CRL and Educopia Community Convening

Aligning Vision and Practice
September 28, 2023

Speaker Introduction

➔ **Katherine Kim**, Educopia Institute
➔ **Jessica Meyerson**, Educopia Institute
➔ **Angi Faiks**, Macalester College, CSPC & CRL Board
➔ **Kristina Rose**, New York University, CSPC
➔ **Laura Ring**, University of Chicago, SAOA
➔ **Ellen Mueller**, University of Michigan, SSAWG
➔ **Dale Correa**, The University of Texas at Austin, MEMP
➔ **Émilie Songolo**, Massachusetts Institute of Technology, ICCG
➔ **Andrea Duntz**, CRL
➔ **Felicia Owens**, CRL
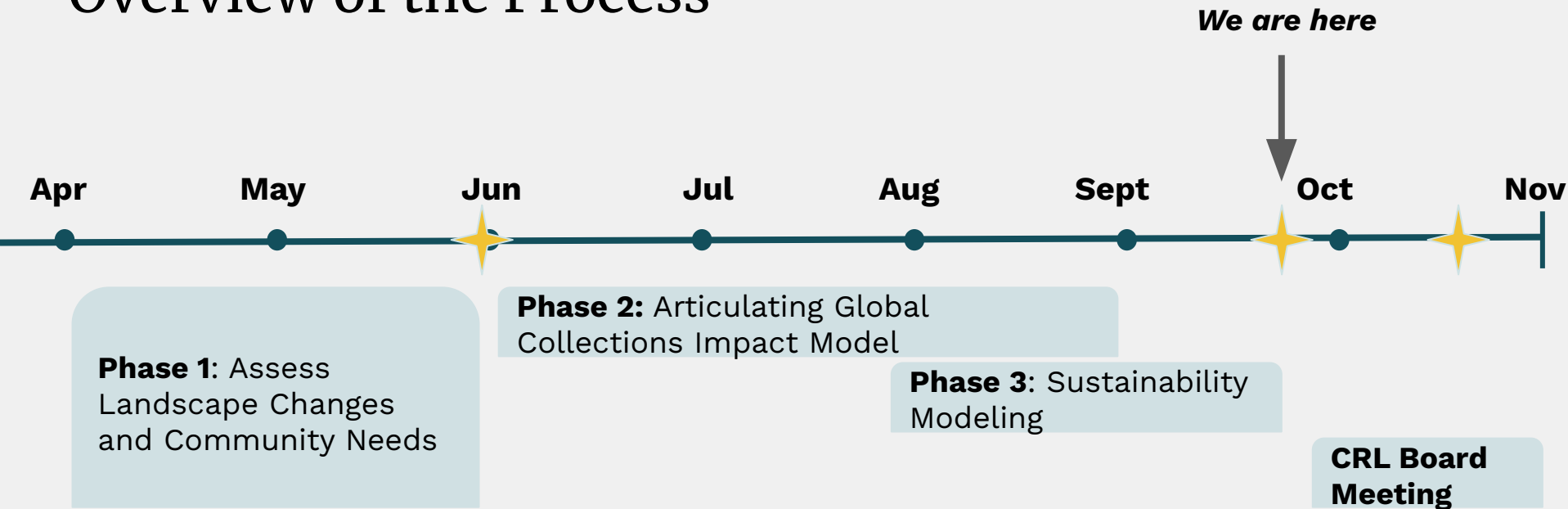
Center for Research Libraries

CRL is a **research library** and **an association** that is best positioned to leverage its scale and its network towards a more equitable knowledge commons.

