



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

CRL Global Collections Advisory Task Force Report

September 2024

Contents

- Executive Summary & Recommendations1
- Background and Process2
 - Task Force Charge.....2
 - Members of the Advisory Task Force2
 - Overview of the Process2
- Introduction of CRL Global Collections Committees.....3
- Attachments1
 - Attachment 01: Global Collections Committee Charter.....1
 - Attachment 02: Process and Impact Summary (single page).....1
 - Attachment 03: Program-By-Program Glide Paths.....1
 - Attachment 04: Summary of Non-CRL AMP/GRN Members, North America.....1
 - Attachment 05: Summary of Non-CRL AMP/GRN Members, not North America1
 - Attachment 06: Parameters for Fiscally Sponsored Programs: Operational, Financial, Legal1
 - Attachment 07: Next Steps and Timeline.....1
 - Attachment 08: Example Committee Descriptions1
 - Attachment 09: Draft Committee Procedures Document Template1

Executive Summary & Recommendations

The Global Collections Advisory Task Force (GCATF) recommends that the CRL Board create Global Collections Committees (GCC¹) and offer the existing Area Materials Projects (AMPs) and Global Resource Networks (GRNs) the opportunity to migrate into GCC.

CRL is reaffirming our commitment to building a shared collection with strengths in international and area studies for our members. The GCATF has identified pathways for the current global programs hosted at CRL to transition into new administrative structures that will align program activities with CRL's mission, collections, and services model for CRL's institutional members. In that work of the AMPs emphasizes collection development and enhanced access such as digitizing current collections, CRL will see a reduction in administrative overhead by standardizing support processes for this work. We note that their work in the current structure is not limited to collections, and we have designed the committees to also support other activities such as programming, professional development, and broadly defined inter-institutional collaboration. For clarity, the AMPs being referenced are CAMP, SAMP, SEAM, SEEMP, MEMP, and LAMP.

The Advisory Task Force recommends that two of the current CRL Global Resource Network (GRN) programs, CIFNAL and GNARP, also be offered the option to move into a Global Collections Committee. These groups are not actively developing the shared print collection, but their work focuses on licensing, open access, programming, professional development, and inter-institutional collaboration. The committee structure was designed to support these functions for CRL members and CRL will review and consider further development of programs that support this work, such as broader open access initiatives, international collaboration, and other emerging research support work being done in those groups, across CRL, and in member libraries.

The remaining three programs, LARRP, SAOA, and TRAIL, are also welcome in the new committees but the Advisory Task Force acknowledges that they may have challenges moving easily to this model and may want to review fiscal sponsorship parameters either at CRL or by another hosting organization. CRL will continue to review and consider further development of CRL programs that could support this type of work of building partnerships and contributing to the Open Access corpus.

To support this implementation with minimal disruption to researchers affiliated with programs that have non-CRL members, the Advisory Task Force further recommends that the institutional homes of non-CRL affiliated participants in the global programs be offered one to two years of CRL membership. This will give them an opportunity for an informed decision to become a full-CRL member, as a voting member or a global affiliate member, or discontinue participation in CRL programs. Thus, there will be no loss of collection or other services access during the first year of the transition process for non-CRL members currently benefiting through an AMP or GRN membership.

¹ In this report, GCC is used for both singular and plural forms (e.g. committee or committees)

Background and Process

Task Force Charge

In March 2024, the Global Collections Advisory Task Force (the Advisory Task Force or GCATF) was convened and charged with “...providing advisory support as CRL reviews its range of global collections activities to identify synergies across programs and harmonize the work of hosted programs with CRL’s collection development and membership service model... to align its collection development, membership model, and fiduciary responsibilities with the activities of hosted global programs.”

Members of the Advisory Task Force

- Diane Bruxvoort, University of North Texas (CRL Board of Directors)
- Devin Savage, Illinois Institute of Technology (CRL Board of Directors)
- Kristina Rose, New York University (CRL Collections Services and Policy Committee)
- Qiana Johnson, Dartmouth College (CRL Collections Services and Policy Committee)
- Brian Vivier, University of Pennsylvania (CRL International Collections and Content Group)
- Guy Burak, New York University (CRL International Collections and Content Group)
- Kevin Merriman, Director of Global Collections (CRL staff)
- Amy Wood, Director of Discovery and Technology (CRL staff)

Overview of the Process

To build this report, the committee began with iterative reviews of a draft document for Global Collections Divisions from an earlier committee. The Advisory Task Force quickly identified a preference for a committee structure for CRL collections work and adjusted the document from creating CRL Divisions to establishing Global Collections Committees (further explication of this decision is in the next section of this report, *Introduction of Global Collections Committees at CRL*).

The resulting committee charter presented here was developed with input from the respective constituencies represented by the committee members, who also reviewed input from members submitted in conversation and in writing. Merriman met with stakeholders in open meetings, executive committees, and AMP/GRN annual meetings for further insight. A draft version of the committee charter was then reviewed by the International Collections and Content Group (ICCG) and the Collections and Services Policy Committee (CSPC) before being finalized by the Advisory Task Force. The proposed committee charter is below as **Attachment 01**.

Throughout the process, decisions and activities were communicated to the membership stakeholders through the [Strengthening CRL Global Collections](#) website. **Attachment 02** is a single page summary of the process; Glide Paths for our hosted programs are articulated in **Attachment 03** and impact on non-CRL members of AMP/GRNs are listed in **Attachments 04 and 05**.

To consider different possible arrangements for collaboration, CRL leadership created a funding model and consulted with General Counsel to build a list of parameters for fiscal sponsorships. This is presented below in **Attachment 06**.

A timeline is provided as **Attachment 07** and **Attachments 08 and 09** are sample documents.

Introduction of CRL Global Collections Committees

In a formal embrace of our commitment to international and area studies and extending conversations going back to 2020, CRL initiated a process in early 2023 entitled, [Strengthening CRL Global Collections](#), which has led to over a year and a half of member engagement ranging from questionnaires and focus groups to numerous open and honest conversations with large groups, small groups, and individual stakeholders. This work has been facilitated and collated by a Global Collections Advisory Task Force and the Director of Global Collections, a position created to lead and support this strategic initiative in support of international and area studies in the 21st century.

