President's Report: State of the Consortium
Greg Eow, President, CRL
Goals for this session

1. Align on value proposition: Why CRL?
2. Establish shared understanding of current state: What is CRL?
3. Outline the path ahead: How do we move forward?
Why CRL?
A Continuing Crisis

“Academic and research libraries today confront daunting financial pressures. Their faltering budgets also compound an intensifying existential crisis resulting from profound shifts in information, scholarship, technology, and academic organizations. The purposes of collections are particularly uncertain in this radically fluid context.”

– Dan Hazen, “Rethinking Research Library Collections” (2009)
Two models for handling complexity and defining collections

The Inside-out Library

“Creation happens in a digital environment, with an interest in the process, as well as the products, of research and learning. Libraries increasingly support the creation, curation and discoverability of institutional creations (research data, preprints, scholarly profiles, academic profiles, digitized special collections, …).”

The Facilitated Collection

“Increasingly, the library does not assemble collections for local use, but facilitates access to a coordinated mix of local, external and collaborative services assembled around user needs and available on the network.”

Why CRL?

Cost Containment

- Share costs by rationalizing collection acquisitions
- Improve negotiating power with vendors through scale
- Share cost of collections stewardship
Why CRL?

Cost Containment

- Share costs by rationalizing collection acquisitions
- Improve negotiating power with vendors through scale
- Share costs of collections stewardship

Advancing Mission and Empowering Values

- Actively shape knowledge production to promote openness
- Embrace inclusivity and empower diversity in the research library community
- Curate a diverse and equitable scholarly record for the benefit of all
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What is CRL?
First Principles and Mission

“University administrators have been concerned about the ever-expanding library taking each year a larger share of the total institutional budget. . .

Scholars have been concerned to face a future in which an increasing number of their requests for library materials might have to be refused . . .

In the middle, the librarians have had the frustration of seeing an increasing proportion of their budgets going into mere housekeeping activities while failing to provide all the source materials needed by an active and deserving clientele.

. . . the time had come to reexamine existing library policies and to take a bold stand against unconditional acceptance of traditional policy. They sought, through cooperation, to prevent the duplication, the confusion, and the fragmentary service that seemed to lie ahead.”

- Ralph T. Esterquest, Director, Midwest Inter-Library Center, First CRL Annual Report, July 1950
CRL is...

...an ARL-library, comprised of research libraries of many types

...academy-owned infrastructure (.edu)

...a collective collection of 5M analog items and 80M pages of digital content, including rarely held global collections

...a fully integrated workflow platform for research libraries to build, steward, and disseminate research collections
Timeline to date

Start:
August 2019

CRL Staff Retreat
October 2019

CRL Board Meeting
November 2019

CRL Annual Meeting
April 2020
Organizational Insights

- CRL is busy
- Diversity is a core strength
- Governance and membership model not fully understood, and visibility is low
Action: Two organizational priorities

<table>
<thead>
<tr>
<th>Improve Mechanisms for Internal Collaboration</th>
<th>Raise External Visibility</th>
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<tbody>
<tr>
<td>✓ Established Executive Leadership Team</td>
<td>✓ Remaking CRL communications and membership staffing and workflows</td>
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<td>✓ Established Head of Diversity and Inclusion Initiatives position</td>
<td>✓ Developing social media presence</td>
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<td>✓ Consolidated administrative units</td>
<td>✓ Actively building relationships with current and potential CRL partners (e.g. Linda Hall, LLMC, CRKN, HathiTrust)</td>
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<tr>
<td>✓ Created culture, norms, and structures to facilitate collaboration and staff engagement</td>
<td>✓ Increasing strategic conference attendance and site visits</td>
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<td>✓ Implemented OKR goal framework</td>
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Three fundamental questions

1. Why this scale?

2. Why this scope?

3. Why this governance and business model?
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How do we move forward?
Priorities to Move Forward

Activate Governance

Example:
Fill out governance structure

Engage Membership

Examples:
Strategic visioning, external review

Accelerate Partnerships

Examples:
Rosemont Shared Print Alliance, HathiTrust, Linda Hall, CRKN, NERL, LLMC
Action plan

Start: August 2019
- CRL Board Meeting, November 2019
- CRL Staff Retreat, October 2019
- CRL Annual Meeting, April 2020
- Strategic Planning, Summer/Fall 2020
- CRL Board Meeting, November 2020
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President’s Report
Discussion