In order to move from values to practice, CRL is currently:
- Reimagining CRL's Global Collections Programs (GCPs)
- Hiring a new director for global collections

Overview of the Process

We are here

Apr — May — Jun — Jul — Aug — Sept — Oct — Nov

Phase 1: Assess Landscape Changes and Community Needs

Phase 2: Articulating Global Collections Impact Model

Phase 3: Sustainability Modeling

CRL Board Meeting

Full-Community Convenings: May & September
CRL Board Meeting: October

Sprint Team Participants

Impact Model Sprint Team

- Jennifer Osorio, University of California, Los Angeles
- Angi Faiks, Macalester College
- Zoë McLaughlin, Michigan State University
- Laura Ring, University of Chicago
- Greg Eow and Felicia Owens, CRL
- Katherine Kim and Jessica Meyerson, Educopia Institute Facilitators

Sustainability Sprint Team

- Dale Correa, The University of Texas at Austin
- Ellen Mueller, University of Michigan
- Kristina Rose, New York University
- Émilie Songolo, MIT
- Andrea Duntz and Felicia Owens, CRL
- Katherine Kim and Jessica Meyerson, Educopia Institute Facilitators

Impact Model: Articulating Vision & Values

Laura Ring, SAOA

| Situation | Resources | Activities | Outputs | Outcomes | Impact |

Led by its members, CRL fosters more equitable partnerships, diversifies & clarifies collection priorities and impacts, defines better collections practices, and addresses the changing field of area studies in a postcolonial environment.

- Advance the cultivation of the post-colonial knowledge commons
- Advance scholarly communication and equity of access in all parts of the world
- Advance discovery and promotion of research resources in regional Institutional Repositories
- Advance collection development of print resources in service of the "collective collection"
- Support timely cataloging and description of print and electronic content, especially for non-Roman script language materials
- Coordinate and support engagement of regional institutions and information producers to develop and sustain collections in a post-custodial setting
- Build/maintain/enable interoperation of digital infrastructure that supports the identification and capture of born-digital resources
- Advance the development of diverse and inclusive, non-Roman script language corpora to support computationally-driven research and teaching

Three Major Phases

Understand & **Design**

Invest, Implement, & **Improve**

Assess & **Expand**

Apr - Sep: Conducting a landscape scan and apply that understanding to the redesign of administrative and operational structures and processes

Oct - Apr 2024: Enter an implementation phase for new administrative, operational, and governance processes; Expand CRL programming to include skill cultivation

April 2024 - 2025 and beyond: Facilitating culture change, communicating impact and accountability measures, and continuing to build trust

How do we define sustainability?

➔ **Mission Clarity:** CRL is a non-profit educational organization that exists to collectively build, collectively steward, and collectively share collections with their members.

➔ **Strong Financial Management:** Fiscal models and management that support the work of global collections programs without detriment to the fiscal sponsor.

➔ **Clear Governance:** Clear delineation of responsibilities for organizational oversight, decision making, resource allocation, operations/management, and overall alignment that reduce risk and ensure all act in the best interests of CRL and GCPs.

What about current global collections activities isn't sustainable?

➔ **Inconsistent Mission**
   ◆ Uneven alignment with CRL's mission to collectively build, collectively steward, and collectively share collections with their members
   ◆ Building collections outside of member access

➔ **Budgets**
   ◆ While budgets plan for project/material acquisitions, surrounding operational costs are not accounted for or funded. This includes both apparent and ancillary costs like staff, or inflation/fluctuation of planned projects

➔ **Siloed Operations and Lack of Support Structures**
   ◆ Ambiguous roles and responsibilities, disconnected from CRL Board and lacking integration with existing collection committees (ICCG and CSPC) to ensure proper alignment on oversight, decision making, and resource allocation

Émilie Songolo, ICCG

Achieving Mission Clarity

CRL is a non-profit educational organization that exists to collectively build, collectively steward, and collectively share collections with their members; Global Collections Programs must engage in activities related to or supporting the mission of CRL.

