

The AAU/ARL Global Resources Program at a Crossroads: Achievements, Best Practices, New Challenges, and Next Steps

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I. INTRODUCTION AND BACKGROUND

In December 1996, The Andrew W. Mellon Foundation awarded \$450,000 to The Association of Research Libraries (ARL) to create the AAU/ARL Global Resources Program (GRP). Originally intended to be a three-year grant, the funding has stimulated over five years of activity focused on improving access to international research materials through cooperative structures and the use of new technologies, and on generating increased communication with the scholarly community regarding future information needs. In addition, the GRP funding has served as seed money for the regional projects, two of which together have received close to \$1,000,000 over three years in additional funding from the U. S. Department of Education Title VI Program for Technological Cooperation and Innovation for Foreign Information Access (TICFIA).

The GRP set an ambitious course that built on the achievements and momentum of its precursors, the ARL Foreign Acquisitions Project and the AAU Research Libraries Project, collaborative efforts of the early-to-mid 1990s. Both of these programs benefited from funding from the Mellon Foundation. (For background on these two programs, see "The AAU/ARL Global Resources Program: Origins and Trajectory," *Library Hi Tech*, Vol. 18, No. 3, 2000.)

The regional projects sponsored by the GRP address seven countries/world areas: Africa, Eastern Europe, Germany, Japan, Latin America, South Asia, and Southeast Asia. Each has developed differently, based on the needs of scholars who use materials from the area and on the perceptions of area specialist librarians of the most pressing challenges for information access. All share a focus on a basic goal of the GRP: to enhance access through cooperation and new uses of technology. The projects (described in greater detail in section III below) are:

- The African Newspaper Union List Project (AFRINUL)
- The German Resources Project
- The Japan Journal Access Project

- The Latin Americanist Research Resources Project (LARRP)
- The Slavic Document Delivery Project
- The Digital South Asia Library (DSAL)
- The Southeast Asia Indexing Project/Thai Journals Index

This report reviews the goals that were delineated in the original proposal the Mellon Foundation, describes the achievements of the Global Resources projects, evaluates progress toward the goals, and sets out the challenges that remain to be addressed, along with some possible next steps. In section V, the directors of the regional projects "speak" and reflect on the lessons learned in their respective areas from the activities associated with the Global Resources Program, and relate those reflections to the larger context of the Program as a whole. Section VIII contains budget and expenditure information, and is followed by three appendices.

II. REVIEW OF ORIGINAL GOALS

The 1996 proposal to the Mellon Foundation took as a point of departure the recommendations that comprised ARL's "tactical plan" for global resources, which was supported by the ARL board and the AAU executive committee. It is important to note that the GRP has accomplished a number of things that were not identified in the proposal, and that the value added by these achievements was unanticipated at the time the proposal was written. The tactical plan suggested:

- The creation of a Global Resources Program with a federated management structure, hosted by ARL in cooperation with AAU.
- The appointment of a full-time coordinator for an initial three-year term with responsibilities for continued development and improvement of the program.
- An educational effort to inform faculty about the Global Resources Program and to build consensus on the proposed strategies for addressing needs.
- Working with the research library community to strengthen and advance area librarianship.
- Adoption of a proposal seeking funding for program start-up and operation in 1996-98.
- Establishment of an Advisory Council that would include chief academic officers from AAU and ARL institutions to guide the development of the program.

Goals outlined in the proposal focus primarily on program expansion and outreach to faculty and scholarly associations:

- identify "lead institutions" for each region, to collect and make accessible a range of materials;
- encourage those institutions to pursue relationships with foreign publishers of newspapers, journals and books to enable them to make these materials available in digital form;
- inventory relationships between individual libraries and research institutes and/or libraries abroad;
- mount information about the commitments and linkages on the Web;
- conduct on-campus symposia and make presentations at meetings of scholarly associations;
- collaborate with scholarly and library organizations to set national policy on issues of importance to the global resources arena;
- develop fully the Web-based protocol of library strengths, collecting policies and responsibilities of participating institutions;
- conduct a survey of area specialists, in cooperation with the Council of National Resources Center Directors (CNRC) of Title VI;
- conduct a survey to determine the new roles for and future supply of area librarians.

Many of the goals proposed for program expansion have been achieved, although not necessarily as originally anticipated. "Lead institutions," rather than being formally named, have emerged through each of the projects. This has been determined by the size/strength of the particular area collections at a given library (e.g., the University of

Chicago and Columbia for South Asia) and/or the energy, enthusiasm, and initiative of the area specialist librarian (e.g., UCLA, Harvard, and Notre Dame for Latin America). Some institutions are already playing a major role and have been acknowledged as lead institutions for many years (e.g., Northwestern and African studies). Relationships with foreign publishers have been pursued within the regional projects rather than by individual institutions, and have selectively led to some digitization projects, although perhaps not on the scale originally envisioned. One of the earliest Global projects of ARL was to conduct an inventory of linkages between North American libraries and other institutions abroad, but this information did not prove to be very useful.

Of the goals proposed for outreach, several have been achieved. The Director of the Global Resources Program has made presentations at meetings of the American Council of Learned Societies, the American Library Association, and the Title VI center directors. Panels on Global Resources regional projects have been held at the Latin American Studies Association, the Frankfurt Book Fair, the African Studies Association, and others. A survey of area studies center directors was completed in April 1998 and largely confirmed that faculty prefer to have needed materials available locally, especially unless document delivery/interlibrary loan services are improved. The comments were mixed concerning the desirability of creating a cooperative program, while acknowledging the difficulties inherent in the acquisition of foreign materials.

The Web-based listing of collecting strengths and policies has not been implemented, in large part because of the labor- and time-intensive nature of the project. In addition, current metadata harvesting projects underway under the Open Archives Initiative (OAI) will make this function moot. Participants in the regional projects believe that they have a good sense of "what's where" in terms of library collections. Users may not know where special library strengths can be found, but they now have access to internet searches that reveal local websites, lists of resources, and access to local OPACs. It is not clear whether faculty and student use of such a separate, conspectus-like online listing of library strengths, which would be duplicative of other sources of such information, would be worth the investment of time and effort. In the brief five years since the Global Resources Program was initiated, online access to information about library collections has increased dramatically and this goal no longer seems relevant.

Indiana University has held two conferences on the future of area librarianship, and the Director of the Global Resources Program participated in both. In 1997 she conducted a survey of area librarians in preparation for a July 1997 conference on at Indiana on "Area Librarians in Higher Education: Defining the Future." Her presentation focused on "The Roles and Functions of the Area Librarian" and drew on the survey results, which came from 70 individuals from 48 different institutions. At the same time that the subject expertise of area librarians is increasingly important-as more universities "internationalize"-they find they need to incorporate more functions into their jobs, e.g., managing electronic information, reference work, teaching information literacy, development, etc. One respondent summed up the situation well: "I imagine a national system that evolves toward a fairly conscious or explicit web of area specialists, each with local responsibilities and also roles extending well beyond the home institutions." The Global Resources Program, by generating opportunities for participation in the regional projects, has achieved many of the first steps toward the creation of such a system.

III. THE REGIONAL PROJECTS

The seven regional projects have established different models to enhance access to materials from abroad, and have accomplished a great deal. What they have in common is an initial reliance on the seed money provided by the Global Resources Program, a foundation that allowed them to achieve sustainability and multi-institutional participation.

The African Newspaper Union List Project (AFRINUL)

The Center for Research Libraries (CRL) is host to AFRINUL, a multi-institutional project to produce and maintain an electronic union list of sub-Saharan African newspapers. A joint initiative of the Africana Librarians Council (ALC) of the African Studies Association (ASA) and the Cooperative Africana Microform Project (CAMP) of CRL, AFRINUL also complements the ICON project. The database will consolidate holdings information for collections in North America and will later expand to include holdings in Africa, Europe, and elsewhere. The project also has a preservation component, to be carried out at Northwestern University, and plans to digitize the content of newspapers as well, to facilitate research on African political, economic, and cultural events. (See "African Newspaper Union List: low-tech resource/high-tech access," *Library HiTech*, Vol. 18, No. 3, 2000.)