The conclusion of this work is the establishment of CRL Global Collections Committees (GCC), to be comprised of area studies experts from member libraries to guide collection development in areas such as acquisitions, licensing, and reformatting, and to steward strategic partnerships in support of our collaborative collection, and other activities in support of our members.

The committee structure was designed to support work being done in the Area Materials Projects (AMPs) and Global Resources Networks (GRNs) in alignment with the mission of CRL; we want this work to continue and to evolve with the needs of our members.

CRL, as a member organization, understands that members have an important role in influencing growth, that individual contribution to our programs is voluntary, and that institutional membership is discretionary. CRL is undergoing a historic recommitment to area studies and collaborative collection building through the Strengthening Global Collections initiative. Member input has been critical to building an organizational structure that will serve our mission over time.

Whether started at CRL or moved to CRL, the AMPs and GRNs have been critical structures in the CRL organization, some for decades. This reorganization is an effort to deepen that engagement and operationalize support by inviting the hosted programs to move into CRL committees and funding those programs as a benefit of CRL rather than having CRL members and non-CRL members join AMPs and GRNs as separate organizations that partner with CRL.

This report includes information for members of the existing CRL AMPs and GRNs on how they can directly affect the organization's future through contribution to and development of this Global Collections Committee (GCC) model.

For transparency and member engagement, GACTF includes representation from the Collections and Services Policy Committee (CSPC), International Collections and Content Group (ICCG), one of whom is in an AMP, and two CRL Staff members. We are available to discuss specific questions and details in support of a fully engaged conversation and fully informed decisions from the institutional members. For more information about the effort to Strengthen Global Collections at CRL, FAQ, and a link to schedule personal meetings with the Director of Global Collections, please see: [Strengthening CRL Global Collections | CRL](#)

Attachments

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Attachment 01: Global Collections Committee Charter

Center for Research Libraries Global Collections Committees

A. Purpose

- The Center for Research Libraries Global Collection Committees (GC Committees, GCC, or Collection Committees) are standing committees which maximize the collective expertise and financial resources of CRL and its membership to collect and preserve identified material by focusing on specific geographic regions, culturally and/or linguistically defined areas, or other collection development emphases as determined by the Collection and Services Policy Committee (CSPC) to accommodate changes in research needs of our members.
- GC Committees actively advise on and participate in the collaborative effort of collection building, licensing, and stewarding at CRL per their focus areas and by contributing to larger conversations around work supporting CRL collections and membership.
- GC Committees build relationships with professionals and professional organizations inside and outside the membership, facilitating a member network of materials, expertise, and other resources beyond CRL holdings.
- GC Committees may contribute to outreach, programming, and/or professional development efforts of CRL.

B. Organizational Standing

- GC Committees are determined and established by the CRL Board of Directors, with advisory from the International Collections and Content Group (ICCG) per strategies and policies established by the Collections and Services Policy Committee (CSPC).
- GC Committees work closely with ICCG, which advises on strategies for global collections, services, and networks including the work of the Committees collectively and independently. ICCG is constituted by and reports to the CSPC, which sets priorities and strategies for developing and managing CRL collections, content, and services in accordance with directives from the Board of Directors.
- There shall be eight inaugural Committees to represent key global regions, and shall be named: African Studies Collections Committee, East Asian Studies Collections Committee, Eurasian and Slavic Studies Collections Committee, European Studies Collections Committee, Latin American Studies Collections Committee, South Asian Studies Collections Committee, Southeast Asian Studies Collections Committee, and West Asian and North African Studies Collections Committee.
- Requests to establish a new Committee may be submitted to the CSPC in writing for consideration by a self-organized group of representatives of 10 or more member institutions, who commit to serving on the committee if formed. CSPC will evaluate the request per their professional judgment for the organizational need for work that cannot be effectively addressed under the then-current organizational structure, CRL resources

available for a new Committee, and other considerations before making a recommendation to the Board per usual processes. CSPC also may put forward recommendations for new committees initiated by CPSC members per internal discussions and after securing expression of interest from current member representatives to serve on the proposed committee.

- Requests to adjust the Committee such as a name-change to accommodate evolving terminology of the field and/or relevant professional organizations, to adjust the collection emphases, or other changes, may be submitted to the CSPC in writing for consideration upon committee approval by a simple majority of voting members or per their usual voting process. CSPC will evaluate the request and accept, reject, or request modifications before making a recommendation to the Board per usual processes.
- Committees are responsible for the following:
 - i. Submit an annual report of activities each year, to be prepared by the outgoing Chair and submitted via a form provided by CRL staff. This report of activities will be made available to CSPC, ICCG, the Board, and the membership, and may be included or referenced in annual Member Reports.
 - ii. Attend meetings with CRL staff as needed for alignment on projects and financials.
 - iii. Coordinate with CRL staff to conduct an annual election for steering sub-committee leadership.

C. Areas of Activity

- CRL Collection building by advising on acquisitions, accessibility, digitization, and stewardship of physical, digital, licensed material, and other opportunities to expand resources available to CRL members via the CRL project proposal process and other processes developed to review and facilitate collecting and other collection-related work.
- CRL Collection building by submitting projects for CRL staff assessment of viability.
- Contribute to CRL Collection assessment by identifying strengths and gaps in their area, and by maintaining a Collection Profile to inform collection development.
- Recommend enhancements to procedures and infrastructure to ICCG.
- Promotion of CRL collections specific to their areas and more broadly to researchers, colleagues, and others.
- Partnership, network, and community building across the CRL membership and other institutions supporting or complementing our work.
- Professional development and programming for Committee members and the full membership.

- Additional work in support of the mission of CRL as advised or charged by ICCG.