Global Collections Divisions

Émilie Songolo, ICCG
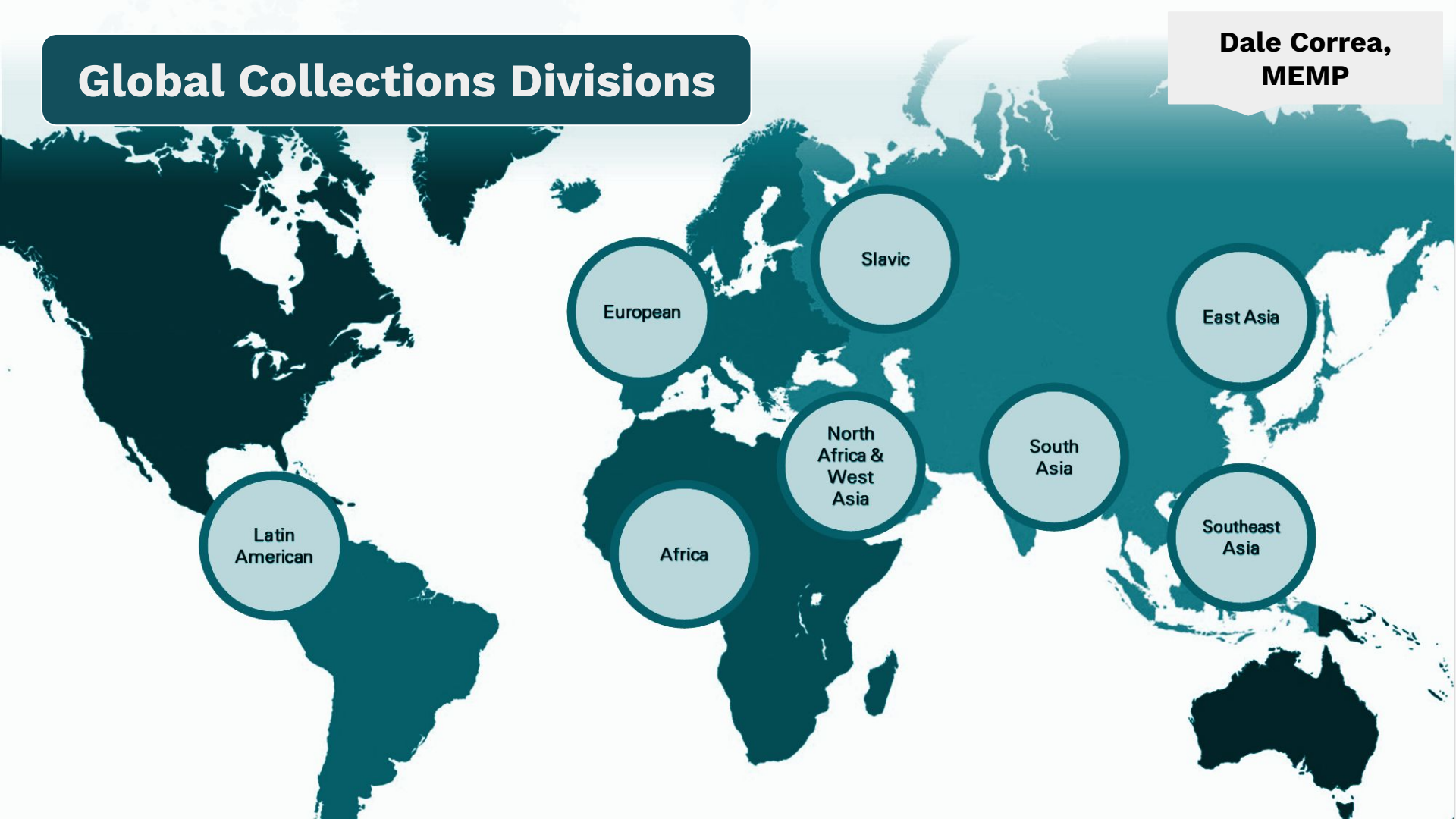
Achieving Strong Financial Management

Financial models and management that support the work of global collections programs without detriment to the fiscal sponsor or membership organization

Andrea Duntz, CRL

Achieving Strong Financial Management:
Two Models Grounded in Current Practice

Model #1: Fiscal Sponsorship   Model #2: Additional Membership

Achieving Strong Financial Management: Two Models Grounded in Current Practice

Andrea Duntz, CRL

Model #1: Fiscal Sponsorship

Groups like LARRP, GNARP, CIFNAL, and SAOA are modeled in ways that resemble a fiscal sponsee/fiscal sponsor relationship.