AFRINUL currently has fifteen participating libraries. For more information, see <http://www.crl.edu/info/camp/aftrinul.htm>.

Project Director: David Easterbrook (Melville J. Herkovits Library of African Studies, Northwestern University, dleaster@northwestern.edu).

The German Resources Project

Initially targeting German social sciences materials, the German Resources Project now has a more expansive charge and a more complex focus. Its working groups coordinate activities in four areas: collection development, document delivery, digital libraries, and bibliographic control. The Project is co-chaired by Lou Pitschmann (University of Alabama, louis.pitschmann@ua.edu) and Tom Kilton (University of Illinois at Urbana-Champaign, t-kilton@uiuc.edu), and counts on the active involvement of representatives of over 46 member libraries, from North America, Australia, Cuba, and Germany. (See "The German Resources Project: the promise of technology in fostering international collaboration," *Library Hi Tech*, Vol. 18, No. 3, 2000.) For more information, see <http://www.grp.lib.msu.edu/>.

Collection Development Working Group

Coordinated by Barbara Walden (University of Wisconsin-Madison), this group is responsible for several important initiatives.

- A proposal to enable Project participating libraries to subscribe corporately to a list of German databases through xipolis.net has been concluded. This online reference service was announced in December 2001 and offers access to eighteen standard German reference works. It was launched early in 2002. For more information, terms and conditions, see <http://www.library.northwestern.edu/grp/xipolisoffer.html>.
- Negotiations are underway to provide access to USMARC cataloging records for items in the Bibliothek der deutschen Literatur (microfiche set published by K. G. Saur) at a substantially discounted price.
- The Opfermann Collection of German political and social science materials at the library of Victoria University of Wellington (New Zealand) is under discussion with the Project participants. Librarians at Victoria University are interested in exploring a "research alliance" that might involve funding, research travel grants, and/or a joint US-NZ-German partnership.
- Working Group coordinators have written an article for *Bibliotheksdienst* on Project achievements, which was published in November 2001 and will be included in the online version of the journal. This is generating additional interest in the Project among German libraries.
- The records for 78,000 volumes of the library of the former Pädagogische Hochschule, Erfurt, are available as an EndNote database for Project members to examine in anticipation of negotiation of exchanges for these materials.
- Twenty-seven subject areas have now been included in the Project's Partnerships program. These are working personal linkages between specialists in Germany and North America, well beyond Germanistik, extending to such fields as geography, mathematics, art, South Asian studies, Latin American studies, and American studies. The "Partners' Forum" functions via [grp-partners at arl.org](http://grp-partners.arl.org).

Document Delivery Working Group

Coordinated by Lynn Wiley (University of Illinois at Urbana-Champaign), who recently took over from Sem Sutter (University of Chicago), this group has concentrated its efforts in two areas:

- The promotion and refinement of the GBVdirekt/North America document delivery service for North American libraries. Over 25 institutions now participate in GBV/NA and the number is increasing. The group has worked with ARL and German partners to improve invoicing and accounting.
- The establishment of a comparable service to supply documents to libraries in Germany. Planning is underway for a project in which ten North American institutions will supply documents to German libraries on a trial basis. RLG has offered copies of its ISO ILL Protocol compliant ILL Manager to facilitate ordering by the German libraries.

Digital Library Working Group

Michael Seadle (Michigan State University) coordinates this group, whose mission includes fostering the digitization of research materials, assisting in funding for such projects, and identifying standards. The working group met in

Bielefeld at the German Library Association Meeting (Bibliothekartag) and at ALA. The Bielefeld meeting included ten people from four countries (Germany, Austria, the Netherlands, and the US). Thanks to the Deutsche Forschungsgemeinschaft (DFG)-NSF joint initiative, four joint German-North American projects are underway (for more information, see <http://www.grp.lib.msu.edu/diglibdocumentation.html>).

Bibliographic Control Working Group

Coordinated by Roger Brisson (Harvard), this group is finalizing the AACR2 German Translation project (see <http://www.arl.org/collect/grp/aacr2/aacr2documents.htm>). They have also developed extensive German and English dictionary tools and word lists devoted to library technical services and cataloging, and the success of this work has led to a new effort in IFLA to develop a Web-based multilingual dictionary. For a description of the IFLA project, see <http://www.ifla.org/IV/ifla67/papers/093-152ae.pdf>.

The Japan Journal Access Project

The goals of this project are to expand access to research materials published in Japan and to coordinate Japanese collection development initiatives in North American libraries. The North American Coordinating Council on Japanese Library Resources (NCC) is a key co-sponsor of the project. Mary E. Jackson (ARL, mary@arl.org) is the project coordinator. (See "From computer-aided manufacturing to Japanese newspapers: evolution of the AAU/ARL Japan Journal Access Project," *Library Hi Tech*, Vol. 18, No. 3, 2000.)

The 38 project participants contribute to one or more of the following activities:

- Union List of Japanese Serials and Newspapers (ULJSN) - part of the East Asian Libraries cooperative World Wide Web site, maintained by the Ohio State University Libraries Japanese Collection.
- Document Delivery with Waseda University Library - includes requests for returnables or copies submitted via the OCLC ILL system. Participants invoice with the OCLC Fee Management Service. Returnables are sent by airmail, copies via Ariel.
- Document Delivery with the Association of National University Libraries (ANUL) - This second document delivery project, concluded in early 2001, included ten North American libraries, six Japanese national university libraries and the National Institute for Informatics (NII). The project, limited to non-returnable copies of journal articles and book chapters, was declared a success. Participants agreed to resume "regular ILL" during the remainder of 2001. The National Center for Scientific Information Systems (NACSIS) has nearly completed implementation of the ISO ILL protocol and has exchanged test messages with OCLC. In early 2002, six libraries will undertake technical testing between the NACSIS ILL system and OCLC, with production exchange of ILL requests scheduled for spring 2002.

The Latin Americanist Research Resources Project

The Latin Americanist Research Resources Project (LARRP) has followed a somewhat different trajectory than the other projects. The beneficiary of an early matching grant from the Andrew W. Mellon Foundation, LARRP has been able to rely on additional funding, thanks to the grant and the required one-time \$3,000 matching contribution of each member library. Currently counting 52 members, including the Inter-American Development Bank, Florida International University, and partners in Bolivia, Argentina, Puerto Rico, Guatemala, and Trinidad, LARRP has also attracted funding from the U. S. Department of Education's program, "Technological Innovation and Cooperation for Foreign Information Access" (TICFIA) amounting to over \$405,000 for a three-year period. LARRP has just submitted a new proposal to TICFIA to expand the project further (see description below). The chair of the project advisory committee is Eudora Loh (UCLA, eloh@library.ucla.edu).

The Latin Americanist Research Resources Project sponsors several different cooperative activities, all aimed at expanding the range of materials available to students and scholars. Project components include:

- LAPTOC (Latin American Periodicals Table of Contents) - The centerpiece of the LARRP, this database includes tables of contents (TOCs) from over 700 journals, representing close to 140,000 articles, published throughout Latin America. These are journals that are for the most part not indexed elsewhere. The TOCs are input by member institutions, which also commit to maintaining a specific number of subscriptions and to providing expedited document delivery of articles requested electronically by users at participating institutions. The web database offers open access worldwide and keyword searching of the contents of articles and receives wide use as a current awareness tool. During November 2001, the database received 7,647 queries. Users from every continent accessed this site and the Presidential Messages site (see below), with the United States (47.3%), Mexico (9.9%) and Argentina (2.9%) providing the highest number of queries.
- Distributed Resources - This program strengthens the collective coverage of monographs and other resources produced in Latin America. Twenty-eight of the project members have agreed to reallocate at

least 7% of their monographic funds to deepen their collections in established areas of local emphasis. The result is enhanced coverage of non-core materials for the Latin American region. The total reallocated to deepen collecting exceeds \$170,000/year. The participants also provide expedited cataloging and make the materials available through interlibrary loan. Institutional reports on assignments, expenditures, and collecting activity are available.

