thousands of original documents from the German foreign ministry both before and after 1918.” The documents were among those captured by Allied Forces in 1945, microfilmed through joint efforts, and later returned to the Federal Republic of Germany. As Boyer recounts, “The collection is difficult to use, even if you go to Berlin. It’s even more complicated to use on microfilm, because there aren’t really good indexes to the collection . . . This was a very tall mountain to climb.”

So Boyer contacted CRL “and I said, as an experiment, how difficult would it be to digitize the microfilm reels for the Habsburg Empire?” CRL agreed to take on this extensive digitization project of nearly 70 reels of microfilm. Boyer enthuses, “We now have this extraordinary collection of documents, easily accessible. Not only are they easy to use because you can click and bring up various files from various reels all on your screen, but the reproduction quality is much better than what you’d get on a microfilm reel.”

For Boyer, the collection offers invaluable information. “I’ve been working on Austrian politics in the late 19th century. There was an important political crisis in 1897 related to the Minister-President Kasimir Badeni. The evidence we have related to this crisis from local papers in Vienna and eyewitness accounts tell one story; the German foreign minister and his agents tell another. A chapter in my book re-analyzes this famous crisis using the foreign ministry archives, which provide a very different view from what was available before. . . . That’s the kind of thing you can only get from having access to these high-level, insider sources.”

Boyer knew that “[Approaching the] hundred year anniversary of the World War I, historians would find these files quite useful and illuminating.” When asked if his students have also made use of the collection. Boyer responds, “Because [these files] just became available this year, it’s still early days, but I’m sure it will be heavily used by [my] students and undoubtedly by other graduate students as well.”

Dean Boyer concludes, “In the US, I think we’re blessed by having an organization like CRL that is key to the specific needs of the individual scholars. In my case, by doing this they leave a repository of digitized images that subsequent scholars will be able to use for decades to come.”
Ensuring that researchers have long-term access to critical source materials today requires a new set of strategies. This is especially true in the field of government information. Research libraries (including CRL) have traditionally collected and preserved documents and publications of domestic and foreign governments, so that such material will remain available to researchers. However, the immense oceans of information that government agencies now produce and collect, and the inherent fluidity and impermanence of digital media, require a fundamental rethinking of longstanding preservation practices.

To explore this new reality, CRL convened the 2014 Global Resources Forum Leviathan: Libraries and Big Government in the Age of Big Data. Speakers and attendees identified five broad strategies that research libraries, individually and collectively, can adopt to address the threats to the public record posed by “paperless government.” The “Leviathan agenda” resulting from the forum provides a strategic framework for future CRL efforts in this important arena.

CRL also endeavors to help research and academic libraries manage their print holdings responsibly, while deploying resources strategically to confronted the new digital challenges. eDesiderata, CRL’s web-based platform for identification, evaluation, and licensing of digital resources, came online in September 2013 and has since become an essential venue for sharing CRL community information and expertise on e-resources. CRL webinars this year also served to expand community awareness and understanding of topics relevant to supporting new research and teaching, such as text and data mining and electronic access to news and government information.

Support from The Andrew W. Mellon Foundation and the Institute of Museum and Library Services enabled CRL to provide new data to inform library decisions on retention, conservation, digitization, development, and disposition of print materials that are rapidly disappearing from academic libraries. CRL’s Print Archives Preservation Registry (PAPR), a database of print archives and shared print programs and the titles and holdings these programs have committed to preserving, was expanded to provide detailed information about newly archived holdings, program agreements and conditions of archiving.

The ICON database is another registry of information on the hard copy, microform, and digitized holdings of US and foreign newspapers held by hundreds of US research libraries. As of the end of the fiscal year the ICON database contained information on the issue-level holdings of 172,979 different newspaper titles, from 51 US jurisdictions, 9 Canadian provinces, and 159 other countries, dating from 1649 to 2014.
Board of Directors, Officers, and Committees, FY14
As of July 1, 2013

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Elected April 2013
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University of Pennsylvania

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University of Saskatchewan

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George Mason University

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Assistant to the President

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Controller

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Director of Technical Services

Patricia Xia
Director of Information Systems

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Head, Access Services

Bethany Bates
Head, Stack Management

Virginia Kerr
Head, Communications and Development

Patrick J. Lummens
Head of Facilities

SENIOR ADVISORS
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Senior Advisor on Electronic Strategies

Stephen Bosch
Global Resources Senior Collection Advisor on Science, Technology, and Engineering

Stephen Wiles
LLMC liaison
Member Institutions, FY14
listed by the year they first joined CRL
1949
University of Chicago
University of Illinois at Urbana-Champaign
Indiana University
University of Iowa
University of Kansas
Michigan State University
University of Minnesota
Northwestern University
Purdue University

1950
University of Cincinnati
University of Notre Dame
University of Wisconsin

1951
Wayne State University

1953
Ohio State University

1957
Marquette University

1959
University of Kentucky

1962
University of Missouri

1963
University of Toronto

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

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

1969
Antioch University
University of California, Santa Barbara
Carleton University
University of Hawaii at Manoa
Northern Illinois University
Ohio University

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

1971
City University of New York
Columbia University
University of Tennessee

1972
University of Arkansas
University of Windsor

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

1974
University of Florida
Lake Forest College
University of Oregon

1975
Vanderbilt University

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

1977
University of Arizona
Arkansas State University
DePaul University
University of North Carolina
University of South Carolina
Stony Brook University
University of Texas–Austin
Tulane University
University of Virginia

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

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

1980
Carnegie Mellon University
Florida International University
Miami University of Ohio

1981
University of Texas at El Paso

1983
Brigham Young University
National Humanities Center
North Carolina State University
York University
1985
Oregon State University
Utah State University
Valparaiso University
University of Western Ontario