D. Membership

- Current CRL member institutions can join one or more GC Committee as a benefit of their CRL membership. Member institutions will designate individual representatives.
- CRL Voting members can, at the time of joining CRL and during the annual period of open enrollment, select Committees to join conditioned on their identifying representative(s) to act on behalf of the institution. CRL Global Affiliate members can, at the time of joining CRL and during the annual period of open enrollment, may select Committees to join conditioned on their identifying representative(s) to act on behalf of the institution
- In the event of multiple representatives from a single Member Institution in a Committee, the Member Institution must designate one (1) to be a voting representative for any election held within the Committee (for clarity, this person may also serve as the Member Institution's Designated CRL Voting Councilor, per applicable guidelines, but the roles and voting for a committee are independent and distinct from CRL member voting).
 - i. Voting within the GCC will determine Steering Sub-Committee members, but may also be used at the discretion of the Steering Sub-Committee for tasks like ranking or approving project proposals, etc.
 - ii. This selection process of whom to appoint as a representative is at the discretion of the member institution and the tenure of any person in this role is also at the discretion of the member institution.
 - iii. The appointment should be communicated to CRL from the head librarian, or another person or role designated by the member organization, who also will communicate successive changes as they occur. For clarity: representatives are not self-appointed to represent their institution on a committee unless duly authorized to act on behalf of the institution.
- In addition to the Committee Voting Representative, any individual employed by a CRL member institution (Voting or Global Affiliate) may participate in Global Collections Committees by joining and participating in the Committee listserv and attending Committee meetings and events. Each member institution can have only one voting representative per Committee and may participate in multiple other Committees as a voting or non-voting participant.
- To facilitate communities of practice that would benefit from engagement beyond the membership, each Committee may opt to have guests at meetings and events. Guests are individuals from institutions *not eligible to become a Voting or Global Affiliate member of CRL*. Guests are not eligible to vote or hold office in the Committee but may contribute to work related to collections and other professional engagement such as participating in the

Committee listserv, attending Committee meetings and events, and serving on sub-committees, working groups, and task forces.

- Member representatives (voting and non-voting) and guests are all required to abide by the CRL Code of Conduct and other applicable policies, procedures, and guidelines.

E. **GCC Steering Sub-Committee**

Duties and Responsibilities.

- Provide strategic direction, oversight, and resource allocation for the Committee.
- Serves as a conduit for collection recommendations from the Committee and other membership business to be brought forward to ICCG or CRL staff, as appropriate.
- Create procedures, processes, and internal structures to facilitate and carry out the Committee's work, including establishing working groups, task forces, standing sub-committees, and workflows.
- Maintain a Procedures Document outlining the composition of their steering sub-committee comprised of Chair, Chair-Elect, Immediate Past Chair, Secretary, CRL ex-officio member, Secretary, and other optional positions as defined below, not exceeding 10 members in total. The Committee Procedures Document shall also define standing sub-committees as applicable, define parameters for the Committee meeting calendar, and specify other operational distinctions of the Committee. Once established, the Committees Procedures document shall be updated by amendments submitted by the Steering Sub-Committee and voted on by the voting members during the annual election.
 - **Officers.** The elected positions comprising the steering sub-committee will also be known as the Officers of the Committee, e.g. the Chair of the Steering Sub-committee is also known as the Chair of the Committee, and cetera.
- i. **Chair:** Working closely with CRL Staff, the Chair will coordinate the work of the Committee, arrange for the time and place of the semi-annual meetings of the Steering Sub-Committee and the Annual Meeting of the full membership, prepare agendas, chair the meetings, and ensure that minutes are taken and distributed to the members. The Chair reports out the result of the annual election to the membership and submits the annual report to CRL, including any updates to the Collection Profile on the CRL website for the region represented by the Committee.
- ii. **Vice Chair/Chair-elect:** Attends the meetings of the Committee and the Steering Sub-Committee and assists the Chair as needed. The Vice-Chair/Chair-Elect may represent the Chair at meetings and other functions when the need arises.
- iii. **Immediate Past Chair:** Maintains continuity and institutional memory by advising Steering Sub-Committee members. Serves as tie-breaking vote as needed for the steering committee (in effect, they are given a second vote in the event of a tie). Completes the term of the Chair in the event both the Chair and Vice Chair become

vacant, at the end of which, a special election will fill both vacancies and the Immediate Past Chair serves an extended term of one extra year.

- iv. **Secretary:** Attends all the meetings of the Committee and Steering Sub-Committee and records the minutes for the membership. The Secretary submits the minutes to the Chairperson and the Committee membership and upon approval posts the minutes to CRL to update the Committee web site. The secretary also works with CRL staff to coordinate annual elections by soliciting nominations from the Committee, submitting the ballot to CRL staff. The Secretary also ensures supporting documents on file for the Committee are accurate (including the Committee Procedures document) and up to date by submitting additions and corrections to CRL staff. Should CRL implement self-service supporting technology, such as an online workspace, the Secretary would post content directly rather than submitting it to CRL staff.
 - v. **CRL Collection Strategist (ex officio):** A position at CRL which aggregates the Committee Collection Profiles and advises the Committee on available CRL resources for projects and other collections work under consideration. This is a non-voting member of the steering committee.
 - vi. **Standing Sub-Committee or Work Group Chairs:** If standing committees or work groups with elected chairs are defined in the Committee Procedures document, they will be included in the annual election of officers.
- **Eligibility.** Only designated voting representatives in the respective Committee are eligible to be slated on the election ballot and/or serve on the steering committee, e.g. no committee guests or non-voting representatives when there are multiple representatives from one member institution.
 - **Terms.** A Vice Chair shall be elected annually for a three-year term, acceding to Chair in the second year of their term, and then to Immediate Past Chair in the third year. Other designated officer roles shall serve for staggered two-year terms, on a schedule determined by the sitting Chair during the nomination period and adjusted by the Chair as circumstance require, e.g. setting the term for an upcoming election to one or three years to prevent all officers from refreshing on the same cycle should vacancies or other unusual circumstance arise; officers are not eligible to serve consecutive terms but may be elected after skipping an election cycle. Under exigency, the Chair may make temporary adjustments to terms and eligibility during the nomination period as needed to ensure a full slate of candidates from the committee. Terms rotate on July 1, to align with the CRL fiscal year.
 - **Vacancies.** In the event of a mid-term vacancy in any position (except the Chair), the Steering Committee shall decide how best to fill the vacancy, weighing the will of the voting members in the most recent election and the urgency to fill the position. In the event the Chair is unable to serve the full term, the Vice Chair shall fulfill the remainder of the Chair's term before continuing into their elected term. If both the Chair and Vice Chair positions become vacant, the Immediate Past Chair shall fill the vacancy.