- Presidential Messages - The full texts of presidential messages from Argentina and Mexico are available in digital form on the server at the University of Texas Latin American Networked Information Center (UT-LANIC). There are over 75,000 images covering presidential speeches from the nineteenth century to the present. Use data for November 2001 indicate that the presidential messages database received 486,550 hits and was searched by an average of 935 users per day, who downloaded 138,415 GIF images. This project component is complemented by the CRL coverage of Brazilian presidential messages.
- Case Study on Cooperation - During the second phase of funding from the Mellon Foundation, the Project sponsored a case study examining the challenges and effects of specialized collection development, prepared by University of Florida economist Jennifer Cobb Adams. The report is entitled, The University of Florida's Latin American Collection: A Case Study of Unilateral Specialization in Caribbean Materials (see <http://www.arl.org/collect/grp/uf/>).
- Latin American Partnerships - Initiated with U. S. Department of Education (TICFIA) funding, this project component has developed a cooperative model that enables Latin American libraries to contribute to the LAPTOC database tables of contents of journals that are not widely held. The Biblioteca Inca (Cochabamba, Bolivia) and the Biblioteca CIRMA (Antigua, Guatemala) were the first two partner institutions, followed by the library of the Universidad de Puerto Rico (Rio Piedras, PR), the University of the West Indies (St. Augustine), and the Universidad de San Andr es (Buenos Aires, Argentina).
- Latin American Open Archives Portal - The newest facet of LARRP, this initiative proposes to address the need for improved control of and access to Latin America's "grey literature"-publications, working documents, and other materials produced by research institutes, non-governmental organizations, and peripheral agencies-none of which is controlled by commercial publishers. A proposal for funding was submitted to the TICFIA program in November 2001 by UCLA on behalf of the 52 project participants. The Project will collaborate with Latin American institutions, beginning with the Facultad Latinoamericana de Ciencias Sociales (FLACSO) in Santiago, Chile and the Centro de Investigaciones Regionales de Mesoam rica (CIRMA) in Guatemala).

The Slavic Document Delivery Project

This is the newest project and is in the formative stages. The goal is to create a mutually beneficial document delivery system between libraries in Slavic countries and in North America. Initially, six libraries in East Central Europe and the countries of the former Soviet Union will participate and will be provided with Ariel for a one-year trial period, courtesy of the Research Libraries Group. The goal of project organizer Brad Schaffner (University of Kansas, bschaffn@ukans.edu) is to have six different countries and languages represented. The project has been discussed and approved by Slavic librarians in North America at a number of national meetings. A core group will be selected to participate formally. For more information, see <http://www.ku.edu/~slavlib/ARLproject.htm>.

The Digital South Asia Library (DSAL)

The Digital South Asia Library and the closely related Digital Dictionaries of South Asia project (DDSA) both originated with the support of the Global Resources Program. Lessons learned under the period of ARL support continue to inform the directions and technology deployed, as the projects continue to expand and to diversify their sources of funding. The U. S. Department of Education granted \$595,000 for DSAL and \$444,031 for DDSA to expand Web resources over the period 1999-2002, and a new proposal for the next three-year period was submitted in fall 2001. This project, launched with Global Resources Program seed money, has demonstrated notable success in both attracting additional funding and achieving the goals of the Program. The projects are coordinated by Jim Nye (University of Chicago, jnye@midway.uchicago.edu) and David Magier (Columbia University, magier@columbia.edu). The Center for Research Libraries has also played a significant role in hosting this project.

The resources to which DSAL has dramatically enhanced access can be grouped by category:

- Books and Journals - Twelve books available, fourteen in the queue; one journal available in a JSTOR-like service, three full titles being converted for comparable delivery.
- Dictionaries - Five full-text lexical databases on line, ten files nearly ready for delivery, five dictionaries at the data-entry stage, negotiations for copyright permissions underway on ten more dictionaries. A

Pashto dictionary has been placed at the front of the queue since Afghanistan became an area of international focus.

- Bibliographies - 174,000 bibliographic entries available in seven databases, three other bibliographies are awaiting processing, and three periodical indexes are in the queue.
- Images - Five major collections of historical photographs are in various stages of development, with access to the photos provided through well-crafted databases.
- Statistics - Statistical Abstracts relating to British India are available as page images and as data in Excel spreadsheets.
- Maps - A database of all Survey of India maps held by the British Library's Oriental and India office Collections is in development, to be followed by digital images of selected maps.

The Southeast Asia Indexing Project/Thai Journal Index

This project is composed of two parts: one based at Cornell University Library, to enhance the range of materials represented in the Bibliography of Asian Studies (BAS), and one based at the University of Washington, to provide access to Thai journals, using scanned images of part of the original text and transliterated metadata. Both are cooperative projects sponsored by the Committee on Research Materials on Southeast Asia (CORMOSEA), a subcommittee of the Association of Asian Studies.

The Cornell project is indexing several important publications, the Journal of the Malaysian Branch of the Royal Asiatic Society (1878-), the Bulletin de l'Ecole Francaise d'Extreme Orient (1901-), and the Verhandelingen van het Bataviaasch Genootschap der Kunsten en Weetenschappen (1779-). They are contributing indexing from the beginning of each publication until the 1940s, when the BAS began to index them. Indexing includes keywords and multiple subject headings.

A cooperative initiative of the University of Washington, the University of Wisconsin-Madison, the Center for Research Libraries, and the Technical Information Access Center (TIAC) in Bangkok, the Thai Journal Index seeks to expand access to vernacular journal literature from Southeast Asia.

The project utilizes scanning technology and the CONTENT software - a database software developed at the University of Washington's Department of Electrical Engineering-to capture an abstract or an introductory paragraph of journal articles in Thai script. Searching access is provided through the intellectual content analysis and transcription of names and titles into roman script. The CONTENT database structure was designed to support both Dublin Core and MARC formats, in order to be easily compatible with other existing databases in North America. The database (see <http://content.lib.washington.edu/Thai/>) allows researchers to read enough of the article in the Thai script to determine whether they wish to request a copy through interlibrary borrowing. The metadata includes both the transliterated fields and rich enhancement to English-language keyword searching. Journals currently indexed are: Chiwit mai, Sinlapawatthanatham (Art and Culture), Thammasat Law Journal, Warasan phasa lae phasasat (Journal of Language and Linguistics), Warasan sethakit lae sangkhom, Warasan thammasat (Thammasat University Journal).

One strong advantage of the CONTENT software (which is being licensed by OCLC as its image management system for SiteSearch) is its remote inputting function, which allows other cooperating libraries to make contributions to the index. It was intended to use this facility to scan titles being received at the University of Wisconsin and those received under the Thai Nation Collection project, a cooperative library program funded by four U. S. Department of Education Title VI National Resource Centers, to create strong Thai holdings at the Center for Research Libraries. Staff changes at the University of Wisconsin have delayed experimentation with the remote inputting aspect of the project.

Project director is Judith Henchy, University of Washington, judithh@u.washington.edu.

IV. ACHIEVEMENTS: WHAT DIFFERENCE HAS THE GLOBAL RESOURCES PROGRAM MADE?

As noted in the ARL Bimonthly Report no. 206 (October 1999), one of the primary functions of the Global Resources Program is to serve as a catalyst for other programs that are also striving to make international materials more accessible to scholars and students. The regional projects themselves have had an impact, of course, the details of which can be found below in sections V and VI. But the full effect of the Program extends beyond this set of projects. Awareness of the factors that negatively affect the ability of libraries to provide needed materials has been heightened among faculty and within scholarly associations. Librarians with responsibility for one region of the world are finding common ground with those whose principal focus is another. Librarians and faculty are working together in critical partnerships to target priority areas in which to create better access to international materials.