1987
Case Western Reserve University

1989
College of William & Mary
University of Southern California

1990
University of Alabama

1991
University of Maryland, College Park
Virginia Tech

1993
University of Alberta
Bowling Green State University
University of Dayton
Duke University
University of North Texas

1994
The Claremont Colleges
Emory University
George Mason University
Marion Technical College

1996
Belmont College
Cedarville University
Central State University
Cincinnati State Technical and Community College
Clark State Community College
Columbus State Community College
Cuyahoga Community College
Denison University
Edison Community College
Hocking College
Eastern Gateway Community College
Kenyon College
Lakeland Community College
Lorain County Community College
College of Mount St. Joseph
Mount Vernon Nazarene University
New York University
Northeast Ohio Medical University
Northwest State Community College
OhioLINK
University of Ottawa
Rio Grande Community College
Shawnee State University
Southern State Community College
State Library of Ohio
Terra Community College
University of Toledo
College of Wooster
Xavier University
Youngstown State University

1997
Capital University
Central Ohio Technical College
Hiram College
Muskingum College
North Central State College
Ohio Northern University
Ohio Wesleyan University
Owens Community College
Sinclair Community College
Stark State College of Technology
Wittenberg University

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

1999
Ashland University
The Athenaeum of Ohio
Baldwin Wallace
Bluffton University
Defiance College
The University of Findlay
Franciscan University of Steubenville
Heidelberg University
John Carroll University
Malone University
Mount Carmel College of Nursing
University of Mount Union
Oberlin College
Ohio Dominican University
Otterbein University
Pennsylvania State University
Texas Tech University
University of Texas at San Antonio
Tiffin University

2000
University of Victoria

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

2006
University of Connecticut
University of Manitoba
University of South Florida

2008
Athabasca University
Brock University
Canisius College
Chancellor University
Cincinnati Christian University
Cleveland Clinic
Colgate University
Columbus College of Art and Design
Dartmouth College
Field Museum
Franklin University
Lakehead University
Le Moyne College
Lourdes University
Marietta College
McMaster University
Mercy College of Ohio
Notre Dame College
Ontario College of Art and Design
Queen’s University
University of Regina
Rhodes State College
University of Saskatchewan
Siena College
Simon Fraser University
Saint Lawrence University
Trent University
Urbana University
Vassar College
Walsh University
Wilfrid Laurier University
Zane State College
2009
Adler School of Professional Psychology
Benedictine University
Hope College
The Newberry Library
The School of the Art Institute of Chicago
Skidmore College

2010
Illinois Wesleyan University
Millikin University

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

2012
Air Force Institute of Technology
Baruch College–CUNY
Baylor University
University of California, Merced
City University of New York
College of Staten Island–CUNY
Graduate Center–CUNY
Mississippi State University
National University
Norwich University
Queensborough Community College–CUNY
West Virginia University
Westminster College

2013
Bard College
Boston College
Carthage College
Chicago Botanic Garden
Kennesaw State University
University of Nebraska
Northeastern University
Presbyterian College
Rock and Roll Hall of Fame and Museum

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

GLOBAL MEMBERS
2006
University of Hong Kong

AFFILIATE MEMBERS
1981
Association of Research Libraries (ARL)
Research Libraries Group (RLG)

1983
Online Computer Library Center (OCLC)
## Area Materials and Global Resources Projects, FY14

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

**LAMP**
- Brigham Young University
- Brown University
- University of California, Berkeley
- University of California, Irvine
- University of California, Los Angeles
- University of California, Riverside
- University of California, San Diego
- University of California, Santa Barbara
- University of California, Santa Cruz
- University of Chicago
- Columbia University
- University of Connecticut
- Emory University
- Dartmouth College
- Duke University
- University of Florida
- University of Illinois, Urbana-Champaign
- Indiana University
- University of Iowa
- University of Kansas
- Library of Congress
- University of Massachusetts-Amherst
- University of Miami
- Michigan State University
- University of Michigan
- University of Minnesota
- University of New Mexico
- New Mexico State University
- New York Public Library
- New York University
- University of North Carolina
- University of Notre Dame
- Ohio State University
- University of Pennsylvania
- University of Pittsburgh
- Princeton University
- Rice University
- Rutgers University
- University of Southern California
- Stanford University
- University of Texas
- University of Toronto
- Tulane University
- Vanderbilt University
- University of Virginia
- University of Wisconsin

**MEMP**
- American University in Cairo
- American University of Beirut
- University of Arizona
- Brigham Young University
- Brown University
- University of California, Berkeley
- University of California, Los Angeles
- University of California, Santa Barbara
- University of Chicago
- Columbia University
- Cornell University
- Duke University
- Georgetown University
- Harvard University
- University of Illinois, Urbana-Champaign
- Indiana University
- University of Iowa
- Library of Congress
- McGill University
- Michigan State University
- University of Michigan
- University of Minnesota
- National Library of Israel
- New York Public Library
- New York University
- University of North Carolina
- University of Notre Dame
- Ohio State University
- University of Pennsylvania
- Princeton University
- University of Southern California
- Stanford University
- University of Texas
- University of Toronto
- University of Washington
- Washington University
- Yale University

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*FY14 Area Materials Projects | 24*
SAMP
University of British Columbia
Brown University
University of California, Berkeley
University of California, Los Angeles
University of Chicago
Columbia University
Cornell University
Duke University
Emory University
Harvard University
University of Hawaii
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
Kansas State University
Library of Congress
Max Planck Institute for Human Development
University of Michigan
University of Minnesota
University of Missouri
New York Public Library
New York University
University of North Carolina
North Carolina State University
University of Notre Dame
Ohio State University
University of Pennsylvania
Princeton University
Rutgers University
Syracuse University
University of Texas
University of Toronto
University of Virginia
University of Washington
Washington University
University of Wisconsin
Yale University

SEAM
Arizona State University
University of British Columbia
University of California, Berkeley
University of California, Irvine
University of California, Los Angeles
University of California, Riverside
University of Chicago
Columbia University
Cornell University
Duke University
École française d’Extrême-Orient
Harvard University
University of Hawaii
Library of Congress
University of Michigan
National Chi Nan University
University of North Carolina
Northern Illinois University
University of Notre Dame
Ohio University
University of Oregon
Princeton University
Royal Netherlands Institute of Southeast Asian and Caribbean Studies (KITLV)
University of Toronto
University of Washington
University of Wisconsin
Yale University

