



**Transition Plan  
for Transferring the Global Resources Network  
from the Association of Research Libraries  
to the Center for Research Libraries**

**Approved by the ARL Board of Directors July 25, 2005**

**Approved by the CRL Board of Directors September 21, 2005**

This document recommends the terms and conditions of the transfer of responsibility for the ongoing leadership and coordination of the Global Resources Network (GRN) from the Association of Research Libraries (ARL) to the Center for Research Libraries (CRL). In making these recommendations, the GRN Advisory Committee recasts the vision statement that has guided the Network to include the Center.

**VISION STATEMENT**

**Global Resources Network: Framing the Need, Envisioning a Response**

Adopted by the GRN Advisory Committee, March 2003, and approved by the ARL Board of Directors, July 2003; Updated July 2005.

Globalizing societies and internationalizing universities are hallmarks of the age. Information from all parts of the globe has never been more crucial, yet we are less and less able to meet the needs of the scholars we serve. Budget constraints, escalating costs, burgeoning output, and ever-broader demand present challenges which have overwhelmed our traditional models for collections and access. These conditions signaled a need for a new response. The Global Resources Network was initiated to envision strategies to meet this need.

The Association of American Universities (AAU), the Association of Research Libraries (ARL), and the Center for Research Libraries (CRL) share the goal of ensuring seamless access to information resources from all parts of the world. The Global Resources Network (GRN) is a voluntary and collaborative initiative that pursues two complementary approaches in developing a new and more robust model for access to international information. A series of discrete projects focus on significantly expanding the depth, breadth, quantity, range of formats, and variety of international information resources available to students and scholars. A second thrust provides the framework for leadership and development of coordinated acquisitions strategies that minimizes unnecessary duplication and supports enhanced access to existing collections.

In short, the Global Resources Network is an umbrella under which scholars, librarians, and other university administrators can work together through specific, voluntary cooperative collections and archives projects - and a framework that supports enhanced bibliographic access and finding aids; rapid delivery systems; the development of electronic and digital resources; and the establishment of international partnerships, to achieve the goals of the network.

GRN links North American research libraries with one another, and also with collections throughout the world. The program emphasizes voluntary, coordinated efforts to build, share, and provide access to global resources. Stronger aggregate holdings will thus be made available without compromising local needs or well-established collection strengths.

The Global Resources Network seeks to accomplish the following goals:

- Enable students, faculty, and scholars to discover, retrieve, and use international resources within and across both world areas and academic disciplines (both traditional and emerging);
- Exploit technologically-informed, cost-effective systems to aggregate, integrate, and deliver international information;
- Develop means to identify and address ongoing user needs, and to shape and monitor specific projects;
- Support and sustain flexible arrangements for participants to define criteria for user access, collection development, resource management, and programmatic investments in light of local priorities and needs;
- Support bibliographic access to international information resources;
- Preserve scarce or endangered information resources.

Participating research libraries, drawing heavily upon clusters of specialist librarians, voluntarily engage in specific activities. The Center for Research Libraries provides leadership, coordination, and central services. An advisory committee provides intellectual leadership, direction, and vitality.

## **RECOMMENDATIONS TO TRANSFER GRN TO CRL**

**Recommendation 1:** The initiative will be known as the Global Resources Network, under the direction of the Center for Research Libraries, in collaboration with the Association of Research Libraries and the Association of American Universities.

### **Recommendation 2:** Timeline

July 2005: GRN Steering Committee will consult with GRN Advisory Committee on its recommendations

ARL and CRL will inform and consult with the global project leaders.

GRN Steering Committee will submit its recommendations to the ARL Board of Directors for their action.

September 2005: Upon ARL approval, the CRL Executive Board will signal its formal acceptance of the transfer.

CRL will update its members at an appropriate time.

Fall 2005: ARL and CRL will issue a joint call to ARL members for voluntary contributions to fund GRN for 2006.

January 1, 2006: CRL will assume overall responsibility for GRN leadership, governance, coordination, and central services. CRL and ARL will share responsibility for funding GRN in 2006.

First quarter of 2006: ARL will transfer to CRL any balance of 2005 GRN funds.

January 1, 2007: CRL will assume all responsibility for funding GRN.