The Overseas Offices of the Library of Congress are participants in several of the projects, and are uniquely prepared to address directly the key issue of access through the expansion of the services they provide. The Center for Research Libraries has launched the International Coalition on Newspapers (ICON), an ambitious effort to identify, preserve and make accessible as wide a range of foreign newspapers as possible. ICON has received \$365,915 from NEH to develop a union list of global newspapers; identify existing needs and establish priorities for global newspaper collecting indexing, and preservation; and to disseminate information on the project via the ICON website. Collaboration with institutions outside North American, both formal and informal, has been stimulated by the identification of reciprocal relationships for collection development, interlibrary lending and borrowing, and document delivery. In short, the AAU/ARL Global Resources Program has been a catalyst in stimulating interest and action to expand access to international library resources.

Partly in response to lobbying by ARL and the Title VI Council of National Resource Center Directors, the U. S. Department of Education initiated a new program in 1999, "Technological Innovation and Cooperation for Foreign Information Access" (TICFIA). The program makes available \$1,000,000 per year to projects that utilize technology to gain access to resources that are not readily available in the United States. In the first competition for TICFIA grants, eight projects received funding, including two of the GRP regional projects, The Digital South Asia Library (DSAL) and The Latin Americanist Research Resources Project (LARRP). Together, over the course of the three-year grant period, these two projects will have received close to \$1,000,000. This success is testimony to the significance of the projects and what they have achieved. [1] It is especially notable that all eight of the funded TICFIA projects represent close collaboration between the library and faculty in both identifying resource needs and applying technology to meet those needs. A national meeting of personnel from all eight TICFIA projects was held at Duke University in March 2002. See the TICFIA project website: <http://www.crl.edu/info/ticfia/>.

In summary, the principal achievements of the AAU/ARL Global Resources Program, on the broadest level, have been to improve communication between librarians and scholars through a collaborative process of identification of priorities for access; to stimulate and promote the development of related projects that address the crisis in foreign acquisitions [2]; to attract additional funding for these and related projects that share the same goals; and to advance international document delivery significantly, establishing new models for international collaboration. The Program can point to many achievements and value-added accomplishments beyond what was originally proposed in 1996; the key at this point is to determine: 1) the shape and scope of a next phase; 2) the nature of the institutional support for a set of new activities, as well as the maintenance of those that are ongoing; 3) how to sustain a flexible structure that not only encourages but rewards innovation; and 4) a funding strategy both to continue to support those successful activities that have been initiated by the Program and to launch new activities that are true to the original goals-to provide access to the world's research materials, regardless of their location, for today's scholars and those who will follow.

V. LESSONS LEARNED, BEST PRACTICES: REFLECTIONS OF THE PROJECT DIRECTORS

The project directors were asked to reflect on lessons learned, best practices, and "what difference has the project made?" Their contributions follow. Due to the fact that the Slavic project is just beginning, and to international travel by key organizers of the Southeast Asian project, those two are not represented here. Their contributions will be added to this report at a later date.

The African Newspaper Union List Project (AFRINUL)

David Easterbrook (Northwestern University), Project Director

- The goal of AFRINUL, to create a union list of all African newspaper holdings regardless of language or format, is being realized. The search mechanism will allow researchers to identify, using a variety of search mechanisms, holdings from an increasingly large number of institutions. At present AFRINUL includes Center for Research Libraries (CRL) holdings and holdings reported to the latest issue of African Newspapers Currently Received by American Libraries. Within the next six weeks, the recently developed admin-tool will be tested with the input of a small number of holdings from the Melville J. Herskovits Library of African Studies at Northwestern University. If the test proves successful, ongoing addition of Northwestern's extensive African newspaper holdings will begin. AFRINUL members will be asked to begin submitting their own holdings later in 2002.
- From the beginning, AFRINUL was centered at CRL, an institution with a long-term and ongoing commitment to the project's focus. James Simon, based at CRL, has been the central figure in keeping AFRINUL moving forward.
- AFRINUL hired a programmer, Gavin LaRowe, whose work was known well by CRL and who had experience with programming for union listing. This made good use of existing communication patterns

and trust as the work proceeded. There was a down side to this arrangement as well, however, because Mr. LaRowe changed jobs and left the Chicago area not long after the work with AFRINUL began. This contributed to slow progress, but the progress was steady nonetheless.

- AFRINUL began with a plan and has remained committed to that plan. First, all African newspaper holdings at CRL were put into the database. Then all holdings reported to the most recent issue of African Newspapers Currently Received by American Libraries were added. Then the admin-tool was developed in preparation for its on site testing with a limited number of additions from Northwestern University. Progress has been slow, but methodical.
- Throughout the project, documentation has been created that will insure the sustainability of AFRINUL during periods of staff transition both at CRL and at participating institutions.
- Use of AFRINUL has increased. Positive feedback from researchers has been received. Good access to AFRINUL is available from the CRL web site. Member institutions have reported varying degrees of local publicity on institutional websites, in faculty and graduate student orientation programs, in class and bibliographic instruction settings, etc. More consistently aggressive activity here would increase use. This was agreed upon by the membership at its most recent meeting in Houston, 15 November 2001.
- AFRINUL is an integral part of the series of meetings sponsored twice a year by the African Studies Association's (ASA) Africana Librarians Council (ALC). The fall meetings of AFRINUL and ALC are held in the context of the annual meeting of the ASA, and are publicized as open to all ASA members. Scholar feedback with regard to the AFRINUL project is welcomed and encouraged. W. Joseph Campbell, School of Communications, American University, and an expert in African newspapers and media, has served as faculty advisor to AFRINUL. Communication among members has been facilitated by a listserv managed by CRL. Membership to the listserv is not limited to project participants.

The German Resources Project

Tom Kilton (University of Illinois at Urbana-Champaign), Project Co-Chair

The German Resources Project plays a vital role as the sole North-American/German library initiative for ongoing cooperation in the areas of bibliographic control, collection development, digital projects, and document delivery. Over the past four years this project has truly made a significant difference in the intensity of cooperation among North American and German academic and research libraries. The Project's web site reports on the current activities of the four working groups and serves as an effective vehicle to publicize the Project to North American and German library groups and associations. To publicize the Project further, the coordinators recently published an article in the German library science journal, *Bibliotheksdienst*. (Das German Resources Project: ein Brückenschlag zwischen Amerika und Deutschland. Thomas Kilton, unter Mitarbeit von Michael Seadle, Sem Sutter, Roger Brisson, Barbara Walden und Jeffry Garrett. *Bibliotheksdienst*, Jahrgang 35, Nr. 35 (November, 2001). S. 1481-1487.) A similar article will be submitted in spring of 2002 to a North American journal.

Since the Project's inception in 1998, it resulted in tangible accomplishments. As of January, 2002, 51 ARL and German partner libraries are full members in the project. Major accomplishments from the past year are outlined below.

Bibliographic Control Working Group

The chief accomplishment of the Bibliographic Control Working Group has been to bring to a close the ambitious AACR2 German Translation Project, created in order to facilitate cataloging cooperation between U.S. and German libraries, in response to the growing momentum in Germany to make AACR2 a German national cataloging standard. If this is realized, the availability of this translation will greatly streamline the sharing of bibliographic data between libraries. In the short term, its availability will stimulate German interest in AACR2 and increase and hasten the likelihood of its adoption as the German standard. The Bibliographic Control Working Group has also continued to assess and evaluate the current state of German-language cataloging in North America, to develop strategies to maximize German-language cataloging expertise on a national level through knowledge and resource-sharing, and to establish closer ties to the cataloging community in Germany.

