



Center *for* Research Libraries
.....
GLOBAL RESOURCES NETWORK

**Center for Research Libraries
Annual Council of Voting Members Meeting**

**April 21, 2022
12 PM CT**

Board of Directors Chair Deborah Jakubs called the meeting to order.

Presidential Report: State of the Consortium – Eow mentioned the success of the hybrid on-site/online Board of Directors meeting the day before. He underlined CRL’s continued growth and development in the right direction. Noted the challenges and demanding leadership of the previous two years as well as how rewarding the work has been.

Eow noted that CRL exists as a place, a collective collection, and a community, which positions CRL to be an academy-owned, academy-governed infrastructure. It centers values and first principles of DEI, Open Access and push for open knowledge in collective collecting, and responsibly stewarding analog collections in a digital age.

The organizational priorities for 2021-22 include:

- Strengthen the (Administrative) Core
- Formalize Mission, Vision, Values
- Recalibrate services and partnerships

Discussed challenges and opportunities related to facilities/ infrastructure (overview of building updates), talent development via a new influx of talent, and an overview of how total staff numbers decreased due to increasing new FTE positions and hiring new staff with greater expertise and business intelligence. The coming year is critical for solidifying CRL’s business proposition.

The priorities for the year ahead are:

- Further strengthen administrative core with organizational priorities
- Formalize mission, vision, values through a community-engaged process
- Recalibrate services and partnerships in line with current organizational priorities

In response to a question about CRL’s partnership with The HistoryMakers, Eow noted the strongly aligned missions CRL and The HistoryMakers share and explained that the questions ahead and the opportunities center on refining how The HistoryMakers business model as a content-maker/ publisher can align with CRL’s status as a library / consortium.

Secretary’s Report: Bradley Schaffner presented the minutes from the 2021 Council of Voting Members Meeting.

The 2021 Council of Voting Members Meeting Minutes were approved

[Voted: unanimously – 73 votes].

Treasurer's Report: Denise Stephens, CRL Board of Directors Treasurer, noted the importance of CRL revamping its budget process recently via bringing in financial expertise and moving to a zero-based budgeting, which means starting the budget at zero and incorporating a strategic imperative to define needs for the organization. The proposed FY23 Budget represents a conservative projection of revenues and expenses. Four key factors have been taken into consideration with budgeting:

- Preservation and strategic growth of membership revenue: membership revenue is expected to grow, but that outcome is uncertain
- Revenue from NERL's reimbursement for direct and shared personnel, occupancy, and related costs
- Full utilization of personnel with planned limited hiring of new FTE counts
- Conservative placed-in-service dates for capital expenditures and depreciation expenses starting with the fiscal year

Stephens noted that an anticipated deficit of \$116,154 is included in the proposed budget for FY23. The largest anticipated expense in the coming year is building improvements. CRL is also anticipating IT development and equipment. All the anticipated expenses are well within the resource base and ability to execute in the coming fiscal year.

Stephens opened the floor to questions. None asked regarding the budget.

Dawes asked whether bylaws required a quorum for actions proposed and if so, what constitutes a quorum? In response, Eow noted there was a need to review the bylaws entirely and that perhaps should be folded into the work ahead of building mission, vision, values.

FY2023 Budget approved

[Voted: Unanimously - 65 votes.]

Nominating Committee Report: Deborah Jakubs noted appreciation for departing Board of Directors members Cheryl Regehr, Bradley Schaffner, David Magier, and Carol Shepstone.

Slate of Nominees:

Candidates (2nd Term)

Dale Askey, University of Alberta

Adriene Lim, University of Maryland

Denise Stephens, University of Oklahoma

Candidates (1st Term)

Larry Alford, University of Toronto

Frederick Barnhart, Northern Illinois

John Culshaw, University of Iowa

Angi Faiks, Macalester College

Matthew Sheehy, Brandeis University

FY2023 CRL Board of Directors Candidates approved

[Voted: 66 in favor, 1 opposed.]

The recently confirmed incoming Board of Directors Officers for FY2023 was announced:

Chair: Adriene Lim

Vice chair: Denise Stephens

Treasurer: Roger Schonfeld

Secretary: Lorelei Tanji

The Nominating Committee shared the proposed By-Laws Change to clarify that a member of the Collections and Services Policy Committee would serve ex-officio on the Board of Directors. That had been past practice and the proposed by-laws change would formalize this practice.

By-Laws Change for CSPC representative to serve on the Board of Directors ex-officio approved

[Voted: Unanimously - 64 votes]

Jakubs introduced the CSPC Report by noting the ICCG's presentation to the Board the day before and her rereading of the 2013 report she co-authored, "The Global Dimensions of Scholarship and Research Libraries Finding Synergies, Creating Convergence." She was heartened by the work of ICCG and CSPC and the dynamic agenda ahead. She read aloud from the 2013 report: "We need to consciously construct a more comprehensive, multilateral, and distributive international space for collective action." That spoke to CRL's potential to be a convening organization for such work.