SEEMP
University of Arizona
Arizona State University
University of California, Berkeley
University of California, Los Angeles
University of Chicago
Columbia University
Cornell University
Duke University
University of Florida
George Washington University
Harvard University
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
University of Kansas
Library of Congress
University of Michigan
University of Minnesota
New York Public Library
New York University
University of North Carolina
University of Notre Dame
Ohio State University
Ohio State University
University of Pittsburgh
Princeton University
Stanford University
University of Texas
University of Toronto
University of Washington
Yale University
CIFNAL
University of Alberta
Universite des Antilles et de la Guyane
Brigham Young University
University of British Columbia
Brown University
University of California, Berkeley
University of California, Los Angeles
University of California, San Diego
University of California, Santa Cruz
University of Chicago
University of Colorado, Boulder
Cornell University
University of Denver
Duke University
University of Florida
Harvard University
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
John Carter Brown Library
Johns Hopkins University
University of Manitoba
University of Maryland, College Park
University of Michigan
University of Minnesota
New York Public Library
New York University
Newberry Library
University of North Carolina
Northwestern University
University of Notre Dame
University of Ottawa
Pennsylvania State University
University of Pennsylvania
Princeton University
Reed College
Stanford University
University of Toronto
University of Utah
Vanderbilt University
University of Vermont
University of Virginia
University of Washington
University of Wisconsin
Yale University
York University

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

German Partners
Bayerische Staatsbibliothek
Goethe-Institut, New York
Humboldt Universität zu Berlin

Niedersächsische Staats- und Universitätsbibliothek Göttingen
Universitätsbibliothek Tübingen
Universitäts- und Landesbibliothek Sachsen-Anhalt, Halle
LARRP
University of Arizona
Arizona State University
Boston College
Brigham Young University
University of California, Berkeley
University of California, Los Angeles
University of California, San Diego
University of California, Santa Barbara
Columbia University
University of Connecticut
Cornell University
Dartmouth College
Duke University
Emory University
University of Florida
Florida International University
Harvard University
University of Illinois, Urbana-Champaign
Indiana University
Inter-American Development Bank
University of Kansas
Library of Congress
University of Massachusetts, Amherst
University of Miami
University of Michigan
Michigan State University
University of Minnesota
University of New Mexico
New York University
University of North Carolina
University of Notre Dame
Ohio State University
Ohio University
University of Pennsylvania
University of Pittsburgh
Princeton University
Rice University
Rutgers University
University of South Florida
University of Southern California
Syracuse University
University of Texas
University of Toronto
Tulane University
Vanderbilt University
University of Wisconsin
Yale University
Latin American Affiliates
Biblioteca Inca
Centro de Investigaciones Regionales de Mesoamerica

Instituto de Estudios Peruanos
Universidad de Puerto Rico, Rio Piedras
Universidade Federal do Rio Grande do Sul
Universidade de San Andres
University of the West Indies/St. Augustine

TRAIL
Arizona State University
University of Arizona
University of Arkansas
Baylor University
Brigham Young University
University of British Columbia
California Institute of Technology
University of California, San Diego
University of Cincinnati
Colorado State University
University of Colorado, Boulder
Georgia Institute of Technology
Harvard University
University of Houston
University of Illinois, Urbana-Champaign
University of Iowa
Iowa State University
University of Kansas
Kansas State University
Massachusetts Institute of Technology
University of Massachusetts, Amherst
University of Nevada, Las Vegas
University of New Mexico
University of North Texas
University of Notre Dame
Oklahoma State University
Oregon State University
Pennsylvania State University
Princeton University
Purdue University
Rice University
Stanford University
Texas A & M University
University of Texas, San Antonio
Texas Tech University
Utah State University
University of Utah
Washington State University
University of Washington
REPORT OF INDEPENDENT AUDITORS

To the Board of Directors of Center for Research Libraries

Report on the Financial Statements
We have audited the accompanying financial statements of Center for Research Libraries (the Center), which comprise the statements of financial position as of June 30, 2014 and 2013, and the related statements of activities and of cash flows for the years then ended, and the related notes to the financial statements.

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

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

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

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.
Opinion
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Center for Research Libraries as of June 30, 2014 and 2013, and the changes in its net assets and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Emphasis of Matter
As discussed in Note 14 to the financial statements, the 2013 financial statements have been restated to correct certain misstatements. Our opinion is not modified with respect to this matter.

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

Legacy Professionals LLP

Chicago, Illinois

November 26, 2014
## Center for Research Libraries

### Statements of Financial Position

**June 30, 2014 and 2013**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$2,704,846</td>
<td>$1,570,948</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>436,343</td>
<td>283,784</td>
</tr>
<tr>
<td>Grants receivable</td>
<td>2,404</td>
<td>243,006</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>777,426</td>
<td>574,901</td>
</tr>
<tr>
<td>Deferred financing costs</td>
<td>95,634</td>
<td>101,963</td>
</tr>
<tr>
<td>Investments</td>
<td>7,900,397</td>
<td>6,980,923</td>
</tr>
<tr>
<td>Property and equipment - net</td>
<td>2,923,805</td>
<td>3,120,808</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$14,840,855</td>
<td>$12,876,333</td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$1,153,777</td>
<td>$806,380</td>
</tr>
<tr>
<td>Due to database vendors</td>
<td>717,336</td>
<td>837,544</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>3,294,530</td>
<td>3,778,273</td>
</tr>
<tr>
<td>Loan payable</td>
<td>1,075,621</td>
<td>1,160,527</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>6,241,264</td>
<td>6,582,724</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating</td>
<td>3,017,406</td>
<td>2,774,261</td>
</tr>
<tr>
<td>Area Microform Projects</td>
<td>2,899,771</td>
<td>1,421,729</td>
</tr>
<tr>
<td>Net investment in property and equipment</td>
<td>1,848,184</td>
<td>1,960,281</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,765,361</td>
<td>6,156,271</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>834,230</td>
<td>137,338</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>8,599,591</td>
<td>6,293,609</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$14,840,855</td>
<td>$12,876,333</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
</tr>
<tr>
<td><strong>REVENUE AND OTHER SUPPORT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership cost share</td>
<td>$ 6,024,275</td>
<td>-</td>
</tr>
<tr>
<td>Area Microform Projects</td>
<td>2,484,983</td>
<td>-</td>
</tr>
<tr>
<td>Grants</td>
<td>154,334</td>
<td>894,500</td>
</tr>
<tr>
<td>Cataloging revenue</td>
<td>17,876</td>
<td>-</td>
</tr>
<tr>
<td>Microform sales and subscriptions</td>
<td>291,747</td>
<td>-</td>
</tr>
<tr>
<td>Investment income</td>
<td>447,557</td>
<td>-</td>
</tr>
<tr>
<td>Other income</td>
<td>85,830</td>
<td>-</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>197,608</td>
<td>(197,608)</td>
</tr>
<tr>
<td><strong>Total revenue and other support</strong></td>
<td>9,783,604</td>
<td>696,892</td>
</tr>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>5,324,884</td>
<td>-</td>
</tr>
<tr>
<td>Management and general</td>
<td>942,376</td>
<td>-</td>
</tr>
<tr>
<td>Fundraising</td>
<td>145,611</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>6,412,871</td>
<td>-</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS BEFORE COLLECTION ITEMS PURCHASED AND NOT CAPITALIZED</strong></td>
<td>3,370,733</td>
<td>696,892</td>
</tr>
<tr>
<td><strong>COLLECTION ITEMS PURCHASED AND NOT CAPITALIZED</strong></td>
<td>1,761,643</td>
<td>-</td>
</tr>
<tr>
<td><strong>CHANGE IN NET ASSETS</strong></td>
<td>1,609,090</td>
<td>696,892</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>6,156,271</td>
<td>137,338</td>
</tr>
<tr>
<td>End of year</td>
<td>$ 7,765,361</td>
<td>$ 834,230</td>
</tr>
</tbody>
</table>