Collection Development Working Group

The most significant North American-German collaborative project to date has been the German Resources Partnerships Project under which, using the conspectus of the Deutsche Forschungsgemeinschaft, library selectors on one side of the Atlantic are matched up with their counterparts on the other side. To date 27 subject areas have been selected, and for most of these a North American partner and her or his counterpart on the German side have been appointed. The tables can be viewed at <http://www.library.northwestern.edu/grp/>. These partners, some of whom have met together at Project meetings, are able to make use of their respective contacts for several purposes:

negotiating materials exchanges, answering complex reference questions, identifying major collections and archives, and in the future, participating in collaborative purchases, particularly in the area of electronic resources. Partners are encouraged to post information about their respective projects to an electronic news group "GRP Partners Forum."

Recently, Project membership has been given the opportunity to subscribe collectively, for very low subscription fees, to a set of major German reference databases (such as the Brockhaus Encyclopedia) through Xipolis.net. This Working Group has also offered another benefit to Project member institutions, the ability to purchase at reduced cost copies of the K. G. Saur reference set on microfiche, the Bibliothek der deutschen Literatur. Negotiations have been concluded to provide the participating libraries with access to USMARC catalog records for the titles in this set at a very modest price.

During the past year, two libraries have approached the Project concerning large collections of German-language materials which they wish to publicize either as potential exchange materials or for the purpose of promoting travel to these collections by interested scholars. The University of Erfurt Library (Germany) has made available electronic records for a large collection (78,000 volumes) of former East German books in political science and history for which they seek U.S. materials in exchange. This collection consists primarily of materials not widely held in the U.S. but which would greatly enhance teaching and research programs in this country. The Opfermann Collection of German political and social science materials at the Victorian University of Wellington Library (New Zealand) is a similarly large collection under discussion within Project membership.

Digital Libraries Working Group

This Working Group has been particularly effective as a forum to promote, coordinate, and serve as a clearinghouse for digital library projects under collaborative sponsorship of German and North American libraries. For instance, the four projects jointly funded by the National Science Foundation (NSF) and the Deutsche Forschungsgemeinschaft are linked to on the Digital Libraries Working Group's web site <http://grp.lib.msu.edu/digilibrary.html>. Members of this Working Group met with German library colleagues at the digitization center of the University of Göttingen during the Project's meeting there in March, 1999 and later in Bielefeld in February, 2001, with colleagues from Germany, Austria, and the Netherlands to propose future collaborative work. This Working Group's web site continues to provide current links to a wide variety of European and American library digitization centers.

Document Delivery Working Group

The Document Delivery Working Group has concentrated its efforts on developing, refining, and promoting the use of the GBVdirekt/North America document delivery service. Through GBVdirekt, journal articles are supplied from Germany to users in North America via e-mail. The Working Group plans to establish a comparable service to supply documents from North America to libraries in Germany.

Over 25 institutions now participate in GBVdirekt/NA, and have requested and received hundreds of documents. More libraries have recently expressed an interest in the service, so the volume of transactions will continue to grow. Many participants have commented on the efficiency and speed of delivery for the requests made. Electronic files with scanned documents often arrive within 24 hours of ordering and for a total cost that compares favorably to North American photocopy fees.

The Document Delivery Working Group is currently working with ARL and German partners to improve invoicing and accounting. Meanwhile, plans are underway for an innovative initiative that includes ten North American institutions participating in a pilot project to supply documents to German libraries making requests electronically. The Research Libraries Group (RLG) has offered copies of its ISO ILL Protocol compliant ILL Manager to facilitate ordering by the German libraries. This generous offer provides an excellent opportunity to test electronic ordering from libraries overseas. This support of RLG is greatly appreciated.

Future Prospects

The momentum in all of these working groups has picked up dramatically over the past year. It is anticipated that, through increasing energy on the part of the Project's Steering Committee and its working group members, both membership in the GRP and joint ventures between North American and German libraries will increase over the next year.

The Japan Journal Access Project

Mary Jackson (ARL), Project Director and Kristina Troost (Duke), former head of the NCC [3]

The Japan Project has experienced major shifts in focus and leadership over the first five years. Changes in leadership resulted in periods of inactivity and different ideas of what the Japan Project should accomplish. However, once the Japan Project joined forces with the NCC and began focusing on access to serials, it was able to guild support in the North American community and to use leverage from CULCON [4] to bring about change in Japan. After an initial focus on cooperative collection development, the project turned attention to access to document delivery and Japanese periodical databases. As a result, faculty and students in North America have been able to get

materials held only in Japan quickly and efficiently and the need for new serial subscriptions has declined. The Japan Project established interlibrary loan (ILL) links with over a dozen libraries in Japan. In Spring 2002 the number of Japanese participants will expand to over 50, thus providing even more sources for filling ILL requests.

A key accomplishment of the Japan Project that has potential well beyond this particular project is the commitment by the National Institute for Informatics (NII) to implement the ISO ILL Protocol in their ILL system. This international standard will permit ILL requests and responses to be exchanged between and among Protocol-compliant systems such as OCLC and RLIN. NII's ability to implement and test within a nine-month period is remarkable, given experiences of some of the North American ILL system vendors. It is the connections between people in Japan and in the U.S. that have resulted in the success of ILL exchange. Another "best practice" has been the use of standards, rather than proprietary solutions.

Other comments on best practices: 1) Cooperation works when partners perceive tangible benefits. There was no audience for Japanese scientific journals (the early focus of the project); Japanese studies librarians could easily see the benefits for their users of an expanded project with a different emphasis. 2) Collaboration with other national organizations is critical, e.g., NCC and CULCON. The ANUL [5] project of access to the NACSIS [6] databases would not have occurred without CULCON pressure.

The Latin Americanist Research Resources Project (LARRP)

Eudora Loh (University of California at Los Angeles), Chair of the Project Advisory Committee

- LARRP has made significant progress toward its major goal of expanding and enhancing access to a broader range of research resources produced in Latin America. The 700+ journals available through LAPTOC, the expanded number of non-core monographs and other materials acquired from the entire region under the Distributed Resources Program, and the digital Presidential Messages of Argentina and Mexico are tangible resources or "collections" resulting from the cooperative vision and commitment. Additional scholarly resources, particularly those of non-governmental organizations, will be the target of future initiatives.
- Experimentation has led to the adoption of multiple strategies to achieve the distributed collections model to contain costs. The distributed collecting assignments for journals were tied to rapid document delivery of articles, which in turn led to the creation of LAPTOC, a value-added by-product that is rapidly becoming a major scholarly e-resource. The use of a Web template made efficient, decentralized data entry into LAPTOC possible from remote locations. The "7 percent solution" (now named Distributed Resources) was an innovative strategy to maximize the collection development impact of nationally distributed collecting assignments while minimizing the costs of cooperative administration and coordination. Partnerships with Latin American institutions are the latest effort to widen the net of connected collections. Multiple strategies are necessary to meet the challenges posed by ever increasing numbers of worthwhile scholarly resources, and to invigorate collecting activity.
- Successful collaboration from the outset with LANIC, the premier "scholars' portal" for the Latin American region, and between scholars and bibliographers has resulted in project vitality, visibility, and support from the Latin Americanist scholarly community, as well as technical support and expertise. These relationships laid the groundwork for future interactions to build consensus for the goals and strategies of the project.
- LARRP is also integrally connected to the Seminar on the Acquisition of Latin American Library Materials (SALALM), the primary professional organization for Latin Americanist librarians. The ARL project meeting at the annual conference is well attended by project bibliographers and interested conference participants. LARRP activities and initiatives often dovetail with SALALM committee activities.
- The commitment of a large group of key institutions provides the critical mass to accomplish major programs. Lead institutions within the group are important to propel the project forward at critical junctures. The University of Texas at Austin General Libraries provided such leadership to LARRP by taking sole responsibility for 50 Brazilian journals to scale up the project in 1998, and by sponsoring the project's TICFIA proposal for 1999-2002.
- Capitalizing the project during its pilot stage was an essential ingredient in LARRP's success. The institution membership fee of \$3000 from each North American participant and the matching Mellon Foundation grant funded the appointment of a full-time coordinator during the critical start-up phase and provided resources to launch project activities. The TICFIA grant for 1999-2002 has funded hardware upgrades and the development of new initiatives. Project funding supports programs and activities that few institutions could accomplish alone.