Model #2: Additional Membership

Andrea Duntz, CRL

Achieving Strong Financial Management: Two Models Grounded in Current Practice

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1) **All groups are some variation/combination of Models #1 and #2**
2) **No group is entirely Model #1 or Model #2**
3) **No two groups administrative practices or structures are the same**
4) **No group exists as a legally recognized separate organization**
5) **No group has a model that fits the definition of sustainable**

Which Model Best Supports Mission Alignment & Clear Governance?

What is it? Which practice aligns best with **mission**?

CRL: CRL is a non-profit educational organization that exists to collectively build, collectively steward, and collectively share collections with their members.

Model #1: Fiscal Sponsorship

The practice of non-profit organizations offering their legal and tax-exempt status to groups —typically projects or programs still developing — engaged in activities related to the sponsoring organization's mission.

Model #2: Additional Membership

An additional membership offering wherein participating division members operate as collection development curators and steering committees for CRL's collections.

Which Model Best Supports Mission Alignment & Clear Governance?

How does it operate? How does this affect **governance**?

CRL: CRL is a non-profit membership organization that operates with a cooperative model (CRL is "members-owned").

Model #1: Fiscal Sponsorship

This model is often best suited for projects in an "incubator" stage wherein the fiscal sponsee grows funding, programming and recognition of the program; while reducing the fiscal sponsee's liability and limiting IRS challenges of tax-exempt designations of donations. A board resolution may be adopted during the agreement process to address potential or eventual separation of the fiscal sponsee from the fiscal sponsor (CRL).

Model #2: Additional Membership

Global Collections Divisions - as a part of CRL - would build global collections with the support of CRL staff, committees, and board members.

GCP's as an Extension of CRL Membership
Advantages of Full Integration

- As an add-on membership option, GCP's:
  - are a recognized and cohesive part of CRL.
  - directly influence and inform how CRL's collective collections are built.
  - provide a forum for professional networking with other subject experts in like and adjacent fields at both the national and international level
  - serve as a platform for professional development
  - *can expect increased levels of support from CRL for collections initiatives
  - *financial and administrative costs are reduced <u>but not eliminated</u>.
    - In this model, a common fee for membership in each GCP would be applied to account for increased operational support needs which includes collections building initiatives and related activities.

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How?

Which Model Provides Financial Management While Containing Costs?

How do the treatment of funds differ? How are finances managed?

(1) Financial Management: Comprehensive accounting services and financial management including banking and audit services, 501(c)3 status, budgeting support

(2) Administrative Structures: Governance, HR, legal support, records management, workspace infrastructures, tech support, website/platform updates, listservs, etc.

(3) Program Management: Project management support, metadata and cataloging, resource sharing support, etc.

Model #1: Fiscal Sponsorship

(1), (2), and (3) all have associated costs for the fiscal sponsor hosting the fiscal sponsee and best practices include holding all fiscally sponsored project funds in a separate banking account, keeping it separate from programming and operations in an organization's financials, and keeping clear operational records to supplement and support financial documents - all of which increases operational costs.