- **Elections.** Elections shall be held annually in the Spring, to elect new officers with terms beginning on July 1. CRL staff will determine the timing and process for administering the election. The Committee Secretary is responsible for issuing an open call for nominations and self-nominations, submitting the final slate of candidates to CRL staff, and communicating with Committee membership throughout the election process. The secretary is responsible for communicating the election results to each candidate and then announcing them to the Committee membership. Elections are decided by a simple anonymous majority of the voting members who cast a ballot. Ties will be broken by a separate vote of the members of the incumbent Steering Committee, coordinated and tracked by CRL staff who will announce the winner without disclosing the vote count, the reasons being that this will be a small number of votes and thus less anonymous and, should this also result in a tie, CRL staff will announce the winner per the deciding of the Vice-Chair / Chair elect without disclosing if it was simple majority or tied decision.
- **Sub-Groups.** The Steering Sub-Committee may establish standing and/or ad-hoc sub-groups to execute the work of the Committee. Standing Sub-Committees or Working Groups must be defined and charged in the Procedures document. Chairs for Standing Sub-committees or Working Group will be added to the annual ballot (after an initial appointment by the Chair if the committee is formed mid-year). For task-oriented or otherwise time-bound Sub-Committees, Working Groups, or Task Forces, Chairs will be appointed by the Steering Sub-Committee Chair or elected by committee members during the next election, at the discretion of the Chair.

F. Meetings

- Global Collections Committees shall meet as needed to conduct its business, at least once per year.
- Committee Steering Sub-Committees shall meet as needed to conduct necessary business, at least twice per year.

G. Administration

- ICCG will collaborate with CRL staff and the Director for Global Collections to advise on processes and procedures. The Director will approve and oversee these processes, procedures, guidelines, staffing, and other organizational support for projects, proposals, and other collections work proposed by the Global Collections Committees.
- CRL will provide quarterly budget and project reports to the Committee and work with representation from the Committee through their Steering Sub-Committee to update projected expenditures and other budget adjustments for joint budget accountability.
- Committee budgets will be drafted by CSPC in consultation with CRL staff and proposed for approval by the Board of Directors for inclusion in the annual CRL Operations Budget. The Steering Sub-Committee will coordinate allocation of the Committee budget to support various activities approved by their members per standard CRL procedures and processes for projects.

H. Communications/Use of CRL Name, Logo, Auspices

- The use of CRL's name, logo, and auspices for publications, meetings, mailings, websites, social networks, electronic communications, and other activities is available only through specific provision of the CRL Board of Directors.
- Committees must display the approved CRL logo on all materials pertaining to official Committee business, including newsletters, websites, social networks, posters, and other promotional materials. This should be accompanied by an appropriate disclaimer regarding the responsibilities of CRL and other sponsoring institutions or organizations for the opinions and views expressed in the documents and/or events in question.
- Although Committees are within the CRL governance structure, they are not empowered to act in the name of CRL or request money in the name of CRL or the Committee itself without specific prior authorization from the CRL Board of Directors. This firm rule is required to protect CRL and its members from potential legal complications.

Attachment 02: Process and Impact Summary (single page)

Over almost two years, CRL has performed an in-depth analysis of our current model of hosting the Area Materials Projects and the Global Resource Network programs (AMPs and GRNs). After the Director of Global Collections was hired in January 2024, the membership conveyed that they broadly felt excluded from the process to that time. The new Director personally engaged in as many ways he could think of by attending annual meetings, meeting with executive committees, posting written updates of activity, and offering open office hours for direct conversations with individuals and groups at their convenience. Also, there were email conversations with self-defined groups of representatives addressing the board of directors and CRL administrators. CRL has spoken with lawyers, accountants, consultants, the board of directors, and the members. The result of all this work led to an Advisory Task Force which has drafted guidelines to move work affiliated with CRL global collections into a sustainable committee structure.

In support of the CRL mission and commitment to building a collaborative collection for our member institutions, the Advisory Task Force proposes the creation of Global Collections Committees (GCCs).

As the work of the AMPs and GRNs is critically aligned with the CRL mission and values, the Advisory Task Force hopes the current AMPs and GRNs will find value in moving their work to CRL committees. Based on conversations and documentation outlining the work of our current programs, the Task Force conceptualized committees to support them in a stable, cost-effective structure, leveraging the collaborative nature of our member organization, our shared infrastructure, and other CRL resources.

The anticipated immediate impact of GCC implementation on current CRL programs:

- Current programs should continue with business as usual regarding projects: they have funds available and work to be done. CRL will resume accepting new project proposals of anticipated work that may have built up and plan for those projects.
- Current programs should continue with business as usual regarding governance: regardless of whether they migrate to a CRL committee, form an independent organization, or move to a new host, they will still need a governance structure, at least an executive or steering committee.
- Current programs with non-CRL institutional members: to avoid impact on their experience, CRL will extend the offer of a short-term free membership to your institutional members regardless of other arrangements. No one loses access to collections during the transition period.
- Current programs with non-CRL personal members: to avoid impact on their experience, CRL has provisioned for guests in the committee structure. This does not permit access to member collections and services but permits continued engagement with the group.
- CRL cannot issue invoices on behalf of an AMP or GRN, including invoicing membership fees.

