Catholic Research Resources Alliance

http://www.catholicresearch.net

CRRA Board of Directors
Agenda and Minutes

Tuesday December 13, 2011
1:30 – 5 p.m. Eastern Time
John K. Mullen of Denver Memorial Library Room 322
Catholic University

1. **Welcome, introductions, and meeting overview** – Janice Welburn
   (Audio call-in for Tom Wall to phone in meeting room at 202-319-6708)

Present: Janice, Joe, Evelyn, Maureen, Steve, Jennifer, Tom, Tyrone, Susan
Regrets: Artemis, Theresa, Susan

Janice welcomed participants. She noted this is an opportunity for the Board to come together in context of organizational needs and development. As CRRA grows, the need for Board governance does too and this is an opportunity to help the Board take the next steps in being the most effective Board it can.

2. **Working together as a board**: roles, expectations, virtual environment, shared accountability, vision for CRRA today and five years from now – Maureen Sullivan, Organizational consultant

Maureen facilitated the discussion through a series of questions and wrote the major points on flip charts. The minutes include all of the points from the flip charts along with the extended discussion as needed.

What makes CRRA and the Board important to board members? Why did you agree to serve on this Board?

- Sense of urgency for Board activities. Quarterly schedule makes best use of time. 90 minutes good length.
- Visible organizational success beyond the Boar. Programmatic growth that underpins the need for a Board. One concern is that CRRA is driven by voluntary engagement. Need a commitment by the board; also beyond the Board to achieve a critical mass of commitment that will carry out the programs.
- How do we support putting the strategic plan into action? Align library staff work with CRRA activities, mission alignment and shared goals that advance library agendas as well as CRRA agendas .Identify ways to engage staff in member libraries.
- Participation overhead: virtual versus travel. Lyrasis Board meets physically once a year. To optimize use of time, "piggybacking" is with other meetings is ok but be sure to evaluate the choices being made and ensure doesn't Board meeting does not infringe on the other meeting. Critical to have one in-person meeting, set dates ahead of time, poll Board members on plans to go where for piggybacking options, December/January often good options for an in-person meeting (faculty otherwise focused, other meetings have slacked off – avoid October – November, March – April for an in-person meeting, ACRL in Indy in 2013, or ALA in Seattle & Chicago in 2013. Hold spring Board meeting in conjunction with AJCU at BC. Could also hold in-person Board meeting before or after annual membership meeting. What tools are out there, e.g., use of Sharepoint (some commercial solutions) or other way to have documents in front of people during the meeting, see hands raised, etc.

- Virtual conferencing with and/or between annual meetings for continuing member engagement.
- Assign work activities to Board members
  - executive (now called budget and personnel, add one person)
  - membership
  - fundraising
  - other ad hoc task forces
  - liaison relationships with other program committees
  - developing the annual meeting - Board member, host institution, CRRA staff
  - parliamentarian (Tyrone to advise) : discussion, action, time limits
  - strive for something for each Board member
  - Take last 5 minutes of Board meeting to assess how it worked (assess own effectiveness)
- Need formal orientation for new Board members. Write up board roles, responsibilities, expectations, background informational packet. Can be done virtually for new members.
- CRRA is a membership organization. Duquesne symposium was great for organizational development.

What are Boards responsible for? (flip chart 3)
- Governance
- Finance and funding sources
- Strategic planning, setting direction, determining priorities
- Employing the Executive Director
- We operate (appropriately) as a working Board because in the beginning everyone works!
- Question: when is appropriate time to move to a role oriented more toward governance?
- Question: how to engage with members not on the Board? Maureen noted the Board has the power to make decisions for the whole organization. When it comes together, it represents the whole organization. A representative board is a trigger for a shift from working to more oversight and governing.

