

# 2017

ANNUAL REPORT

Innovation  
and  
IMPACT



# Dear Members

Hundred year old bonsai trees, World War II propaganda posters, original manuscripts by James Joyce, maps of historic neighborhoods that exist nowhere else, unique and sustainable building materials and blueprints for historic buildings.

No matter how different these member collections seem, all of our members have one thing in common: we are committed to discovery, access, preservation and sustainability of knowledge. From rare books to historic maps, from obscure plant samples to troves of antique personal letters, from huge, open data sets to small, local newspapers, our members are dedicated to ensuring that human knowledge, in all its forms, is accessible, sharable and usable.

At LYRASIS, we have more than 80 years of history working with knowledge professionals to help enhance, sustain and provide access to these important resources. We do it by delivering the best possible licensed and open content, open source software and technology services, and professional continuing education programs.. For decades, the backbone of our work has been strategic licensing, which delivers best of field knowledge resources, with pricing and terms that are beneficial both to the individual member and to the field of libraries, archives and museums at large. In addition, LYRASIS has long been known for our digitization, preservation and disaster preparedness work, through our Digitization Collaborative and our first class training and consulting teams. These vital areas remain the core of our work here at LYRASIS, and we continue to invest in these services to remain a trusted source.

However, as we all know, it is a rapidly changing world in which we operate and the fields of knowledge and technology demand that our members pursue new programs and services to meet the needs of their users. It is in this spirit that LYRASIS expanded our services to invest in new initiatives like open content, community-supported software and hosting services. These technologies and services expand our members’ abilities to serve their end users, optimize their resources and fulfill their individual missions.

To ensure that LYRASIS remains a trusted and relevant partner now and into the future, we are continuing to transform and INNOVATE. We do this by engaging with you, our members. Over the last 2 years we have built a new suite of programs designed to expand member feedback and member engagement, keeping us more in touch with your needs and ready to offer the solutions and resources you need NEXT. Our leadership initiatives - Leaders Forums, Leaders Circle and all-new Catalyst Fund - have allowed us to directly engage with more than 400 members who require and expect innovation, so that we can continue to understand and supply solutions to the challenges you face on a daily basis.

This commitment to engagement has fueled INNOVATION in our service areas and in member institutions as well. This INNOVATION has one goal: to maximize IMPACT of our members, users and the wider community of archives, libraries and museums.

The evidence of our IMPACT is clear. In 2016-2017, we:

- Invested seed funding of \$135,000+ directly to you, our members, through the Catalyst Fund
- Negotiated special terms for a new combined Springer Nature journals deal, benefitting over 140 member libraries with new and affordable content
- Expanded our hosting services clients by 62%
- Began work on an Andrew W. Mellon Foundation grant to target new communities, performing arts groups, on a national scale around emergency preparedness

We are a community of professionals with local missions and a global objective, collaborating to create and share the best tools and services possible to ensure the access, preservation and sustainability of knowledge communities worldwide, from bonsai trees to blueprints.



Robert Miller, CEO, LYRASIS

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# Leadership Initiative

## The Leaders Circle

We created the Leaders Circle after we heard through our 2016-2017 Leaders Forums that the community needed a way to actively work together in a results-focused environment. If you are interested in designing real-world solutions alongside your fellow members, join the Leaders Circle today. Email [membership@lyrasis.org](mailto:membership@lyrasis.org) for more information.

- Alabama A&M University

Alabama State University

Arizona State University

Atlanta University Center

Birmingham-Southern College

Brigham Young University

Bucknell University

Butler University

Charlotte Mecklenburg Library

College of Coastal Georgia

Columbia International University

Columbia University

Connecticut College

DePaul University

Duke University

Duquesne University

Emory University-Woodruff Library

Florida Atlantic University

Free Library of Philadelphia

Furman University

Georgia Public Library Service

Harvard University Archives

Harvard University Graduate School of Design

Haverford College

Idaho Commission for Libraries

Indiana State University

Indiana University - Bloomington

Indiana University East

Indiana University Kokomo

Indiana University Purdue University Indianapolis (IUPUI)

Indiana University South Bend

Jardín Botánico de Vallarta (Vallarta Botanical Garden)