In short, the immediate impact for most people and organizations involved should be minimal. We can get back to work, digest this new reality, and consider our next steps. This has been a disruptive process but not changing would have been catastrophic to all our organizations. The time and effort the membership and Task Force put in to ensure the process was mindful and thorough will benefit us all in the future. More information is available on the CRL homepage at crl.edu.

Attachment 03: Program-By-Program Glide Paths

CAMP

1. **Recommendation is to consider the African Studies Collections Committee**
2. The Cooperative Africana Materials Project (CAMP) acquires, preserves, and maintains microform and digital collections of unique, rare, and bulky or voluminous Africana research materials for its members. CAMP emphasizes original preservation of newspapers, journals, government publications, archives, and the personal papers of scholars and government leaders.
3. Considerations
 - a) CAMP has an emphasis on collection development and preservation which is well-suited to the Global Collections Committee Structure
 - b) CAMP has approximately 13 independent institutional members which would be offered a transitional path to full CRL membership.
 - c) CAMP has affiliate non-CRL members institutional members which will be offered a two-year CRL membership
 - d) CAMP may have some personal members which could move guests in the new structure unless affiliated with a CRL member institution.

CIFNAL

1. **Recommendation is to consider the European Studies Collections Committee as a standing sub-committee and/or forming joint functional committees with GNARP**
2. CIFNAL, the Collaborative Initiative for French Language Collections, was founded in 2006 to promote and facilitate the cooperative exchange of ideas and resources between Francophone and North American research libraries. CIFNAL seeks to improve access to French and French-language resources through licensing, digitization, and institutional connections.
3. Considerations
 - a) Formerly affiliated with the Association of College and Research Libraries Western European Studies Section (ACRL-WESS), CIFNAL emphasizes access to resources, collaboration, and resource sharing (not collection development)
 - b) CIFNAL has approximately 25 independent institutional members which would be offered a transitional path to full CRL membership

GNARP

1. **Recommendation is to consider the European Studies Collections Committee as a standing sub-committee and/or forming joint functional committees with CIFNAL**

2. The German-North American Resources Partnership (GNARP) supports the acquisition, sharing, and use of German-language materials among North American libraries, and the fostering of closer collaboration with German research libraries.
3. Considerations
 - a) Formerly a GRN program hosted by ARL, GNARP emphasizes access to resources, collaboration, and resource sharing (not collection development).
 - b) GNARP has approximately 20 independent institutional members which would be offered a transitional path to full CRL membership

LAMP

1. **Recommendation is to consider the Latin American Studies Collections Committee**
2. The Latin American Materials Project (LAMP) acquires, preserves, and maintains microform and digital collections of unique, rare, and bulky or voluminous Latin American research materials for its members. LAMP emphasizes original preservation, either through microfilming or digitization, of newspapers, journals, archives, and ephemeral material from Latin America and the Caribbean
3. Considerations
 - a) LAMP has an emphasis on collection development and preservation which is well-suited to the Global Collections Committee Structure
 - b) LAMP has approximately 3 independent institutional members which would be offered a transitional path to full CRL membership

LARRP

1. **Recommendation is to continue conversation for possible committee**
2. The Latin Americanist Research Resources Project (LARRP) is a cooperative initiative that seeks to improve access to the array of research resources published in Latin America. LARRP supports collaborative projects that increase free and open access to information in support of learning and scholarship in Latin American Studies and cultivates relationships within the academic library community.
3. Considerations
 - a) Formerly a GRN program hosted by ARL, LARRP has an emphasis on open access initiatives and institutional collaboration (not CRL collection development)
 - b) LARRP has approximately 8 independent institutional members which would be offered a transitional path to full CRL membership
 - c) LARRP works with outside funding

- d) Conceptually, the relationship of existing as a project within a CRL committee is valid and could be sub-committee.

MEMP

- 1. Recommendation is to consider the North African and West Asian Studies Collection Committee**
2. The Middle East Materials Project (MEMP) acquires, preserves, and maintains microform and digital collections of unique, rare, and bulky or voluminous research materials pertaining to the field of Middle Eastern studies for its members. MEMP emphasizes original preservation, either through microfilming or digitization, of newspapers, pamphlets, and ephemeral material from or about the Middle East and the Arab world.
3. Considerations
 - a) MEMP has an emphasis on collection development and preservation which is well-suited to the Global Collections Committee Structure
 - b) MEMP has approximately 3 independent institutional members which would be offered a transitional path to full CRL membership

SAMP

- 1. Recommendation is to consider the South Asian Studies Collections Committee**
2. The South Asia Materials Project (SAMP) acquires, preserves, and maintains microform and digital collections of unique, rare, and bulky or voluminous research materials in South Asian studies for its members. SAMP emphasizes original preservation, either through microfilming or digitization, of newspapers, journals, official publications, monographs, and ephemera in all languages of South Asia.
3. Considerations
 - a) SAMP has an emphasis on collection development and preservation which is well-suited to the Global Collections Committee Structure

SEAM

- 1. Recommendation is to consider the Southeast Asian Studies Collections Committee**
2. The Southeast Asia Materials Project (SEAM) acquires, preserves, and maintains microform and digital collections of unique, rare, and bulky or voluminous research materials in Southeast Asian studies for its members. SEAM emphasizes original preservation, either through microfilming or digitization, of newspapers, archives, manuscripts, journals, and ephemera relating to all countries of Southeast Asia.
3. Considerations

- a) SEAM has an emphasis on collection development and preservation which is well-suited to the Global Collections Committee Structure
- b) SEAM has approximately 3 independent institutional members which would be offered a transitional path to full CRL membership

SEEMP

- 1. Recommendation is to consider the Eurasian and Slavic Studies Collections Committee**
2. The Slavic and East European Materials Project (SEEMP) acquires, preserves, and maintains microform and digital collections of unique, rare, and bulky or voluminous research materials pertaining to the field of Slavic and East European studies for its members. SEEMP emphasizes original preservation, either through microfilming or digitization, of newspapers, journals, books, archives, pamphlets, and other relevant materials from the region.
3. Considerations
 - a) SEEMP has an emphasis on collection development and preservation which is well-suited to the Global Collections Committee Structure

SAOA

- 3. Recommendation is to continue conversations**
4. The South Asia Open Archives (SAOA), a subset of the South Asia Materials Project (SAMP), creates and maintains a collection of open access materials for the study of South Asia. This major collaborative initiative is aimed at addressing the current scarcity of digital resources pertinent to South Asian studies and at making collections more widely accessible both to North American scholars and to researchers worldwide.
5. Considerations
 - b) As a program of SAMP, SAOA has grown significantly and arguably operates as an independent entity.
 - c) With approximately 8 institutional partners and an emphasis on Open Access, SAOA contracts out hosting for their projects, not going through CRL for contracting nor hosting.
 - d) Conceptually, the relationship of a project within a CRL committee is valid and could be considered for further conversation.