What do Board members expect of ourselves (flip chart 4)
- Make attendance and participation in each meeting a priority
- Invest in helping CRRA become a strong organization
- Come prepared – read documents, contribute to discussions, etc.
- Meet deadlines, follow through on assignments
- Share responsibility – hold each other accountable
- Take 5 minutes at end of each meeting to assess meeting

How will we (the Board) do our work? (flip chart 5)
- 3 virtual meetings per year with at least 1 in –person meeting per year (December good)
- Set the meeting schedule well in advance
- Assign work activities to Board members, e.g., recruit members, liaise with committees
- Hold annual meeting with an in-person Board meeting tacked on
- Convene meetings for membership, including virtual / web-hosted conferences

What questions and topics do you see for future Board meetings (flip chart 6)
1. How to manage rapid growth? What is rapid growth? What is impact? What kind of plan is needed?
2. How to get new sources of funding? We will take steps to position ourselves to seek external funds.
3. Member recruitment and retention is important for portal development and sustainability. What is the return on investment (ROI) for members? Mine the survey for implicit suggestions on what members expect and want. Survey members for their expectations. When can the CRRA demonstrate value? Small organizations may drop if lack of demonstrated value for them; keep in mind in recruiting. Understand new member and continuing member expectations so can meet them. Check back.

4. How does CRRA relate to the parent institutions? Important not to conflict with institutional missions and goals.
5. How to engage members beyond the Board level?
6. Are there options for mission-support from institutions, not from the library budget or dues paid? Seek advice from Michael Galligan-Stierle for ACCU sponsorship. Might it be possible to go to ACCU Board with strategic plan and ask for support?
7. What are our values? Develop and understand values in future as an activity that can advance Board development. This is an abstract conversation but one that helps understands what is valued. What is a source of pride? Access, enhancing scholarship, and collaboration were mentioned.

What is the CRRA mission?   (flip chart 7)
- Bring attention and access to Catholic resources
- Global enduring (preservation) access to Catholic resources (put it out there)
- More than discovery
- Beginning with rare, unique and uncommon research materials in North American college, university and seminary archives and collections

What is your vision for CRRA?   Vision and developing the portal year in the context of the vision (flip chart 8)
- A vision is brief and memorable.
- Advance Catholic Studies for new and deeper understanding of Catholic historical and social experience by providing access to Catholic resources (previously unavailable, in danger of being lost)
- The leading provider of access to Catholic Studies resources (or research content)
- Facilitate sharing of resources
- Digital immediate, direct access (beyond finding aids)
- Leading repository

Going toward 2016, what key steps are needed to develop the portal into a leading portal that:
1. Identifies resources
2. Transforms from analog to digital
3. Presents in complete form to users
4. Preserves them in their digital form for future

Strategic focus for next year   (Flip chart 9)
- Make the portal useful beyond discovery
- Prototype resource sharing and delivery options
- Continue to add content

What strategies might CRRA use for developing the portal?   (flip chart 10)
- We partner to achieve the 4th stage (DPLA, others)
- CRRA aligns technical and social architecture with general frameworks such as DPLA.
- Seek an IMLS grant for a planning meeting as did LA Public Library for public libraries. What is the DPLA going to mean? Bring members together to discuss the impact of the DPLA on the portal.
- Articulate set of underlying principles around which to build; use the principles emerging from DPLA; commitment to open principles around the knowledge commons
- How can we act to enable our members to participate in multiple repositories?
- How can we grow the portal content beyond what is held by members? Linked data and semantic web can make this happen?

Board action plan
1. Send brief message to Board w/ meeting summary – Janice & Jennifer 12/21/11
2. Draft a new vision statement for Board discussion – Joe and Tyrone - 1/18/12
3. Write up Board expectations – Evelyn – 1/18/12