**Recommendation 3:** GRN Membership and Project Participation

A. Participation in GRN and its projects is voluntary and open to libraries interested in supporting the goals of GRN, namely developing a new and more robust model for access to international and foreign language resources in support of teaching, learning, and research. Non-profit academic and research institutions may participate in the Network and/or in one or more GRN projects.

B. A GRN member or GRN project participant shall not be required to join the Center for Research Libraries in order to participate in the Network and/or any of its projects. Non-CRL members may be assessed a fee for participation in GRN and/or in one or more GRN projects.

C. Each GRN project may develop its own membership criteria for those institutions that wish to participate in project governance, contribute to or take advantage of other project activities, services, or products. GRN projects may assess project members, both CRL and non-CRL members, an annual fee.

**Recommendation 4:** Governance

A. Governance of GRN, including broad oversight of GRN projects, will be under the direction of CRL.

B. The CRL Board will establish a GRN Advisory Committee to meet at least annually.

C. The current GRN Advisory Committee recommends that the new GRN Advisory Committee include representatives of AAU, ARL, GRN projects, academic leadership, and the international studies research and teaching community.

D. For calendar 2006, the current GRN Advisory Committee will continue under the leadership of the Center, and will establish priorities for GRN activities in 2006. The 2005 Director of GRN will serve as a full member of the current Advisory Committee.

E. The following should be considered historical GRN documents to inform the new Advisory Committee as they move forward in new directions:

1. *GRN Goals and Outcomes, 2004-2007*; <http://www.arl.org/collect/grp/GRNgoals.html>
2. *GRN Roles and Relationships*; <http://www.arl.org/collect/grp/GRNroles.html>
3. *GRN and the Global Resources Projects: Principles for Participation and Fees*  
<http://www.arl.org/collect/grp/GRNprinciples.html>
4. *The Global Resources Network: Models for Collections Cooperation* [to be posted]

### **Recommendation 5: Funding**

A. Funding for calendar 2006 will be secured by a joint ARL and CRL call for voluntary contributions from ARL member libraries. Any remaining balance of the GRN 2005 budget will be transferred to CRL.

B. CRL will develop a multi-year financial strategy for GRN activities beginning 2007 and will be solely responsible for allocating funds and seeking support for GRN. CRL hopes to secure funding through a combination of outside sources and increased member revenue, and also expects to achieve savings through synergies with other CRL international resources programs.

C. If the call for voluntary contributions to support GRN in 2006 falls short of the projected budget (Appendix B), ARL will allocate dues to make up the difference, not to exceed \$38,000 (the amount expended from dues in 2004 and 2005). If that total still falls short, the Center will scale back GRN activities accordingly.

D. The financial strategy to support GRN and its global projects should be developed in a way that ARL and CRL members do not feel that they are being asked to pay twice for the same services: once via CRL dues and again through GRN and/or project fees.

E. Non-CRL member libraries will be able to participate in and support GRN and the global projects. They may be assessed a fair share of the cost.

### **Recommendation 6: Communication**

A. Beginning January 1, 2006, CRL will be the primary source for GRN updates and publicity.

B. ARL and CRL will coordinate communications about the GRN transfer to their respective memberships.

C. The Advisory Committee will seek the input of research library directors in formulating GRN agendas and priorities, as their ongoing involvement is critical to assure their perspective and influence over GRN goals.

**Recommendation 7:** Evaluation

The Advisory Committee, in consultation with project leaders, will develop evaluation and assessment criteria for the global projects, and establish a regular reporting schedule.

## Appendix A: Proposed GRN Activities for 2006

### A. Implementing the GRN program by:

1. Formalizing GRN governance (advisory committee) and the roles of participating institutions, and at least one meeting of the advisory committee.
2. Creating a *GRN Prospectus* that identifies the qualifications and ideal characteristics of GRN projects and core GRN activities for the years 2007-2010.
3. Reviewing and revising GRN governing documents as needed.