TRAIL

- 1. Recommendation is to continue conversations**
2. The Technical Report Archive & Image Library (TRAIL) identifies, acquires, catalogs, digitizes and provides unrestricted access to U.S. government agency technical reports. TRAIL currently

consists of over four dozen member institutions whose annual membership fees and volunteered staff time further the efforts of the project.

3. Considerations

- a) TRAIL presents as an independent entity. With a significant number of institutional partners and an emphasis on Open Access, TRAIL contracts out hosting for their projects, not going through CRL for contracting nor hosting.
- b) TRAIL has approximately 12 personal members which could move guests in the new structure unless affiliated with a CRL member institution
- c) Conceptually, the relationship of a project within a CRL committee is valid and could be negotiated but it is unclear which committee would host.

Attachment 04: Summary of Non-CRL AMP/GRN Members, North America

Offer Path to Voting Membership, one free year without voting privileges

- Brown University
 - CIFNAL
 - GNARP
 - LAMP
- Rice University
 - LARRP
 - GNARP
 - LAMP
- Syracuse University
 - CAMP
 - SAMP
 - LARRP
 - TRAIL
 - Former GNARP (left this year)
- Brigham Young University
 - LAMP
 - LARRP
 - GNARP
 - CIFNAL
 - MEMP
- Library of Congress
 - CAMP
 - MEMP
 - SAMP
 - SEEMP
 - LARRP
 - GNARP
 - SEAM
 - LAMP
 - CIFNAL

Attachment 05: Summary of Non-CRL AMP/GRN Members, not North America

Offer Path to Global Affiliate, two free years digital only

- CAMP
 - Ben Gurion University
 - Mountains of the Moon University
 - Nordic Africa Institute
 - University of Cape Town
 - University of Cambridge
 - University of Edinburgh
 - University of Leiden (also in SEAM)
 - University of London - School of Oriental and African Studies (also in SEAM)
 - University of Oxford
- MEMP
 - American University in Cairo
- CIFNAL
 - Ecole Nationale Supérieure des Sciences de l'Information et des Bibliothèques
- SAMP
 - Roja Muthiah Research Library
 - Centre for Studies in Social Sciences, Calcutta
 - Madan Puraskar Pustakalaya
 - Nalanda University
 - Indian Institute of Technology Bombay
 - Jadavpur University
 - Sree Narayana Guru College of Commerce
- SEAM
 - [see CAMP]

Attachment 06: Parameters for Fiscally Sponsored Programs: Operational, Financial, Legal

CRL does not as a practice offer fiscal sponsorship in its portfolio of services. However, it is not uncommon for nonprofits to develop ad hoc fiscal sponsorship arrangements, as is the case with the AMPs and GRNs currently housed at CRL. In exploration of offering fiscal sponsorship in its portfolio of services, CRL – in cooperation with outside financial and legal advice – have developed the following parameters for program operations, program finances, and legal requirements.

Program Operations: Mission Alignment with Fiscal Sponsor

Fiscal Sponsorship is when a nonprofit organization extends its tax-exempt status to a group engaged in activities related to the organization's mission. Mission alignment between the fiscal sponsor and the sponsored group is not optional.

Before a project can receive support from a fiscal sponsor, it must undergo thorough review to ensure that its goals and vision align with those of the sponsor. This step is essential because organizations with 501(c)(3) tax-exempt status are required to operate in pursuit of a specific purpose outlined in their organizing documents and filings with the Internal Revenue Service (IRS).

All nonprofits, including those engaged in fiscal sponsorship, must operate in line with their declared tax-exempt purpose. If a project's mission does not align with that of its sponsor, the sponsor risks violating its exempt status and could jeopardize its 501(c)(3) classification. While vetting processes for comprehensive fiscal sponsorship can differ among organizations, they all must be rigorous to ensure mission alignment. An essential part of this process is the review and approval of the project by the fiscal sponsor's board of directors.

Program Finances: Programs Meet Resource Allocation Threshold

To establish financial parameters for programs in a fiscal sponsorship arrangement, CRL established a resource allocation threshold that would bring program costs and administrative costs in line with CRL's own ratio of program activity to administrative cost. CRL's ratio of program activity to administrative costs is 46/54 and hosted programs at CRL must operate at this ratio minimum.

As a fiscal sponsor, the hosting organization must account for the cost associated with financial management (accounts payable and receivable, account management, banking fees, reporting, and support for program financial management), administration (meeting records), human resources (staff and staff time dedicated to programs), governance (voting and elections, individual program charters), compliance and risk management (legal and audit services).

CRL, in collaboration with external consultants, estimates that these administrative and personnel costs will amount to a conservative minimum of \$20,000 annually per program, with costs expected to increase as programs grow.

To ensure alignment with CRL and operational efficiency, programs hosted by CRL as its fiscal sponsor must allocate a minimum of \$20,000 annually or 29% of the program's revenue—whichever amount is greater—to cover basic administrative personnel costs related to financial and program management. Additionally, the program's resource allocation ratio should align with the established standards (46%

program expenses or higher). Hypothetical revenue amounts and their corresponding program versus administrative expense allocations are listed below.