4. Draft a new mission statement for Board review – Janice & Jennifer – 1/25/12
5. Push vision and mission statements out to Task force on Five Year Strategic Planning – Jennifer - 2/05/12
6. Develop more formal Board orientation – Evelyn & Jennifer – 2/20/12
7. Develop plan for effective virtual meetings, including options for use of new virtual meeting tools – Steve & Tyrone – Feb. 15, 2012
8. Approve & adopt vision & mission – Board – 3/07/11 (date of scheduled Board meeting)
9. Add goal in strategic plan for review of Board governance and committee structure – Board
10. Articulate values – Board initiates – include as goal in strategic plan
11. Plan annual meeting for June 2011 – Jennifer plus Board member - March
12. Start thinking about a fall 2012 webinar / virtual meeting – Joe
13. Appoint conference meeting chair for fall 2012 or spring 2013 & invite others to serve – Jennifer, Janice – March

3. **Wrap-up, adjourn. Visit American Catholic History Research Center and University Archives, Aquinas Hall**

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Wednesday, December 14, 2011
9:00 – Noon Eastern time
John K. Mullen of Denver Memorial Library Room 322
Catholic University

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4. **Welcome, agenda review – Janice Welburn, chair**
   (Audio call-in for Tom Wall to phone in meeting room at 202-319-6708)

   Present: Theresa Byrd, Tyrone Cannon, Stephanie Clark (for Artemis Kirk), Steve Connaghan, Joe Lucia, Evelyn Minnick, Susan Ohmer, Tom Wall, Janice Welburn, Jennifer Younger

5. **Confirmation of September 20, 2011 Board minutes** (attached and accessible at https://www.catholicresearch.net/admin/docs/Board%20of%20Directors/, click on 2011 Board Agenda and Minutes). Admin Area login: User name "catholic" and password "portal."

   Outcome: Unanimously approved. Members liked the clear statement of outcomes in the minutes. Evelyn moved approval, Susan seconded.

6. **Budget and financial overview** – Jennifer, Janice (30 minutes)
   - Discussion: What is the purpose of our cash reserve? What are spending priorities? What factors do you see affecting dues for next year?
   - Desired outcome: Understand budget and financial position. Identify factors for next year's dues

   Outcome: Consensus to hold dues at same level for next fiscal year.

   Outcome. In January 2012, Jennifer will draft an update on financial status for all official representatives for Board approval. The update will include the tiered dues structure and note CRRA operates with in-kind and voluntary financial contributions. Suggest additional voluntary contributions welcome.

   Outcome: Consensus ok to hold cash reserve. Spend in support of strategic foci and goals.

   Discussion.
   - Artemis Kirk and Janice Welburn are the Budget and Personnel Committee. Jennifer joins in ex officio.

- The budget does not show all costs of running CRRA. Need to develop a budget that shows other financial support, including salaries, symposium and other meeting hosting, and in-kind (in a monetized form) contributions. Commitment to Pat is 3 year term through June 30, 2014. Identify critical role (and recognition) for contributors. Essential for members to understand true costs of running the organization.   Members can make additional voluntary contributions at any time.
- Current fiscal year allocation priorities: ok to hold onto cash reserve. Expend around strategic foci, such as making portal beyond discovery and current goals, including access to Catholic newspapers and implementation of Archon/Archivist Toolkit, incorporation & tax-exempt expenses
- Annual meeting should have something budgeted for it. Local and/or professional association sponsorships. Could also be a revenue driver?
- Consider subsidies for targeted members.
- Bring in new members: tiered structure works to recruit but doesn't put us on a firm road to sustainability.
- Five year financial plan for two scenarios: Growing without building infrastructure (technical and staff). Growing with building full scale repository (technical and staff).
- Develop "institutional membership" at higher level.
- Develop mission critical projects in sufficient time for members to allocate funds in their budgets to support their own participation and to CRRA costs for project implementation
- Amortize costs over time and institutions pay over-time period to minimize upfront costs for CRRA.
- Important to link priorities to budget in developing the budget.
- Hold webinars or other virtual meetings for new members on getting records into the portal.