Model #2: Additional Membership

As an integrated part of CRL, (a) integrated membership renewal process, (b) no separate invoicing, (c) no additional contracts (reduced legal support needs), and (d) simplified financial reporting all save on costs either directly or through personnel hours.
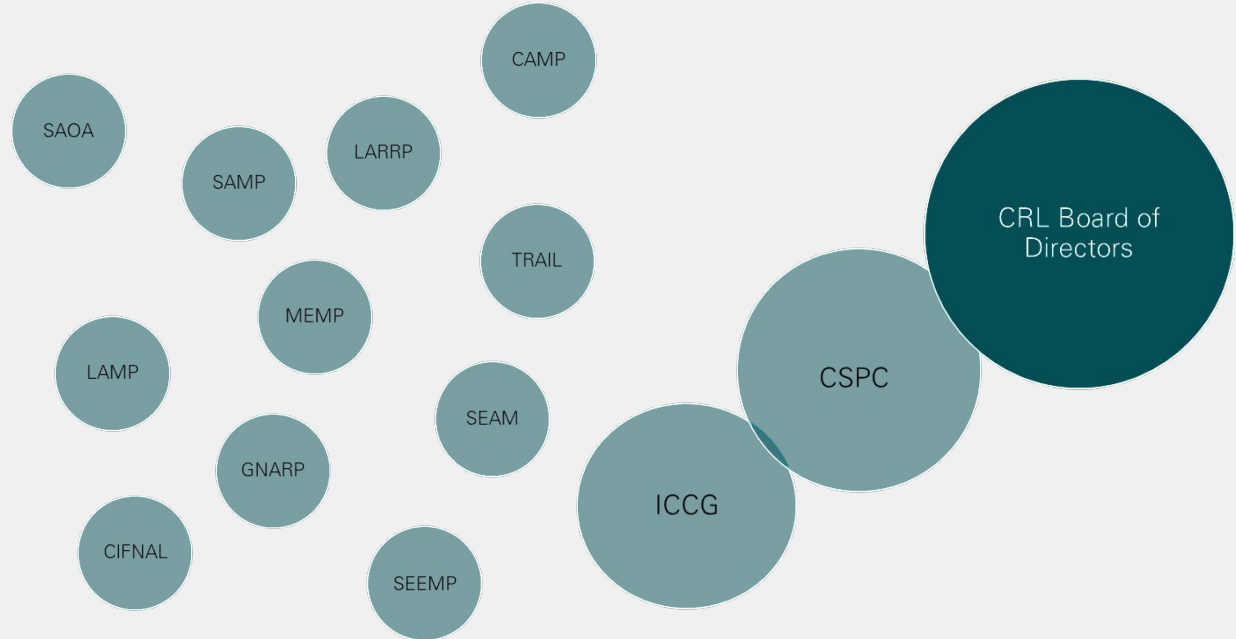
Achieving Clear Governance

Clear delineation of roles/responsibilities for organizational oversight, decision making, resource allocation, operations/management, and overall alignment that reduce risk and ensure all act in the best interests of both CRL and GCPs.
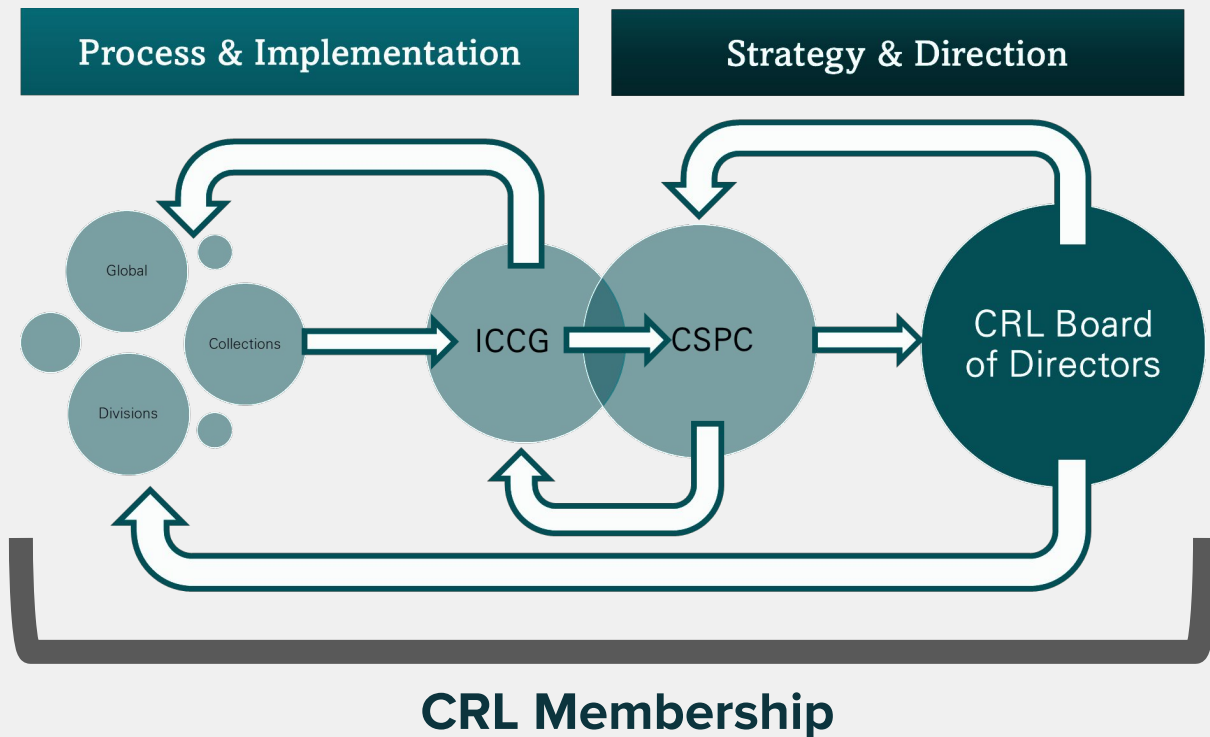
Where do the GCPs fit into the current governance structure?