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

**Statements of Cash Flows**

_Years Ended June 30, 2014 and 2013_

<table>
<thead>
<tr>
<th>Cash Flows from Operating Activities</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member cost share and non-member fees received</td>
<td>$8,227,595</td>
<td>$7,375,465</td>
</tr>
<tr>
<td>Grants and contributions received</td>
<td>1,289,436</td>
<td>362,817</td>
</tr>
<tr>
<td>Interest and dividends received</td>
<td>73,506</td>
<td>57,771</td>
</tr>
<tr>
<td>Cash paid to suppliers and employees</td>
<td>(5,855,148)</td>
<td>(5,726,048)</td>
</tr>
<tr>
<td>Interest paid</td>
<td>(23,147)</td>
<td>(10,699)</td>
</tr>
<tr>
<td>Net cash provided by operating activities</td>
<td>3,712,242</td>
<td>2,059,306</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Investing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchase of investments</td>
</tr>
<tr>
<td>Sale of investments</td>
</tr>
<tr>
<td>Purchase of collections</td>
</tr>
<tr>
<td>Purchase of property and equipment</td>
</tr>
<tr>
<td>Net cash (used in) investing activities</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Flows from Financing Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proceeds received on loan</td>
</tr>
<tr>
<td>Principal payments on loan</td>
</tr>
<tr>
<td>Net cash (used in) investing activities</td>
</tr>
</tbody>
</table>

**Net Increase in Cash and Cash Equivalents**

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,133,898</td>
<td>222,451</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash and Cash Equivalents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
</tr>
<tr>
<td>End of year</td>
</tr>
</tbody>
</table>

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

| Change in net assets | $2,305,982 | ($201,057) |

<table>
<thead>
<tr>
<th>Adjustments to reconcile change in net assets to net cash provided by operating activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collections purchased</td>
</tr>
<tr>
<td>Depreciation expense</td>
</tr>
<tr>
<td>Realized and unrealized (gain) on investments</td>
</tr>
<tr>
<td>Amortization of deferred financing cost</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities</td>
</tr>
<tr>
<td>Accounts receivable</td>
</tr>
<tr>
<td>Grants receivable</td>
</tr>
<tr>
<td>Prepaid expenses and other</td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
</tr>
<tr>
<td>Due to database vendors</td>
</tr>
<tr>
<td>Deferred revenue</td>
</tr>
</tbody>
</table>

**Net Cash Provided by Operating Activities**

<table>
<thead>
<tr>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3,712,242</td>
<td>$2,059,306</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
CENTER FOR RESEARCH LIBRARIES

NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2014 AND 2013

NOTE 1. NATURE OF ACTIVITIES

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

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

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

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

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

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

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

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

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

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

NOTE 2.  SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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

Financial Statement Presentation - In order to conform to provisions of generally accepted accounting principles, the Center, as a not-for-profit entity, is required to report information regarding its financial position and activities in three classes of net assets: unrestricted, temporarily restricted, and permanently restricted. Net assets are generally reported as unrestricted unless assets are received from donors with explicit stipulations that limit the use of the asset. The Center has determined that no net assets are permanently restricted as of June 30, 2014 and 2013. Voluntary resolutions by the Board of Directors to designate a portion of the Center’s unrestricted net assets for specific purposes do not result in restricted funds. Since designations are voluntary and may be reversed by the Board at any time, Board designated net assets are considered unrestricted net assets.

Cash and Cash Equivalents - Short-term investments are considered to be investments.
NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

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

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

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

Property and Equipment - Property and equipment with a cost in excess of $1,000 and a useful life greater than one year are recorded at cost and depreciated using the straight-line method over the estimated useful lives of the assets. Estimated lives range from three to ten years for furniture and equipment and thirty years for building and improvements. Upon sale or retirement, the cost and related accumulated depreciation are eliminated from the respective accounts and the resulting gain or loss is included in the statements of activities. Property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. There were no impairment charges for the years ended June 30, 2014 or June 30, 2013.

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

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

The collections are subject to a policy that requires proceeds from their sales to be used to acquire other collection items. No collection items were disposed of through sales during the years ended June 30, 2014 and 2013.