### B. Advancing the GRN program by:

1. Increasing the availability of data and analytical tools for the strategic development of scholarly resources on and from the world's regions, leveraging existing and emerging efforts by the Library of Congress, CRL, major research universities, and recipients of the Department of Education TICFIA grants.
2. Beginning to expand the aggregate holdings of heritage and knowledge resources from world regions outside the United States that are maintained and delivered by North American research universities and libraries.
3. Promoting GRN collaborations that make use of the ARL Special Collections Task Force *Exposing Hidden Collections: Survey Results* at <http://db.arl.org/SCsurvey/search.html>.
4. Absorbing the recently initiated French resources project (CIFNAL) and assisting project leaders develop a phased plan and objectives for the project.

### C. Ongoing support of projects and network by:

1. Reporting on, and facilitating communication among, GRN network and project activities.
2. Subvention and planning support for one Global Resources Forum, designed to publicize GRN projects and resources and identify and address user needs and interests.
3. Developing funding plan for the long-term support of the network and promote the network through structured meetings with key potential major donors.
4. Assisting projects in maintaining flexible, efficient and transparent organizational structures, policies, and decision-making mechanisms.

## Appendix B: Proposed GRN Budget for 2006

*Proposed GRN Budget -- 1/1/06 through 12/31/06*

	<i>Total Cost</i>	<i>CRL Contribution</i>	<i>Additional Funds Required</i>
<b>Staffing</b>			
CRL Program Director, admin and program support	\$104,572	\$ 28,950	\$ 75,622
<b>Travel</b>			
GRN staff	\$ 6,000		\$ 6,000
Advisory committee (at least one mtg/year)	\$ 10,000		\$ 10,000
CRL president	\$ 4,600	\$ 4,600	
<b>Equipment, supplies</b>			
Workstation upgrades/depreciation	\$ 625	\$ 625	
<b>Forums</b>			
Subvention for one conference	\$ 7,000		\$ 7,000
<b>Services</b>			
Legal	\$ 5,000		\$ 5,000
Web	\$ 2,600		\$ 2,600
Newsletters 4 @ \$1800	\$ 7,200		\$ 7,200
Mailing	\$ 800		\$ 800
Telecomm	\$ 600		\$ 600
<b>TOTAL</b>	<b>\$ 148,997</b>	<b>\$ 34,175</b>	<b>\$ 114,822</b>

### Appendix C: AAU/ARL GRN Expenditures, 2003-2005

	2003	2004	2005	
	Actual Expenditures	Actual Expenditures	Estimate as of June 30, 2005	Year End Projection
<b>REVENUE</b>				
<b>ARL Dues [1]</b>		\$38,000	\$38,000	\$38,000
<b>Contributions (@ \$1,500/library)</b>	\$106,500	\$13,500	\$94,500	\$94,500
<b>Carry over from previous year</b>	\$72,200	\$110,100	\$52,000	\$52,000
<b>TOTAL</b>	\$178,700	\$161,600	\$184,500	\$184,500
<b>EXPENSES</b>				
<b>Central staff support (35% FTE Network Director, plus logistical/legal/staff support)</b>	\$50,100	\$55,800	\$54,900	\$62,000
<b>CRL Administrative Expenses [2]</b>		\$51,000	\$53,441	\$53,441
<b>Reports, meetings, and representation within AAU and ARL (include. Adv. Comm.)</b>	\$18,500	\$2,800	\$7,800	\$12,500
<b>Convening and participating in outside mtgs and conf. (The Forum)</b>	\$0	\$0	\$5,000	\$10,000
<b>Sponsorship for new projects</b>	\$0	\$0	\$0	\$0
<b>Support for ongoing projects</b>	\$0	\$0	\$0	\$0
<b>TOTAL</b>	\$68,600	\$109,600	\$121,141	\$137,941
<b>Balance</b>	\$110,100	\$52,000	\$63,359	\$46,559

[1] In February 2004 the ARL Board endorsed a financial strategy designed to move GRN to be a part of the dues-supported core ARL activities and reallocated dues from the ARL Access program to the ARL Collections program to support GRN. Based on discussions at the May 2004 ARL Membership Meeting, the Board decided to fund 2005 GRN activities with a mix of voluntary contributions and the modest reallocation of ARL dues. ARL dues fund the GRN Director; other ARL staff time is contributed.

[2] CRL assumed administrative support for the German and Latin Americanist projects in June 2004. CRL budget is July - June. ARL budget is January - December. This budget reflects calendar year ARL payments to CRL for support of the two projects.

Numbers have been rounded slightly.