Johnson C. Smith University

La Salle University

Loyola/Notre Dame Library

Massachusetts Board of Library Commissioners

Massachusetts Institute of Technology

Metropolitan Library System
- Miami-Dade Public Library System

Mississippi Valley State University

Montana State University - Bozeman

Moravian College & Theological Seminary

National Gallery of Art

National Library of Medicine

New Jersey State Library

Oberlin College Library

Old Dominion University

Pennsylvania State University

Purdue University

Roanoke College Library

Rosenbach Museum and Library

Sacred Heart University

Savannah State University

St. Thomas University

State Library of Florida, Division of Library & Information Services

State Library of Iowa

Temple University

Topeka & Shawnee County Public Library

Troy University

University of Delaware

University of Maryland

University of Massachusetts Amherst

University of Memphis

University of Michigan

University of Nevada, Reno

University of Notre Dame

University of Victoria

University of Virginia

Valparaiso University

Virginia Commonwealth University

Virginia Wesleyan University

Wake Forest University

Washburn University

Wellcome Trust

William & Mary

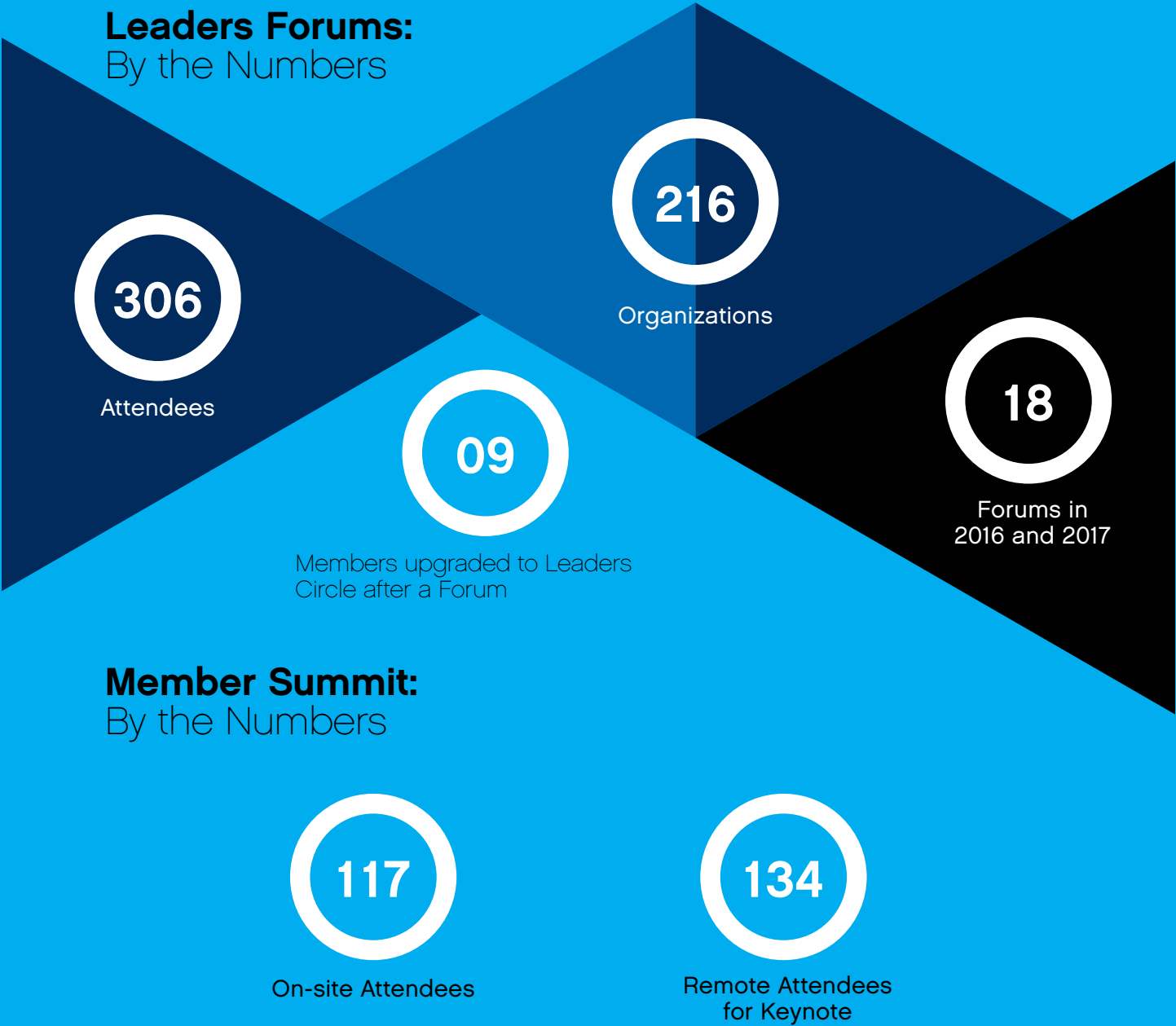
Winston-Salem State University



# Leadership Initiative

## Leaders Forums and Member Summit

In 2016 and 2017, LYRASIS held 18 Leaders Forums and our first ever in-person Member Summit. Our Leaders Forums are regional meetings with a diverse mix of museums and archives coming together to listen, engage and plan real-world solutions. Our Member Summit was the first chance for all LYRASIS members to come together in Atlanta and work as a unified group.