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

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

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

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

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

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

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

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

Subsequent Events - Subsequent events have been evaluated through November 26, 2014, which is the date the financial statements were available to be issued.
NOTE 3. INVESTMENTS

The composition of investments at June 30, 2014 and 2013 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual funds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>$2,293,611</td>
<td>$1,706,192</td>
</tr>
<tr>
<td>Fixed income</td>
<td>$1,503,006</td>
<td>$1,146,310</td>
</tr>
<tr>
<td>Money market funds</td>
<td>$4,103,780</td>
<td>$4,128,421</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,900,397</strong></td>
<td><strong>$6,980,923</strong></td>
</tr>
</tbody>
</table>

Investment income for the years ended June 30, 2014 and 2013 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividends</td>
<td>$73,506</td>
<td>$57,771</td>
</tr>
<tr>
<td>Realized and unrealized gains</td>
<td>374,051</td>
<td>182,856</td>
</tr>
<tr>
<td><strong>Total investment income</strong></td>
<td><strong>$447,557</strong></td>
<td><strong>$240,627</strong></td>
</tr>
</tbody>
</table>

NOTE 4. FAIR VALUE MEASUREMENTS

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

Basis of Fair Value Measurement

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 1</td>
<td>Unadjusted quoted prices in active markets that are accessible at the measurement date for identical, unrestricted assets or liabilities</td>
</tr>
<tr>
<td>Level 2</td>
<td>Quoted prices in markets that are not considered to be active or financial instruments for which all significant inputs are observable, either directly or indirectly</td>
</tr>
<tr>
<td>Level 3</td>
<td>Prices or valuations that require inputs that are both significant to the fair value measurement and unobservable</td>
</tr>
</tbody>
</table>
NOTE 4. FAIR VALUE MEASUREMENTS (CONTINUED)

The following tables set forth, by level within the fair value hierarchy, the Center’s investment assets at fair value as of June 30, 2014 and 2013. As required, assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurement. The Center had no investment assets at fair value classified within Level 3 at June 30, 2014 and 2013.

<table>
<thead>
<tr>
<th></th>
<th>Fair Value Measurements at 06/30/14 Using</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quoted Prices</td>
<td>Significant</td>
<td>Other</td>
<td>Significant</td>
</tr>
<tr>
<td></td>
<td>in Active Markets for Identical Assets (Level 1)</td>
<td>Observable</td>
<td>Inputs</td>
<td>Unobservable</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>$2,293,611</td>
<td>$2,293,611</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Fixed income</td>
<td>1,503,006</td>
<td>1,503,006</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Money market funds</td>
<td>4,103,780</td>
<td>-</td>
<td>4,103,780</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>$7,900,397</td>
<td>$3,796,617</td>
<td>$4,103,780</td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Fair Value Measurements at 06/30/13 Using</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Quoted Prices</td>
<td>Significant</td>
<td>Other</td>
<td>Significant</td>
</tr>
<tr>
<td></td>
<td>in Active Markets for Identical Assets (Level 1)</td>
<td>Observable</td>
<td>Inputs</td>
<td>Unobservable</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mutual funds</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity</td>
<td>$1,706,192</td>
<td>$1,706,192</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Fixed income</td>
<td>1,146,310</td>
<td>1,146,310</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Money market funds</td>
<td>4,128,421</td>
<td>-</td>
<td>4,128,421</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>$6,980,923</td>
<td>$2,852,502</td>
<td>$4,128,421</td>
<td>$</td>
</tr>
</tbody>
</table>
NOTE 4. FAIR VALUE MEASUREMENTS (CONTINUED)

Level 1 Measurements

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

Level 2 Measurements

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

NOTE 5. PREPAID EXPENSES

Prepaid expenses consisted of the following as of June 30, 2014 and 2013:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid insurance</td>
<td>$ 111,820</td>
<td>$ 106,639</td>
</tr>
<tr>
<td>Prepaid library materials</td>
<td>648,820</td>
<td>400,820</td>
</tr>
<tr>
<td>Prepaid - other</td>
<td>16,786</td>
<td>67,442</td>
</tr>
<tr>
<td><strong>Total prepaid expenses</strong></td>
<td><strong>$ 777,426</strong></td>
<td><strong>$ 574,901</strong></td>
</tr>
</tbody>
</table>

In the course of cataloging its dissertations collection, the Center incurs usage fees to access the Online Computer Library Center, Inc. (OCLC) database. The Center is able to offset these fees from credits received from OCLC for the reciprocal use of the Center. As of June 30, 2014 and 2013 the Center has earned cumulative net credits of $6,201 and $46,359 respectively.

NOTE 6. PROPERTY AND EQUIPMENT

Property and equipment consisted of the following as of June 30, 2014 and 2013:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$ 128,446</td>
<td>$ 128,446</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>11,240,678</td>
<td>11,107,082</td>
</tr>
<tr>
<td>Furniture and equipment</td>
<td>2,117,735</td>
<td>2,064,958</td>
</tr>
<tr>
<td></td>
<td>13,486,859</td>
<td>13,300,486</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(10,563,054)</td>
<td>(10,179,678)</td>
</tr>
<tr>
<td></td>
<td><strong>$ 2,923,805</strong></td>
<td><strong>$ 3,120,808</strong></td>
</tr>
</tbody>
</table>

Depreciation expense was $383,375 for the year ended June 30, 2014 and $383,549 for 2013.
NOTE 7. ACCOUNTS PAYABLE AND ACCRUED EXPENSES

Accounts payable and accrued expenses consisted of the following as of June 30, 2014 and 2013:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>$ 805,182</td>
<td>$ 455,335</td>
</tr>
<tr>
<td>Accrued vacation</td>
<td>207,747</td>
<td>208,870</td>
</tr>
<tr>
<td>Accrued salaries and withholdings</td>
<td>78,250</td>
<td>79,119</td>
</tr>
<tr>
<td>Other accrued expenses</td>
<td>62,598</td>
<td>63,056</td>
</tr>
<tr>
<td></td>
<td><strong>$ 1,153,777</strong></td>
<td><strong>$ 806,380</strong></td>
</tr>
</tbody>
</table>