7. **Proposal for an NEH Challenge Grant** (target date May 5, 2012) (30 minutes)
    - Discussion: Overview of purpose and the Board's role in the proposal and potential award: yea or nay, vision, scope and financial target, and fundraising (mission alignment with member institutions, Catholic and other foundations, Leadership Council, Coalition of Partners)
    - Outcome: Board aware of role. Board decides on developing a grant application with the provision that the Board will be asked to review as needed and approve the final proposal

    Outcome: There was a consensus to focus in the near term on developing a plan for sustainability in sustaining mission and building capacity, and not to apply for NEH Challenge Grant this year. We will identify and take steps to position ourselves to seek external funds.

8. CRRA in five years: The Board vision for CRRA (20 minutes)
    - Outcome: Key points for input to CRRA Five Year Strategic Planning Task Force

    Outcome: Board members on the TF will convey the Board's appreciation to the TF and input from discussion below.

    Discussion:
    - Tuesday afternoon discussion on vision and mission was anticipatory of agenda topic on key points for TF.
    - Audio-visual and other not-text formats bring new technical requirements if/when a full content repository.
    - Catholic portal has two aspects:
        o Finding aids and metadata records
        o Full digital content accessible via links and/or on the portal
    - Q2. CRRA to provide a framework for other collaborative projects. Adopt open principles. Consider multiple scenarios – one with, one not a full repository.
    - Partnerships. Yes. Radical collaboration. Deep sharing. Intensely collaborative requires not just money but integration of activities and strong mission alignment between CRRA and local institutions.
    - Digital Public Library of America. Build scan-a-mobile units. CRRA as one agent of accomplishing vision of DPLA. Recognition the concept of a shared vision is extensible to other organizations.

- What do our members need? Do we "do" it or work through/with other agents?
- Q4. Years 4 and 5 will be sketchy. Write broad initiatives so that as technology evolves or environment changes, can adapt.
- Q5. May consider later.

9. **Organizational status questions**: tax-exempt status, incorporation, liability protection (Directors & Officers Insurance), Board governance (Background information in CRRA Board minutes topic 5.2), committees and member rights, affiliate status with other professional associations such as Catholic Library Association, American Theological Library Association, American Library Association, American Catholic Historical Association, Association of Catholic Diocesan Archivists, recognition as a Catholic organization and inclusion in the *Official Catholic Directory* (30 minutes)
   - Outcome: Understand issues and identify next steps

   Outcome: Consensus to pursue incorporation and tax-exemption status. Jennifer will draft a proposal with costs & benefits outlined for March. Pursue costs, benefits, and implications before deciding.

   Outcome: Consensus to revisit structure and responsibilities of budget and personnel committee with consideration of becoming an executive committee.   Janice to develop proposal.

   Outcome: Jennifer will prepare discussion drafts on remaining questions, especially on what it means to become a Catholic organization as this is a requirement for funding requests to many Catholic foundations.

10. Membership growth and strategies, targets, Membership Committee (20 minutes)
   - Outcome: Approve (or not) a Membership Committee and identify next steps.

   Outcome: Consensus to form Membership Committee. Jennifer will draft charge.

   Discussion
   - A membership committee would develop strategies, coordinate a local and national recruiting effort to tap into who knows who and works together, and identify/pursue prospective members.
   - Member retention is as important as recruiting new members. Show the benefit, be sure content is in and report out on use, show visually the connections and relationships between/among collections of different libraries to show how building something bigger than the sum of its parts

11. **Wrap-up and adjourn. Lunch with Dr. James Brennan, Provost, and Dr. Ingrid Hsieh-Yee, Acting Dean and Ordinary Professor, CUA School of Library and Information Studies.**

The **mission** of the Catholic Research Resources Alliance (CRRA) is to provide enduring global access to Catholic research resources, beginning with access to the rare, unique and uncommon research materials held by college, university, and seminary libraries and archives in North America.

About the CRRA: **The CRRA is a nonprofit membership alliance.** Its purposes are to identify and create access to Catholic research resources, establish the Catholic Portal and best practices for adding materials to it, and build the network of libraries, archives, and other institutions that further this work.