# Leadership Initiative

## The \$100,000 Catalyst Fund

This year LYRASIS created the \$100,000 Catalyst Fund to help all of our members punch above their weight and to fill funding gaps identified by the Leaders Circle. To do this, we devoted a portion of our organizational endowment to translate these fantastic ideas into real world projects. The Catalyst Fund provides seed funding to ideas that will lead to innovations in programs, services or solutions.



Feasibility Study for a Copyright Education Center - **\$30,000**



Advancing 3D Digitization and Metadata Conventions - **\$29,500**



A Digital Map of the Historic West End - **\$25,000**



Mobile Digitization for Rural Community Archives - **\$5,550**



Leverage IoT Devices to Aid in Discovery and Use of Collections - **Approximately \$18,000 earmarked for testing through LYRASIS**



From Information Literate to Information Fluent: Information Literacy for Middle and High School Students - **\$26,548**

# Expertise in Licensing and Strategic Partnerships

## Transforming the Scholarly Content Ecosystem

LYRASIS continues its efforts to maximize the benefits of collaboration in order to impact the ways that scholarly content is acquired, created, and disseminated. As member needs shift, we continue to support these changes through collaboration with new partners and innovative services.

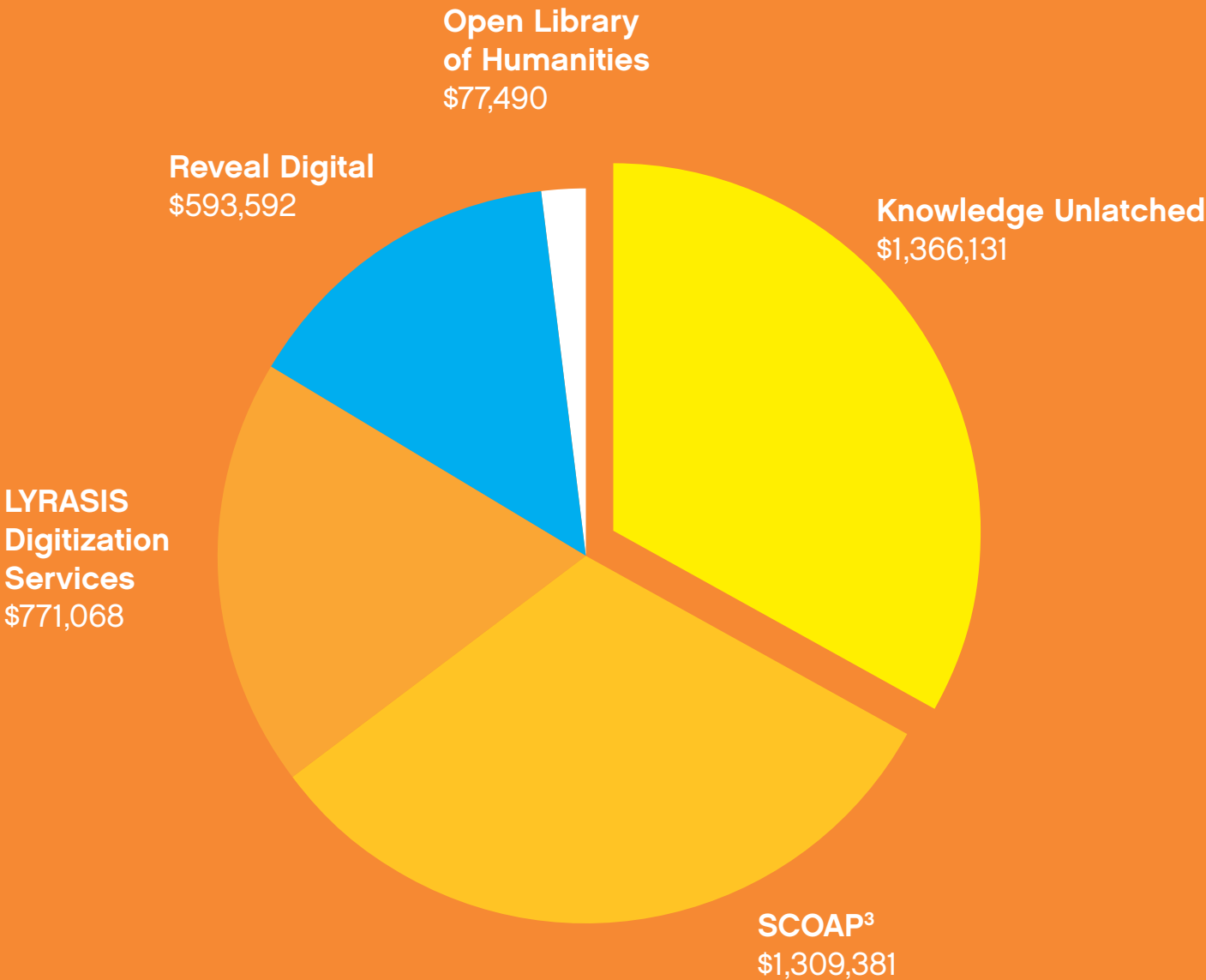
**Our work with over 80 content and services vendors means that members are able to rely on our carefully negotiated pricing and group license terms. In the past year in partnership with key vendors we have:**