NOTE 8. DEFERRED REVENUE

The Center regularly bills in advance of the upcoming fiscal year for membership cost share assessments and AMPS membership. Those membership payments that are received for future fiscal years are held as deferred revenue to be recognized in the fiscal year for which they will be earned. Occasionally, grant payments received in advance of a future fiscal year are also held as deferred revenue. As of June 30, 2014 and 2013, deferred revenue consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred membership cost share</td>
<td>$ 3,092,241</td>
<td>$ 3,569,758</td>
</tr>
<tr>
<td>Deferred subscriptions</td>
<td>185,723</td>
<td>190,221</td>
</tr>
<tr>
<td>AMPS deferred revenue</td>
<td>8,950</td>
<td>10,678</td>
</tr>
<tr>
<td>Grants deferred</td>
<td>7,616</td>
<td>7,616</td>
</tr>
<tr>
<td></td>
<td><strong>$ 3,294,530</strong></td>
<td><strong>$ 3,778,273</strong></td>
</tr>
</tbody>
</table>

NOTE 9. LOAN PAYABLE

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

The loan is repayable in monthly installments of $11,458 including principal and interest. The interest rate is 4.28%. The loan matures in 2024. Interest expense for the years ended June 30, 2014 and 2013 was $23,147 and $10,699 respectively.
NOTE 9. LOAN PAYABLE (CONTINUED)

Principal payments are as follows:

<table>
<thead>
<tr>
<th>Year ending June 30</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>$ 92,609</td>
</tr>
<tr>
<td>2016</td>
<td>96,597</td>
</tr>
<tr>
<td>2017</td>
<td>100,985</td>
</tr>
<tr>
<td>2018</td>
<td>105,455</td>
</tr>
<tr>
<td>2019</td>
<td>110,123</td>
</tr>
<tr>
<td>Thereafter</td>
<td>569,852</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,075,621</td>
</tr>
</tbody>
</table>

NOTE 10. TEMPORARILY RESTRICTED NET ASSETS

Temporarily restricted net assets arise from grants received from various organizations to support cataloging, microform projects, digitization, digital preservation activities and the purchase of equipment to automate library materials. Net assets were released from donor restrictions by incurring expenses of $197,608 and $374,670 in 2014 and 2013, respectively. Grant contributions received that are not expended for their restricted purposes are refundable to the grantor. Temporarily restricted net assets at June 30, 2014 and 2013 were available for the following purposes:

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Asia survey</td>
<td>$ 5,881</td>
<td>$ 5,881</td>
</tr>
<tr>
<td>Membership benefits</td>
<td>-</td>
<td>1,878</td>
</tr>
<tr>
<td>Global resources network 2014</td>
<td>-</td>
<td>82,855</td>
</tr>
<tr>
<td>Global resources network 2016</td>
<td>781,505</td>
<td>-</td>
</tr>
<tr>
<td>Middle East research journals</td>
<td>-</td>
<td>1,911</td>
</tr>
<tr>
<td>Library licensing</td>
<td>41,462</td>
<td>-</td>
</tr>
<tr>
<td>Government documentation digitization project</td>
<td>5,382</td>
<td>44,813</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 834,230</td>
<td>$ 137,338</td>
</tr>
</tbody>
</table>

NOTE 11. PENSION PLAN

The Center has established and made available to its employees a defined contribution money purchase pension plan. Under this plan, funds contributed by the Center and participating employees are used to purchase retirement annuity and life insurance contracts for the participants through the Teachers Insurance and Annuity Association and/or the College Retirement Equities Fund. Contributions made by the Center are based on participants’ compensation as defined by the plan. The Center’s contribution for the years ended June 30, 2014 and 2013 was $234,302 and $231,281 respectively.
NOTE 12. RELATED PARTY TRANSACTIONS

The Center earns cataloging revenue from Online Computer Library Center, Inc. (OCLC) and also purchases cataloging and other services from OCLC. Cataloging revenue was $17,876 and $44,597 during the years ended June 30, 2014 and 2013, respectively. Total services purchased from OCLC were approximately $64,804 and $56,018 for the years ended June 30, 2014 and 2013, respectively.

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

NOTE 13. CONCENTRATION OF CREDIT RISK

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

NOTE 14. PRIOR PERIOD ADJUSTMENT

The Center had previously over-depreciated various property and equipment assets and over-allocated various expenses to a grant. These errors resulted in the understatement of previously reported net assets and changes in net assets. Prior period adjustments made to correct these understatements are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted Net Assets</th>
<th>Unrestricted Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previously reported at June 30, 2013</td>
<td>$ 134,841</td>
<td>$ 6,117,499</td>
</tr>
<tr>
<td>Overstatement of depreciation</td>
<td>90,405</td>
<td>90,405</td>
</tr>
<tr>
<td>Over-allocation of various grant expenses</td>
<td>(51,633)</td>
<td>(51,633)</td>
</tr>
<tr>
<td>As restated at June 30, 2013</td>
<td>$ 173,613</td>
<td>$ 6,156,271</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Temporarily Restricted Net Assets</th>
<th>Temporarily Restricted Net Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Previously reported at June 30, 2013</td>
<td>$ (426,303)</td>
<td>$ 85,705</td>
</tr>
<tr>
<td>Over-allocation of various grant expenses</td>
<td>51,633</td>
<td>51,633</td>
</tr>
<tr>
<td>As restated at June 30, 2013</td>
<td>$ (374,670)</td>
<td>$ 137,338</td>
</tr>
</tbody>
</table>
## Independent Auditor’s Report