➔ Limited connection to CRL collections groups.

➔ Siloing among AMP/GRN groups, ad hoc opportunities for collaboration.

➔ Lacking cohesive collection development policy or strategy.

How will GCDs fit into CRL's governance structure?

Process & Implementation

Strategy & Direction

Global

Collections

Divisions

ICCG → CSPC → CRL Board of Directors

CRL Membership

➔ CRL Board and CSPC set direction and strategy for collection building.

➔ ICCG and GCDs lead building and stewarding global collections, fostering community.

➔ CRL staff are the conduits ("arrows") to facilitate work at all levels.

➔ For CRL members, ultimate goal is to build post-colonial knowledge commons.

Benefits of Governance Structure

How does this model build global collections better?

Operations

➔ Establishes and routinizes connection between GCDs and CRL.

➔ Fosters greater collaboration within and among GCDs.

➔ Ensures continuity amid turnover, both among leaders and staff, allowing for larger-scale projects.

Strategy

➔ Reinforces GCD leaders/members as *the* subject experts building global collections at CRL.

➔ Aligns GCD purpose and activities with long-term collections strategies at scale.

➔ Creates opportunities to advance interoperability for collective collection building.

Next Steps

Communications: Connect Newsletter, GCP Chairs Listserv, & Strengthening Global Collections Landing Page

Open Comment Period: Community members can submit additional feedback on the models through Friday, October 6

CRL Board: October Board Meeting will involve discussion of models and related community feedback to then decide on a course of action

Implementation Team: Led by CSPC along with ICCG, the team will run from November through June 30, 2024

Timeline

September 2023 - July 2024

September 2023	October 2023	Winter '23/Spring '24	April 2024	July 2024
Community Convening	**CRL Board Meeting**	**Onboarding**	**CRL Annual Meeting**	**New Fiscal Year**
Introduce new Financial & Administrative models and Governance model	Board will review and approve models and next steps	Contracts, Bylaws, Templates, etc.	GCP Gathering	New funding model implemented

Open Comment Period: Call for Community Feedback

➜   Are you energized by the vision for CRL Global Collections?
➜   Do the financial and administrative models effectively align organizational practice with the vision?
➜   Do these models effectively address current sustainability challenges?
➜   Does the governance model and refinement of roles and responsibilities effectively align practice with vision?
➜   If your organization is not already involved in CRL Global Collections work, did today's convening change your interest in participating in these activities?

Thank You & Questions

Acronyms

➔ **AMP/GRN,** Area Materials Project/Global Resource Network
➔ **GCP**, Global Collections Programs
➔ **GCD**, Global Collections Divisions

➔ **CSPC**, Collections & Services Policy Committee
➔ **ICCG**, International Collections & Content Group
➔ **SSAWG**, Sustainable Stewardship & Access Working Group

➔ **CAMP**, Cooperative Africana Materials Project
➔ **CIFNAL**, Collaborative Initiative for French Language Collections
➔ **GNARP**, German-North American Resources Partnership
➔ **LAMP**, Latin American Materials Project
➔ **LARRP**, Latin Americanist Research Resources Project
➔ **MEMP**, Middle East Materials Project
➔ **SAMP**, South Asia Materials Project
➔ **SAOA**, South Asia Open Archives
➔ **SEAM**, Southeast Asia Materials Project
➔ **SEEMP**, Slavic and East European Materials Project