CSPC Report: CSPC Chair Elizabeth Kirk and CSPC Vice-Chair Denise Pan presented the year in review, which included forming the International Collections and Content Group in 2021. In 2022, CSPC is now looking to form a Sustainable Stewardship and Access Group. In 2023, the plan is to explore controlled digital lending. Kirk noted that given the context of various wars around the globe, both military and otherwise, information was needed more than ever.

Pan spoke about shared problems raised by pandemic and current global situation, which called for shared solutions. In thinking about total costs of shared stewardship, she noted the need to consider not only the cost of acquisition but also cataloging, processing and description, preservation and conservation, digitization and reformatting, and storage and maintenance. She shared the Sustainable Stewardship and Access Working Group Charge, explaining how the committee was formed to address cataloging backlogs, especially for materials in less commonly held languages, and to look for shared cataloging solutions. She shared the group's [call for participation](#).

Kirk spoke about the pressing need for controlled digital lending. Given the copyright restrictions in place, it is understandable that individual libraries and publishers may be wary of moving forward alone. CRL as a trusted entity can offer the space to advance such an initiative.

ICCG Report: International Collections and Content Group CRL Staff Liaison Samantha Abrams introduced the committee by discussing its mission. ICCG Chair Brian Vivier underscored how global perspectives can challenge set ways of thinking. Three major efforts have been undertaken by ICCG in the past year. One explored CRL's role in international Open Access, which led to the COPIIM Pilot spearheaded by Lidia Uziel and Ksenya Kiebusinski. The second was the Call-to-Action Survey led by Pamela Graham, Jennifer Osorio, Mary Rader, and Judy Alspach. The third, the Diversity as Knowledge Series, launches tomorrow due to the efforts of Emilie Songolo, Laurie Taylor, and Esmeralda Kale.

The Call-to-Action Survey Report: Mary Rader provided an overview of the six surveys released, which garnered a total of 600 responses. A survey was sent each week with one short, quantitative question and one open-ended qualitative question, both centered on a theme. Graham explained how survey data was gathered and analyzed and recapped the various issues raised in the responses, including: capacity, advocacy, cataloging and language barriers, and funding. Some of the collective aspirations arising from the survey responses were equity, open access, and post-custodial and non-extractive collecting.

Uziel presented the open access investment pilot, Opening the Future: Central European University Press (CEUP), sponsored by ICCG. The hope is to provide a model for how consortia can partner with nonprofit publishers to achieve open access goals. Uziel discussed the efforts of COPIIM, the Community-led Open Public Infrastructure for Monographs. COPIIM seeks to solve issues arising from the APC-funded model by developing sustainable and affordable solutions for libraries around the world. The model involves a small subscription fee for backlist titles which funds newly published open access books. Uziel shared the CEUP pilot subscriber member benefits. Next steps include posting the offer in eDesiderata and publicizing it to CRL members, a CRL-hosted webinar on Tuesday, May 24, and two office hours sessions with CEUP. This is the first pilot, and ICCG hopes to launch another with a partner in the Global South.

A poll was shared with voting members regarding the issue of cataloging backlogs and ongoing acquisitions in less commonly known/held languages and whether CRL should attempt to solve this problem. Poll results indicate 70% agreed CRL should attempt to address these issues, 29% were undecided, and 2% said no. When polled on what type of support members' institutions would provide, 32% indicated their institutions would support with financial resources, 24% with staff time, and 62% were undecided. Caitlin Tillman from University of Toronto spoke about her vote for "yes," being due to University of Toronto needing help in addressing these problems, and she was enthusiastic about approaching this collectively. She thought it was likely they could offer financial resources and staff time to support CRL in these efforts.

For the topic of open knowledge and open infrastructure and increasing monetization threatening collective action initiatives, poll respondents said 75% would support CRL's attempt to solve this while 3% said no and 22% were undecided. Twenty percent said their institution would support with financial resources, 13% with staff time, and 67% undecided. Daniel Dollar found the SAOA initiative as critical and recommended similar ones.

Noted for future discussion: Given CRL's history of supporting at-risk materials, how should CRL members and partners support at-risk cultural heritage materials and community?

Closing Remarks

In conclusion, Eow thanked Deborah Jakubs for her leadership and service as the outgoing Chair of the Board of Directors. Jakubs reflected on the changes and growth at CRL internally, thanked the president and leadership team, and noted work remaining for board members. She appreciated all the work that led to CRL's bright future.

Meeting adjourned 2:49 PM