### Schedule of Functional Expenses and Collection Expenditures

**Year Ended June 30, 2014**

<table>
<thead>
<tr>
<th>Collections Storage and Maintenance</th>
<th>Acquisition</th>
<th>Conversion</th>
<th>Service and Delivery</th>
<th>Cataloging and Metadata</th>
<th>Area Management</th>
<th>Total Program and General</th>
<th>Management and General</th>
<th>Total</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support services</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cataloging fees</td>
<td>1,774</td>
<td>53,191</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>64,664</td>
<td>-</td>
</tr>
<tr>
<td>Innovative</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>64,664</td>
</tr>
<tr>
<td>Microform costs</td>
<td>10,760</td>
<td>13,695</td>
<td>34,238</td>
<td>39,179</td>
<td>-</td>
<td>143,647</td>
<td>1,932</td>
<td>425,381</td>
<td>-</td>
</tr>
<tr>
<td>Other support</td>
<td>78,726</td>
<td>174,477</td>
<td>-</td>
<td>249,253</td>
<td>-</td>
<td>49,187</td>
<td>19,544</td>
<td>507,037</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>87,300</td>
<td>241,367</td>
<td>34,238</td>
<td>288,382</td>
<td>64,684</td>
<td>192,834</td>
<td>17,296</td>
<td>563,567</td>
<td>-</td>
</tr>
<tr>
<td>Personal and operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board and Council expense</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>300</td>
<td>6,652</td>
<td>6,882</td>
<td>26,513</td>
<td>33,395</td>
</tr>
<tr>
<td>Business expense</td>
<td>131</td>
<td>638</td>
<td>391</td>
<td>1,066</td>
<td>765</td>
<td>3,990</td>
<td>21,930</td>
<td>38,729</td>
<td>10,292</td>
</tr>
<tr>
<td>Consumable supplies</td>
<td>4,988</td>
<td>27,079</td>
<td>3,313</td>
<td>5,995</td>
<td>2,357</td>
<td>1,089</td>
<td>-</td>
<td>44,821</td>
<td>8,931</td>
</tr>
<tr>
<td>Insurance</td>
<td>4,092</td>
<td>14,116</td>
<td>8,286</td>
<td>12,223</td>
<td>15,993</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8,139</td>
</tr>
<tr>
<td>Member relations</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>8,139</td>
</tr>
<tr>
<td>Memberships</td>
<td>814</td>
<td>24,421</td>
<td>-</td>
<td>-</td>
<td>713</td>
<td>25,948</td>
<td>9,680</td>
<td>-</td>
<td>35,628</td>
</tr>
<tr>
<td>Other outside support</td>
<td>31,930</td>
<td>28,463</td>
<td>35,115</td>
<td>26,918</td>
<td>18,545</td>
<td>33,325</td>
<td>113,342</td>
<td>285,618</td>
<td>79,228</td>
</tr>
<tr>
<td>Personnel</td>
<td>201,508</td>
<td>662,828</td>
<td>385,080</td>
<td>573,944</td>
<td>758,031</td>
<td>218,154</td>
<td>184,664</td>
<td>2,080,909</td>
<td>721,058</td>
</tr>
<tr>
<td>Postage and delivery</td>
<td>25,396</td>
<td>56,944</td>
<td>25,866</td>
<td>35,525</td>
<td>11,284</td>
<td>59</td>
<td>-</td>
<td>152,034</td>
<td>7,624</td>
</tr>
<tr>
<td>Posting</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>11,284</td>
<td>-</td>
<td>-</td>
<td>152,034</td>
<td>7,624</td>
</tr>
<tr>
<td>Referring</td>
<td>3,711</td>
<td>11,095</td>
<td>5,399</td>
<td>5,286</td>
<td>1,822</td>
<td>44</td>
<td>-</td>
<td>25,367</td>
<td>2,281</td>
</tr>
<tr>
<td>Travel</td>
<td>377</td>
<td>11,310</td>
<td>-</td>
<td>-</td>
<td>310</td>
<td>28,507</td>
<td>16,219</td>
<td>36,763</td>
<td>6,283</td>
</tr>
<tr>
<td>Indirect expenses</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>560</td>
<td>95,575</td>
<td>96,135</td>
<td>96,135</td>
</tr>
<tr>
<td></td>
<td>275,837</td>
<td>816,934</td>
<td>462,080</td>
<td>660,037</td>
<td>802,949</td>
<td>286,028</td>
<td>334,122</td>
<td>905,543</td>
<td>143,315</td>
</tr>
<tr>
<td>Plant and other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment leases</td>
<td>775</td>
<td>1,738</td>
<td>465</td>
<td>1,084</td>
<td>344</td>
<td>46</td>
<td>272</td>
<td>4,956</td>
<td>237</td>
</tr>
<tr>
<td>Service contracts</td>
<td>22,730</td>
<td>51,346</td>
<td>20,412</td>
<td>31,623</td>
<td>10,388</td>
<td>1,007</td>
<td>-</td>
<td>137,206</td>
<td>6,955</td>
</tr>
<tr>
<td>Repairs</td>
<td>2,218</td>
<td>4,977</td>
<td>1,490</td>
<td>3,103</td>
<td>983</td>
<td>-</td>
<td>-</td>
<td>13,273</td>
<td>678</td>
</tr>
<tr>
<td>Utilities</td>
<td>35,998</td>
<td>75,266</td>
<td>30,145</td>
<td>64,998</td>
<td>14,928</td>
<td>-</td>
<td>-</td>
<td>201,058</td>
<td>10,269</td>
</tr>
<tr>
<td></td>
<td>59,341</td>
<td>133,147</td>
<td>33,242</td>
<td>83,008</td>
<td>26,565</td>
<td>1,155</td>
<td>272</td>
<td>356,490</td>
<td>18,137</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>419,778</td>
<td>1,211,444</td>
<td>549,560</td>
<td>1,032,447</td>
<td>894,109</td>
<td>479,977</td>
<td>331,940</td>
<td>4,939,255</td>
<td>922,080</td>
</tr>
<tr>
<td>Interest expense</td>
<td>3,669</td>
<td>8,233</td>
<td>3,202</td>
<td>5,733</td>
<td>1,603</td>
<td>-</td>
<td>-</td>
<td>21,957</td>
<td>1,331</td>
</tr>
<tr>
<td>Depreciation</td>
<td>60,772</td>
<td>136,361</td>
<td>54,226</td>
<td>85,011</td>
<td>27,002</td>
<td>-</td>
<td>-</td>
<td>363,672</td>
<td>18,575</td>
</tr>
<tr>
<td></td>
<td>64,441</td>
<td>152,622</td>
<td>57,428</td>
<td>90,037</td>
<td>29,004</td>
<td>-</td>
<td>-</td>
<td>363,672</td>
<td>18,575</td>
</tr>
<tr>
<td>Total expenses before collections</td>
<td>484,219</td>
<td>1,355,038</td>
<td>607,378</td>
<td>1,122,591</td>
<td>922,741</td>
<td>479,977</td>
<td>331,940</td>
<td>5,324,884</td>
<td>942,736</td>
</tr>
<tr>
<td>Collection expenditures - not capitalized</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Materials</td>
<td>-</td>
<td>1,209,670</td>
<td>-</td>
<td>-</td>
<td>527,313</td>
<td>-</td>
<td>1,736,883</td>
<td>-</td>
<td>1,736,883</td>
</tr>
<tr>
<td>Preservation</td>
<td>-</td>
<td>22,760</td>
<td>-</td>
<td>-</td>
<td>527,313</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>527,313</td>
</tr>
<tr>
<td></td>
<td>1,232,430</td>
<td></td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,763,653</td>
</tr>
<tr>
<td>Total</td>
<td>484,219</td>
<td>1,232,430</td>
<td>607,378</td>
<td>1,122,591</td>
<td>922,741</td>
<td>1,067,190</td>
<td>331,940</td>
<td>7,066,277</td>
<td>942,736</td>
</tr>
</tbody>
</table>