- Developing partnerships with Latin American institutions requires more time, nurturing and discussion of goals and expectations than might be possible under the constraints of a production-oriented three-year grant. The project should foster and promote these relationships, taking a long-term view.

Dan Hazen (Harvard University), Advisory Committee member:

- First and foremost, cooperation only works when all of the players perceive tangible benefits. These can come in different ways. The most obvious is when the cooperative agreement itself provides or implies long-term reciprocity. In LARRP, all LAPTOC participants are promised that all of the articles will be readily available. That seems adequate for the North American institutions. For some of our Latin American participants, however, the equipment and training provided via TIFCIA grants, or the visibility and prestige associated with participation (which might strengthen local funding arrangements), or other factors of which we may not even be aware, may represent the most important benefits. Successful projects need to acknowledge that there may be payoffs and benefits that aren't implicit in the project agreements per se. They also need to provide all participants with "space" to define potential benefits in ways that are effective within their local context.
- Successful cooperation often needs to start where individuals and institutions are, rather than assuming an elaborate structures and strictures to which large numbers of players must comply. In LARRP's case, the "distributed resources" component has been both voluntary and very accommodating of each individual/institution's possibilities and preferences. Many libraries can't provide all the statistics on spending, receipts, cataloging output, etc. that we'd like-but we nonetheless welcome them into our big tent. Some are offering up only minimal amounts of money, sums that have essentially no collections impact from a national perspective. But they're engaged in a process, and we see that as a plus.
- There's been a good bit of quasi historico-economistic analysis of the "tragedy of the commons" in the information arena, in which some libraries rationally conclude that they'll benefit by taking advantage of the increased resources that become available as other libraries reallocate resources to cooperative efforts, as they continue to focus only on their local needs. In this context, even cooperation that doesn't have a tangible overall collections impact reflects a commitment to the common good that merits applause and support. Anyway, accommodation and flexibility are essential, and they need to be stretched as far as possible.
- The energy available for cooperative efforts ebbs and flows. Ongoing projects need a succession of engaged "champions" if they're to accomplish very much-and this in turn requires institutional contexts in which project leaders can find support and rewards for this sort of activity. One of the very most important functions of "superstructure" organizations such as ARL is to encourage library administrators not only to tolerate, but actively to support and reward staff members who are making cooperation happen.
- At a different level, projects need to be selective and parsimonious in their demands on participants. Everyone has ideas of new things we could do, and everyone feels badly overstretched. One of our trickiest tasks is to take advantage of individual enthusiasms without exhausting each group.
- Recruiting, mentoring, and otherwise forming future area specialists/ project participants are critical functions. We can only barely sustain the LARRP activities now in place, and we all recognize that there's much more that could be done. Looking ten years down the road, who will be carrying the ball? Forming our successors remains a huge challenge.

Gayle Williams (University of Georgia), Coordinator of Latin American Partnerships:

Successes

- Creation of LAPTOC database (concrete results of planning)
- Experience with UT-LANIC in finding a "home" and technical support for databases
- Expanding project membership beyond North America with TICFIA grant
- Project's organizational structure: Advisory Committee of faculty and librarians plus small working groups that continue to provide policy/strategies; an open meeting at SALALM for project members and potential members to discuss activities

Challenges

- ILL protocols for consistent document delivery among project members
Willingness/ability of all project members to keep up with assigned journal TOC inputting
Uncertain future for project: will it continue in an academic or commercial setting?

The Digital South Asia Library

Jim Nye (University of Chicago), Project Co-Director

- Close collaboration between faculty and bibliographers in selecting materials to be digitized is vital. Each group brings special knowledge to the decisions. One anecdote may be useful. Bibliographers began the selection of South Asian dictionaries for our project by working through the standard bibliographies. The preliminary list compiled in this way was valuable as a starting point, but several titles not listed in the standard bibliographic sources were finally adopted for conversion based on strong comments by faculty.
- Reference materials remain the most suitable focus for projects such as the Digital South Asia Library. The potential for use is highest with these more general reference resources and the need is greatest.
- Close collaboration with colleagues in the target countries is absolutely essential. DSAL would not have been nearly as successful if we had not had the benefit of our colleagues' knowledge and their skills as we prepared electronic resources. It also proved much less expensive to have some of the work undertaken by colleagues overseas.
- We attempted to produce only modest quantities and tried to ensure the highest quality. In retrospect, this was the right approach, particularly in light of an important recent study on credibility. An essay by B. J. Fogg, et al, entitled, "What Makes Web Sites Credible? A Report on a Large Quantitative Study" is available at <http://www.webcredibility.org/studies/p61-fogg.pdf>. That study, done at Stanford University's Persuasive Technology Lab, makes several important points regarding credibility and the importance of authoritative information.
- Wherever possible, we have tried to interconnect the resources we prepared. For example, we are linking text from the Archaeological Survey of India with the corresponding photographs from the British Library and plan eventually to permit navigation to those resources through a GIS interface drawing upon geo-spatial information in the Imperial Gazetteer of India.
- We found that it is critically important to maintain a balance between digital objectives and more traditional concerns for physical objects. This is especially important because of limited numbers of potential leaders among South Asianists, the enormous amount of energy required to execute well on digital projects, and limited numbers of hours those people have available to devote to activities beyond their normal responsibilities.

VI. NEW CHALLENGES AND NEXT STEPS

The AAU/ARL Global Resources Program has been very successful at launching, with a modest amount of seed money, regional projects that have leveraged that initial investment. Most of the projects have achieved significant momentum. Most are succeeding due to the energy and commitment of individuals and organizations. Any next steps must ensure that a certain level of maintenance funding be available to projects so they can sustain their activities until ongoing support becomes institutionalized.

There are many areas of the world for which such focused projects, with the enhanced access and mutually beneficial partnerships they bring, could and should be developed. This was true even before September 11, and seems more urgent now. A second phase of the Global Resources Program might include:

- Continued modest support for projects underway, as needed
- Seed money for new regional projects (e.g., Middle East, China, Australasia, Scandinavia)
- Seed money for new topical projects (e.g., human rights, Islam, migration)
- Funding for a survey of scholarly needs
- Funding for publicity and marketing
- Funding for other new initiatives

The Center for Research Libraries is playing a significant role in hosting the African project and the South Asia project, and CRL is a member of other projects as well. A future operational role for CRL in the Global Resources Program for the longer term should also be discussed; a strengthened emphasis on international materials figures prominently in CRL's new proposed strategic plan. CRL's area studies program, through the microform projects, focuses on access to international materials and brings together the area specialists with the best knowledge of the challenges to that access. These projects are: the Cooperative Africana Microform Project (CAMP, 40 members), the Latin American Microform Project (LAMP, 42 members), the Middle East Microform Project (MEMP, 24 members), the South Asia Microform Project (SAMP, 31 members), the Southeast Asia Microform Project (SEAM, 22 members), and the Slavic and East European Microform Project (SEEMP, 29 members). One issue that would need to be addressed is that of member/non-member status in CRL and in the projects (membership in the latter is separate from CRL membership) and whether and how it would affect participation in the Program. Terms of participation would need to be developed. In any case, centralizing project management could achieve economies.