Total Revenue	Administrative Expenses	Program Expenses	% of Revenue for Admin	% of Revenue for Program
\$ 34,000.00	\$ 20,000.00	\$ 14,000.00	59%	41%
\$ 35,000.00	\$ 20,000.00	\$ 15,000.00	57%	43%
\$ 36,000.00	\$ 20,000.00	\$ 16,000.00	56%	44%
\$ 37,000.00	\$ 20,000.00	\$ 17,000.00	54%	46%
\$ 38,000.00	\$ 20,000.00	\$ 18,000.00	53%	47%
\$ 39,000.00	\$ 20,000.00	\$ 19,000.00	51%	49%
\$ 40,000.00	\$ 20,000.00	\$ 20,000.00	50%	50%

Legal Requirements: Formalized Fiscal Sponsorship Agreement and Documented Signatory Authority

To pursue fiscal sponsorship, General Counsel requires the execution of a fiscal sponsorship agreement that details:

- Introduction and background, identifying the sponsor and sponsored project
- Terms of the agreement
- Start date and duration
- Scope of services provided
- Financial arrangements (including the fee structure)
- Budget and reporting information
- Compliance and legal obligations
- Intellectual property
- Amendment processes
- Termination clause
- Confidentiality and data protection agreements
- Insurance requirements
- Dispute resolution processes
- Representation and warranties
- Acknowledgement of entity
- Any other miscellaneous provisions
- Signatures by authorized parties

General Counsel notes that as AMP/GRNs are unincorporated associations, they cannot enter a contract as an AMP/GRN, only as individuals or as an authorized representative of their institution. Before any agreement can be signed, the hosted program would need to determine participants and in what capacity the participants are signing the agreement (individual member liability versus institutional member liability). If the institution is a program participant, the institution must authorize an individual to enter into an agreement on the institution’s behalf, granting signatory authority, which would then

make the institution the liable participant entity, not the individual participant. CRL – as Fiscal Sponsor – will require documentation that the institution has agreed to be a participant of the program and has authorized the individual to sign a fiscal sponsor agreement on that institution’s behalf.

It is the recommendation of CRL’s Business Office and General Counsel that preliminary contracts and communications with groups about fiscal sponsorship detail:

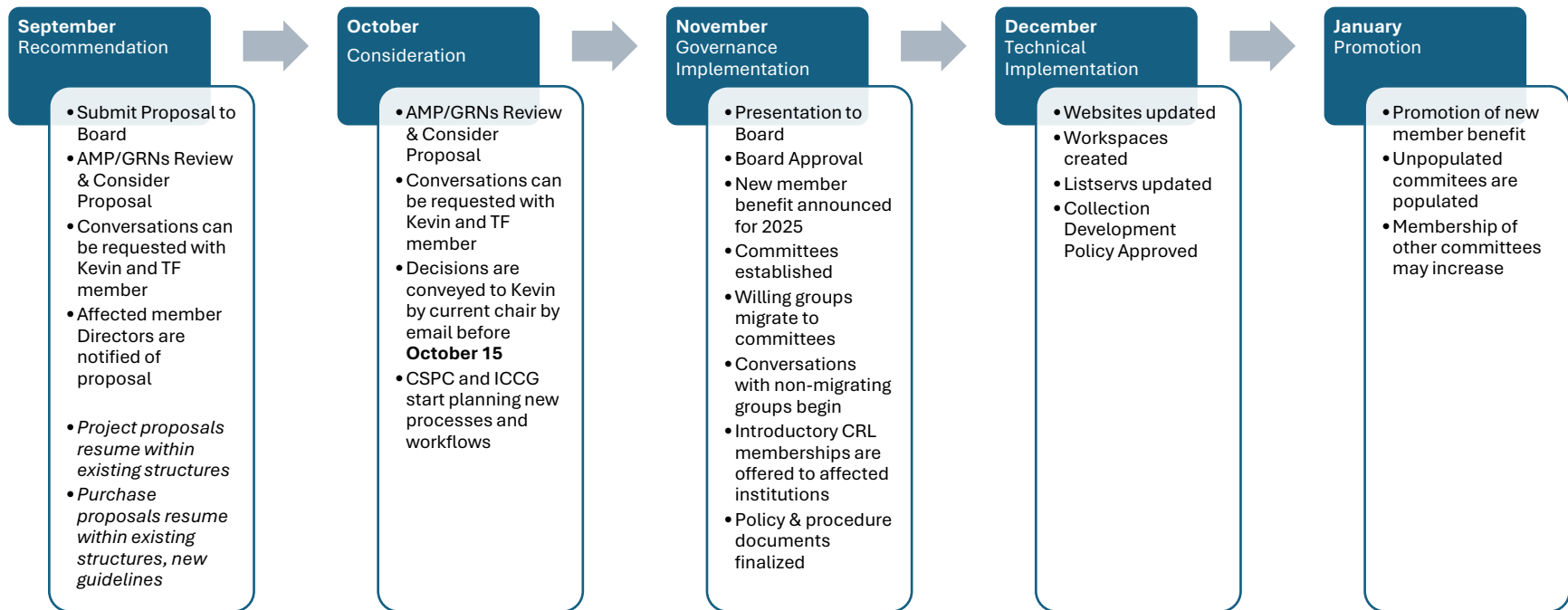
1. What constitutes signatory authority
2. What type of documentation is required to document liability
3. And clarification of liability to signatories

Parameter Summary

In order to pursue fiscal sponsorship, sponsored programs must:

1. Be mission aligned with fiscal sponsor.
2. Meet a minimum program resource allocation ratio of 46/54 (46% or more of revenue should be program expenses).
3. Execute a formal, term-limited fiscal sponsorship agreement with the fiscal sponsor.
4. Obtain authorized signatures from all program participants in the program.

Attachment 07: Next Steps and Timeline



Attachment 08: Example Committee Descriptions

All committees will operate under the Committee Charter but each with different areas of emphasis. Committee descriptions will be crafted by the committees working with CSPC. This public-facing text informs members and non-members of the scope of work of the committee, serving as the committee's distinction among the committees.