| Independent Auditor's Report | F16 |
## Center for Research Libraries

### Schedule of Program Revenue and Expenses - Grants

**Year Ended June 30, 2014**

<table>
<thead>
<tr>
<th>Temporary Restricted</th>
<th>CSAL</th>
<th>Notre Dame</th>
<th>Mellon Foundation</th>
<th>CAORC</th>
<th>University of Arizona</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Govt Docs</td>
</tr>
<tr>
<td></td>
<td>South Asia</td>
<td>Membership</td>
<td>GRN 2016</td>
<td>GRN 2014</td>
<td>Middle East</td>
</tr>
<tr>
<td>Revenue</td>
<td>Survey</td>
<td>Benefits</td>
<td></td>
<td></td>
<td>Journals</td>
</tr>
<tr>
<td>Foundations and other</td>
<td>$ -</td>
<td>$ -</td>
<td>$848,000</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board/Council travel</td>
<td>$ -</td>
<td>1,878</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>FICA</td>
<td>$ -</td>
<td>-</td>
<td>3,125</td>
<td>3,074</td>
<td>-</td>
</tr>
<tr>
<td>Innovative</td>
<td>$ -</td>
<td>-</td>
<td>-</td>
<td>1,911</td>
<td>-</td>
</tr>
<tr>
<td>Medical insurance</td>
<td>$ -</td>
<td>-</td>
<td>4,670</td>
<td>5,066</td>
<td>-</td>
</tr>
<tr>
<td>Other business expense</td>
<td>$ -</td>
<td>-</td>
<td>214</td>
<td>52</td>
<td>-</td>
</tr>
<tr>
<td>Other library support</td>
<td>$ -</td>
<td>-</td>
<td>7,719</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Outside professional services</td>
<td>$ -</td>
<td>-</td>
<td>564</td>
<td>26,500</td>
<td>-</td>
</tr>
<tr>
<td>Retirement</td>
<td>$ -</td>
<td>-</td>
<td>1,903</td>
<td>3,815</td>
<td>-</td>
</tr>
<tr>
<td>Salaries</td>
<td>$ -</td>
<td>-</td>
<td>43,141</td>
<td>42,671</td>
<td>-</td>
</tr>
<tr>
<td>SA Salaries</td>
<td>$ -</td>
<td>-</td>
<td>238</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Travel</td>
<td>$ -</td>
<td>-</td>
<td>4,350</td>
<td>1,115</td>
<td>-</td>
</tr>
<tr>
<td>Workmen's compensation</td>
<td>$ -</td>
<td>-</td>
<td>571</td>
<td>562</td>
<td>-</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$ -</td>
<td>1,878</td>
<td>66,495</td>
<td>82,855</td>
<td>1,911</td>
</tr>
</tbody>
</table>

**Change in net assets**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>5,881</td>
</tr>
<tr>
<td></td>
<td>1,878</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>82,855</td>
</tr>
<tr>
<td></td>
<td>1,911</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>44,813</td>
</tr>
<tr>
<td></td>
<td>137,338</td>
</tr>
<tr>
<td>End of year</td>
<td>$ 5,881</td>
</tr>
<tr>
<td></td>
<td>$ -</td>
</tr>
<tr>
<td></td>
<td>$781,505</td>
</tr>
<tr>
<td></td>
<td>$ -</td>
</tr>
<tr>
<td></td>
<td>$ -</td>
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<tr>
<td></td>
<td>$41,462</td>
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<tr>
<td></td>
<td>$5,382</td>
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<td></td>
<td>$834,230</td>
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</tbody>
</table>

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

### Schedule of Program Revenue and Expenses - Grants

**Year Ended June 30, 2014**

<table>
<thead>
<tr>
<th></th>
<th>Fee for Service Grants - Unrestricted</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>IMLS</td>
</tr>
<tr>
<td></td>
<td>ICON Phase 5</td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
</tr>
<tr>
<td>Federal grants</td>
<td>$ 41,332</td>
</tr>
<tr>
<td>Foundations and other</td>
<td>-</td>
</tr>
<tr>
<td>Total revenue</td>
<td>$ 41,332</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
</tr>
<tr>
<td>Equipment purchase/non cap</td>
<td>271</td>
</tr>
<tr>
<td>FICA</td>
<td>2,046</td>
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<tr>
<td>Medical insurance</td>
<td>4,050</td>
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<tr>
<td>Other business expense</td>
<td>361</td>
</tr>
<tr>
<td>Other library support</td>
<td>-</td>
</tr>
<tr>
<td>Outside professional services</td>
<td>-</td>
</tr>
<tr>
<td>Retirement</td>
<td>1,959</td>
</tr>
<tr>
<td>SA salaries</td>
<td>4,036</td>
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<tr>
<td>Salaries</td>
<td>24,369</td>
</tr>
<tr>
<td>Travel</td>
<td>-</td>
</tr>
<tr>
<td>Workmen’s compensation</td>
<td>428</td>
</tr>
<tr>
<td>Indirect expense allocation</td>
<td>3,812</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$ 41,332</td>
</tr>
</tbody>
</table>

### Change in net assets

- Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Beginning of year</th>
<th>End of year</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

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*Independent Auditor’s Report | F18*