Conceptual Models

The first phase of the Global Resources Program has demonstrated that there is more interest in access than in developing true cooperative collecting agreements. Most of the projects have turned in the direction of developing streamlined document delivery mechanisms, although several (German, Latin American) have also maintained a collection development focus. Although the focus on enhanced access has been a key element of the Program from its beginning, particularly in light of new technologies that permit more rapid access, concern remains about the original findings of studies in the 1990s (esp. Jutta Reed-Scott's book, *Scholarship, Research Libraries, and Global Publishing*). These demonstrated undeniably that research libraries are not collecting as comprehensively from abroad as they should—either individually or collectively—to support the kind of research that is being conducted in our universities. Any new proposal for the Global Resources Program will need to address this concern, despite the well-known fact that cooperative collection development programs are notoriously difficult to legislate, coordinate, and administer.

One of the key issues for the Program has been the need to "mainstream" the cooperative development of international/area studies collections if we are to be successful in providing the range of materials needed by library users. Raising the visibility of these collections, underscoring their importance to the development of knowledge and scholarship in the U. S., is also important. ARL institutions with small budgets for foreign language and area studies materials should be able to rely on the Program to meet many of the needs of their users. The Program must not be viewed as the province of those relatively few libraries that collect widely from other countries, but as a collaborative undertaking that benefits all ARL and non-ARL institutions and their users.

Given the current climate of increased interest in international education, it is critical for ARL to continue its involvement in this arena and to ensure visibility for libraries. Possible elements of a proposal for the next phase of the Global Resources Program:

- Optimize the availability of resources from as broad a range of countries as possible
- Adopt an active and coordinated approach to collection building
- Demonstrate the success of the Global Resources Program's first phase in expanding access to foreign-language materials
- Assess the needs of scholars who rely on these materials
- Consider the needs of researchers who do cross-national work, the needs of non-area studies specialists who need access to a variety of resources
- Re-engage the AAU and university provosts
- Re-visit the goal of identifying lead institutions
- Align goals with the Title VI and international education community
- Continue to work to standardize and streamline international document delivery
- Expand "the commons" and ensure that less commonly collected materials are available somewhere within the community of ARL libraries
- Re-visit the findings of the Reed-Scott book? Have things changed?
- Consider a "global scholar's portal"
- Go beyond regional projects and build links and networks among them

- Build on partnerships program established by the German project

Funding Models

A variety of funding models might be pursued for the next phase of the Program. General, overall funding will be required for the Program, and individual projects should be encouraged to seek additional subject- or area-specific funding, such as that secured by the South Asia and Latin American projects. Some possibilities are:

- A large grant for ongoing Program support, such as the current grant
- A matching grant, with contributions from ARL libraries and/or other agencies
- Internal reallocation and annual contributions from ARL libraries to support individual projects and/or the Global Resources Program
- A series of smaller grants to support regional/topical projects
- A portion of ARL dues earmarked for ongoing Program support
- Closer and more formal collaboration with CRL.

VII. CONCLUSIONS

ARL, in collaboration with AAU, created a program that has dramatically advanced access to international research materials. But beyond that, the Global Resources Program has also stimulated the development of much more open and successful means of delivering that information. It has, as well, served as an incubator for projects that have now moved beyond the initial modest funding from the Program to attract substantial additional resources.

Among the most notable features of the Global Resources Program have been the dedication and enthusiasm of the librarians who have envisioned the projects, and their collective ability to implement them. ARL libraries boast a highly capable and well networked community of bibliographers and other librarians whose determined efforts to improve the state of international acquisitions and access are well showcased in the regional projects. ARL's potential to function as a catalyst in the conceptualization and crystallization of other projects not yet imagined, projects that satisfy the broad and increasingly complex needs of scholars for access to international materials, should not be overlooked or minimized.

The current climate in international education offers opportunities for libraries that must be grasped. Developments post-September 11, including a sharp increase in Title VI funding, demand a response from the information community. Librarians need to take seriously the challenge of providing access to international resources. Regardless of the form it takes, through a redesigned Global Resources Program or other initiatives, ARL's commitment to maintaining a robust presence and visibility in the international education arena, in partnership with AAU, should be renewed and reiterated.

VIII. BUDGET AND EXPENDITURES, 1996-2001

Grant total: \$450,000

Income and Expenditures, 1996-2000

	1996	1997	1998	1999	2000
INCOME					
Interest	\$1,031	\$23,098	\$19,067	\$12,124	\$5,940
Contribution			\$8,000		
EXPENDITURES					
Employee Costs		\$58,457	\$20,510	\$53,449	\$29,602

Professional Services		\$10,000	\$86,009	\$70,713	\$16,205
Travel and Meetings		\$17,830	\$11,144	\$6,684	\$17,989
Communications		\$447	\$858	\$1,442	\$1,350
Publications		\$186	\$11,345	\$1,131	\$0
Office Operations		\$4,776	\$364	\$36	\$3,206
TOTAL EXPENSES		\$91,696	\$130,230	\$133,455	\$68,352

Total Interest, 1996-2000 \$61,260

Total Expenses, 1996-2000 \$423,733

Unaudited 2001 Income and Expenditures

	2001
INCOME	
Interest	\$1,784.18
Contribution	
EXPENDITURES	
Employee Costs	\$47,979.89
Professional Services	\$17,792.00
Travel and Meetings	\$1,962.36
Communications	\$1,272.29
Publications	\$0
Office Operations	\$2,489.91
TOTAL EXPENSES	\$71,496.45

Balance as of 12/31/2001 \$25,816.24

Footnotes

1. The other TICFIA-funded three-year projects are also addressing core Global Resources Program issues. They are: the Russian Periodical Index Project (Indiana University, \$80,000/year); the American Overseas Digital Library (The American Institute for Yemeni Studies, on behalf of the American Overseas Research Centers, \$175,000/year); the Digital Asia Library Initiative (University of Wisconsin, in collaboration with Ohio State University and the University of Minnesota, \$175,000/year); Global Window on China (UCLA, \$100,000/year); Central Eurasian Information Resource (University of Washington, \$100,000/year); and Accessing African Scholarly Journals (Michigan State University, \$100,000/year).

2. For background on the crisis in foreign acquisitions, see Jutta Reed-Scott, Scholarship, Research Libraries and Global Publishing (Washington, DC: Association of Research Libraries, 1996).

3. The NCC is the National Coordinating Council on Japanese Library Resources.
4. CULCON is the United States-Japanese Conference on Cultural and Educational Interchange, a binational advisory panel to the governments of the U. S. and Japan. CULCON serves to focus official and public attention on the rich cultural and educational connections between the two countries and is supported by funds from the U. S. Department of State, Bureau of Educational and Cultural Affairs, and Japan's Foreign Ministry. Each side has 12 members drawn from government, higher education, and cultural institutions.
5. ANUL is the Association of National University Libraries.
6. NACSIS (National Center for Science Information Systems) is the earlier name for the National Institute of Informatics (NII), an inter-university research institute.

APPENDIX I: GUIDE TO GLOBAL RESOURCES PROGRAM AND RELATED WEBSITES

AAU/ARL Global Resources Program

<http://www.arl.org/collect/grp/>

The Cooperative African Newspapers Project

<http://www.crl.edu/info/camp/afrinul.htm>

The German Resources Project

<http://www.grp.lib.msu.edu/>

Digital Libraries Working Group

<http://www.grp.lib.msu.edu/digilibrary.html>

Bibliographic Control Working Group

<http://www.grp.lib.msu.edu/bibcontrol.html>

Collection Development Working Group

<http://www.grp.lib.msu.edu/colldevelop.html>

Document Delivery Working Group

<http://www.grp.lib.msu.edu/docdelivery.html>

Partnerships Program

<http://www.library.nwu.edu/collections/garrett/ssggrpmatchups.html>

Xipolis Registration, Terms, Conditions

<http://www.library.northwestern.edu/xipolisoffer.html>

The Japan Journal Access Project

<http://pears.lib.ohio-state.edu/NCC/jpnjct.html>

The Latin Americanist Research Resources Project

<http://lanic.utexas.edu/project/arl>

Latin American Periodicals Table of Contents

<http://lanic.utexas.edu/project/arl>

Argentine and Brazilian Presidential Messages Project

<http://lanic.utexas.edu/project/arl/pm/sample2/>

CRL Brazilian Presidential Messages Project

<http://www.crl.edu/info/brazil/>

University of Florida Study of Cooperation

<http://www.arl.org/collect/grp/uf/>

A New Direction for Monographic Cooperation?