The committee description should highlight whether the committee supports a geographic region, a language, a cross-regional culture, or other theme. Also, it will call out if there are any emphases of format, material type, or subjects. A committee may also want to highlight outreach and professional development activities related to their collections work. Thus, in addition to guiding the work of the committee, it should capture the intent of the committee. NB: Examples below are illustrative, not prescriptive.

African Studies Collections Committee

Guided by the CRL Collection Development Policy and the Global Collections Committees Charter, the African Studies Collections Committee acquires research materials pertaining to Africa, African studies, and other related fields of study, emphasizing but not limited to primary resource material from or about Africa and/or in African languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; promotes the preservation of publications and archives concerning the nearly fifty nations of Sub-Saharan Africa; and works to improve access to African and African-language resources through licensing, digitization, and institutional connections.

East Asian Studies Collections Committee

Guided by the CRL Collection Development Policy, the East Asian Studies Collections Committee acquires research materials pertaining to East Asia, East Asian studies, and other related fields of study, emphasizing but not limited to primary resource material from or about East Asia and/or in East Asian languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to East Asia and East Asian-language resources through licensing, digitization, and institutional connections.

Eurasian and Slavic Studies Collections Committee

Guided by the CRL Collection Development Policy, the Eurasian and Slavic Studies Collections Committee acquires research materials pertaining to Eurasia, Slavic studies, and other related fields of study, emphasizing but not limited to primary resource material from or about Eurasia, Slavic Studies and/or in Slavic languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to Eurasia and Slavic-language resources through licensing, digitization, and institutional connections. Geographic areas of interest include the countries of Eastern and Central Europe (Albania, Belarus, Bulgaria, Bosnia and Hercegovina, Croatia, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Republic of Macedonia, Moldova, Poland, Romania, Serbia and Montenegro,

Slovakia, Slovenia, Ukraine), Russia, the Transcaucasian countries (Armenia, Azerbaijan, Georgia), and the Central Asian countries that were formerly part of the Soviet Union (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan).

European Studies Collections Committee

Guided by the CRL Collection Development Policy, the European Studies Collections Committee acquires research materials pertaining to Western and Central Europe and other related fields of study, emphasizing but not limited to primary resource material from or about Europe and/or in European languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to Europe and European-language resources through licensing, digitization, and institutional connections.

A standing sub-committee with linguistic emphasis, the Collaborative Initiative for French Language Collections (CIFNAL) works to improve access to French and French-language resources for North American partners as well as access to North American resources for French and Francophone partners, and encourage collaboration between North American and Francophone establishments, endeavoring to develop connections between the collections.

Another standing sub-committee, German-North American Resources Partnership (GNARP) supports the acquisition, sharing, and use of German-language materials among North American libraries, and the fostering of closer collaboration with German research libraries.

Latin American Studies Collections Committee

Guided by the CRL Collection Development Policy, the Latin American Studies Collections Committee acquires research materials pertaining to the geographic scope of all of Latin America, including the Caribbean region and Central America, Latin American studies, and other related fields of study, emphasizing but not limited to primary resource material from or about Latin America and/or in Latin American languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to Latin America and Latin American-language resources through licensing, digitization, and institutional connections.

South Asian Studies Collections Committee

Guided by the CRL Collection Development Policy, the South Asian Studies Collections Committee acquires research materials pertaining to South Asia, including but not limited to India, Pakistan, Bangladesh, Sri Lanka, Nepal, Bhutan, and the Maldives, South Asian studies, and other related fields of study, emphasizing but not limited to primary resource material from or about South Asia and/or in South Asian languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to South Asia and South Asian -language resources through licensing, digitization, and institutional connections.

Southeast Asian Studies Collections Committee

Guided by the CRL Collection Development Policy, the Southeast Asian Studies Collections Committee acquires research materials pertaining to Southeast Asia, Southeast Asian studies,

and other related fields of study, emphasizing but not limited to primary resource material from or about Southeast Asia and/or in Southeast Asian languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to Southeast Asia and Southeast Asian-language resources through licensing, digitization, and institutional connections.

West Asian and North African Studies Collections Committee

Guided by the CRL Collection Development Policy, the West Asian and North African Studies Collections Committee acquires research materials pertaining to the geographic and cultural area of West Asia and North Africa, including Israel, Turkey, Iran, and related areas not covered by other cooperative materials projects, West Asian and North African studies, and other related fields of study, emphasizing but not limited to primary resource material from or about West Asia and North Africa and/or in West Asian and North African languages; promotes and facilitates the cooperative exchange of ideas and resources between research libraries related to this work; and works to improve access to West Asia and North Africa and West Asian and North African-language resources through licensing, digitization, and institutional connections.

Attachment 09: Draft Committee Procedures Document Template

This text serves as an illustrative placeholder that will be later finalized by CSPC. (to be completed and kept current by the Committee Secretaries)

CRL Global Collections Committee Procedures Document

Name of Committee _____

last revised _____

Composition of the Steering Sub-Committee (not to exceed 10 in total)

Required: Chair, Chair-elect, Immediate Past Chair, Secretary, CRL Ex Officio Members

Optional: Steering Sub-Committee members: Appointed or elected Chairs of Standing Sub-Committees or Working Groups (Chairs of non-standing sub-committees, working groups, or task forces would not be eligible)

Standing Sub-Committees and Working Groups (title, membership, charge)

Standing Guests of the Committee: (individuals or positions from related professional organizations ineligible for CRL membership with ongoing engagement in the committee work, incidental guests need not be included here – See Section D of the committee charter)

Committee meeting Calendar

Required: two meetings of Steering Sub-Committee and one annual member meeting

Optional: some groups like to specify that their annual meeting is concurrent with a professional organization's annual meeting. Some may opt for Quarterly Meetings or another schedule beyond the required meetings

Other Operational procedures of the committee"

Required

Decision-making process, such as voting

Other?

Optional

Acknowledgement of professional affiliations information work (such as professional standards)

Other?