<http://www.arl.org/newsltr/191/latin.html>

The Slavic Document Delivery Project

<http://www.ku.edu/~slavlib/ARLproject.htm>

The Digital South Asia Library

<http://dsal.uchicago.edu/>

The Thai Journal Index

<http://content-dev.lib.washington.edu/thai/>

ARL: A Bimonthly Report, no. 206 (Oct. 1999), Special Issue on Global Resources

<http://www.arl.org/newsltr/206/grp.html>

CRL International Coalition on Newspapers (ICON)

<http://www.crl.edu/info/icon/icon.htm>

CRL Area Studies Program

<http://www.crl.edu/info/areast.htm>

Department of Education, Title VI, Section 606, Program, Technological Innovation and Cooperation for Foreign Information Access

<http://www.crl.edu/info/ticfia>

APPENDIX II: REGIONAL PROJECT PARTICIPANTS

African Newspaper Union List Project

Boston University
University of California, Berkeley
University of California, Los Angeles
Center for Research Libraries
Columbia University
University of Illinois, Urbana-Champaign
Indiana University
University of Kansas
Library of Congress
Michigan State University
New York Public Library
Northwestern University
Ohio State University
Ohio University
Stanford University, Hoover Institution

Japan Journal Access Project

University of Arizona
Brigham Young University
University of California, Berkeley
University of California, Los Angeles
University of California, San Diego
University of California, Santa Barbara
Center for Research Libraries
University of Chicago
University of Colorado at Boulder
Colgate University
Columbia University
Cornell University
Duke University
University of Florida
Harvard University
University of Hawaii
Hoover Institution, Stanford University
University of Illinois, Urbana-Champaign
Indiana University
University of Iowa
University of Kansas
Library of Congress
Linda Hall Library
University of Massachusetts
Massachusetts Institute of Technology
University of Michigan
New York Public Library
North Carolina State University
Ohio State University
University of Oregon
University of Pennsylvania
University of Pittsburgh
University of Texas
University of Toronto
University of Washington
Washington State University
Washington University in St. Louis
Yale University

The German Resources Project

University of Adelaide
University of Alabama
University of Arizona
Bowdoin College
Brigham Young University
Brown University
Universidad de Ciego de Avila, Cuba
University of California, Berkeley
University of California, Los Angeles
University of California, Riverside
University of California, Santa Barbara
University of Chicago
University of Cincinnati
University of Colorado at Boulder
Cornell University
University of Delaware
Duke University
Georgetown University
University of Georgia
The Getty Research Institute
Harvard University
University of Illinois
Indiana University
Johns Hopkins University
University of Kansas
University of Kentucky
Library of Congress
University of Michigan
Michigan State University
University of Minnesota
New York Public Library
New York University
University of North Carolina at Chapel Hill
North Carolina State University
Northwestern University
Ohio State University
University of Pennsylvania
Pennsylvania State University
Rutgers University
Southern Illinois University
Texas Tech University
University of Toronto
University of Utah
Vanderbilt University
University of Virginia
University of Washington
University of Waterloo
Washington University in St. Louis
University of Wisconsin-Madison

German Partners

Bayerische Staatsbibliothek
Bibliothek des Instituts für Weltwirtschaft, Kiel
Ibero-Amerikanisches Institut, Berlin
Niedersächsische Staats- und Universitätsbibliothek, Göttingen
Sächsische Landesbibliothek, Staats und Universitätsbibliothek Dresden
Stadt- und Universitätsbibliothek, Frankfurt/Main
Staats- und Universitätsbibliothek, Hamburg
Staatsbibliothek zu Berlin
Universitäts- und Landesbibliothek Sachsen-Anhalt (Halle)

Universitäts- und Stadtbibliothek Köln
Universitätsbibliothek der Humboldt Universität, Berlin
Universitätsbibliothek der Universität Tübingen
Universitätsbibliothek der Universität Erlangen-Nürnberg
Universitätsbibliothek der Universität Hannover
Universitätsbibliothek der Universität Heidelberg

Latin Americanist Research Resources Project (LARRP)

University of Arizona
Biblioteca Inca
Boston College
Brigham Young University
University of California, Berkeley
University of California, Los Angeles
University of California, San Diego
University of California, Santa Barbara
Center for Research Libraries
Centro de Investigaciones Regionales de Mesoamerica
Columbia University
University of Connecticut
Cornell University
Dartmouth College
Duke University
University of Florida
Florida International University
University of Georgia
Harvard University
University of Illinois
Indiana University
Inter-American Development Bank
University of Kansas
Library of Congress
University of Massachusetts
University of Miami
Michigan State University
University of Minnesota
National Agricultural Library
University of New Mexico
New York Public Library
New York University
University of North Carolina
University of Notre Dame
Ohio University
Ohio State University
University of Pennsylvania
University of Pittsburgh
Universidad de Puerto Rico
Princeton University
Rice University
Universidad de San Andrés
University of Southern California
Stanford University
Syracuse University
University of Texas
University of Toronto
Tulane University
Vanderbilt University
University of the West Indies
University of Wisconsin
Yale University

The Slavic Document Delivery Project

Interested Institutions (Commitments to be made in 2002)

Columbia University
University of Pittsburgh
University of Illinois
Princeton University
University of Kansas
Stanford University
University of Michigan
Yale University
New York University

Potential Participants in Eastern Europe

Bulgarian National Library,
Sofia Russian National Library, St. Petersburg
Czech National Library, Prague
Warsaw University, Poland
L'viv State University Library, Ukraine

The Digital South Asia Library

Lead institutions in DSAL are indicated in italics, below. Other participating libraries are the members of the South Asia Microform Project (SAMP) of CRL, and the members of the Urdu Research Library Consortium (indicated below by *), a subset of SAMP members.

University of British Columbia
University of California, Berkeley*
University of California, Los Angeles
Center for Research Libraries
*University of Chicago**
University of Colorado
*Columbia University**
Cornell University
Duke University
Florida State University
Harvard University*
University of Hawaii
University of Illinois at Urbana-Champaign
University of Iowa
Kansas State University
Library of Congress
University of Michigan*
University of Minnesota*
University of Missouri
New York Public Library
University of North Carolina at Chapel Hill
North Carolina State University
Ohio State University
University of Pennsylvania*
Raja Muthiah Research Library (Madras)
Sundarayya Vignana Kendram (Hyderabad)
Syracuse University
University of Texas at Austin*
University of Toronto
University of Virginia
University of Washington*
University of Wisconsin-Madison*

Southeast Asia Indexing Project/Thai Journal Project

Arizona State University
University of California, Berkeley
Center for Research Libraries
Cornell University

University of Hawaii
Library of Congress
University of Michigan
Northern Illinois University
Ohio University
Technical Information Access Center (Bangkok)
University of Washington
University of Wisconsin-Madison
Yale University

APPENDIX III: AAU/ARL GLOBAL RESOURCES PROGRAM ADVISORY BOARD MEMBERS, 2001-2002

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Director
Committee on Institutional Cooperation (CIC)

Myles Brand
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Indiana University

Jonathan Cole
Provost and Dean of Faculties
Columbia University

John H. D'Arms (deceased January 2002)
President
American Council of Learned Societies

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ARL/Duke University

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Professor
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Carole Moore
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Vice Provost/Director of Libraries
University of Pennsylvania

Winston Tabb
Associate Librarian of Congress for Library Services
Library of Congress

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Duane Webster (ex officio)
Executive Director
Association of Research Libraries

David Wiley
Professor and Director, African Studies Center
Michigan State University