- Designed new evidenced-based acquisition programs for ebooks
- Created a unique journals group offer after the merger of two major publishers
- Begun work with a new partner to design a flexible ebook program
- Created a new group for a service that enhances scholarly content discovery

### Open Access and Cultural Heritage Organizations

Through partnerships with Open Access programs and digital preservation services, LYRASIS is helping to build new sustainable models that result in greater access to high quality content across the globe. We are invested in building communities to support the dissemination and preservation of important scholarly and cultural heritage information.

During the past year in FY2017, the LYRASIS community of libraries, archives, and museums supported the creation of new digital collections with over \$4.1 million through a variety of programs, initiatives, and services.



**LYRASIS facilitates, instigates, and incentivizes change that will have significant impact for our members and the global community well into the future.**



# Next Gen Technology

Sustainable Innovation to Improve Your Impact

- Received IMLS funding (with Northwestern and Indiana University) to pilot cloud-based hosting of Avalon Media System
- Began piloting bi-synchronous integration of ArchivesSpace and Islandora
- Actively contributed to Islandora CLAW development project (Fedora 4 and Drupal 8)
- Extended Islandora services to further support digital preservation and video
- Provided ongoing technical support for both ArchivesSpace and CollectionSpace Organizational Homes
- Continued strong growth means lower prices for the 3rd year in a row

## Hosted Technology Client Growth



62%

Number of Clients Grew



191%

Over the Past 2 Years

## Technology Services Revenue Growth



63%

Revenue Grew Over the Past Year



281%

Over the Past 2 Years



# Community Supported Software

A Home for Open Source Programs to Grow

Open Source technology programs allow for community-focused solutions to grow and evolve from within the groups they serve. This can lead to lower costs and better results for all the archives, libraries and museums who deploy these solutions.

LYRASIS is the Organizational Home for two open source software programs, ArchivesSpace and CollectionSpace. This allows the communities to focus on program priorities, while LYRASIS provides resources and support services such as staffing, financial services, marketing and logistics.

## Sustainability

In 2017, we were pleased to be awarded a National Leadership grant from the Institute of Museum and Library Services (IMLS) to work with open source initiatives serving cultural heritage organizations to develop best practices around software sustainability.



### ArchivesSpace

ArchivesSpace had a strong year, putting out two major releases and four minor ones, distributing a Technology and Development roadmap, and supporting integrations and partnerships with other software applications and communities. Membership continues to grow and community engagement is also on the rise, contributing to our long-term sustainability.

### CollectionSpace

The CollectionSpace community continues to grow, with implementations increasing by 33% this year. New partnerships have expanded our reach to a wider set of collecting communities, including design materials, public art, and anthropology. This expands our reach and supports our museum and academic members.

**352 members** supporting open source programs

**10% increase** in membership for open source programs, helping ensure sustainability

## Digital and Preservation Services (DPS)

Preserving for the Future and Education for Tomorrow

### Consulting

LYRASIS Consulting Services help you and your staff better serve your communities by giving you access to world-class experts and best practices. In the past year, LYRASIS Consulting has provided:

- Digitization program planning to help organizations to select treasures to digitize, and plan workflows to get these materials online.
- Digital Preservation Readiness Assessments to analyze digital program infrastructure, and methods to provide long-term access to an organization's digital assets.
- Preservation Assessments funded by the National Endowment for the Humanities, Preservation Assistance Grants, looking at issues including collection condition and storage, building condition, and the need for preservation policies.
- Assistance to State Libraries, regional consortia, and other organizations that are developing statewide programs such as Digital Public Library of America projects.
- Strategic Planning activities for all types of cultural heritage organizations.

### Training

Preservation and digitization class offerings continue to expand, focusing on online training to keep the cost of participation low.

- 2,436 total attendees for LYRASIS classes
- 1,267 attendees for free LYRASIS sessions

**159 unique institutions participated in a class in FY2017, and LYRASIS instructors and adjunct trainers taught a total of 119 online classes.**





# Grants and Special Projects

## Using Outside Funding to Benefit Our Members

LYRASIS secures grants for special projects for members and other cultural heritage organizations to address shared needs. Current grant projects are focused on preserving collections, supporting open source technologies, and making unique collections more widely accessible. **Whether you are large or small, we aggregate the scalable wants of the community to obtain the funds for you so that your problems can be taken on and tackled.** In FY2017, LYRASIS administered \$1 million in grant funds in support of members through awards from The Andrew W. Mellon Foundation, Institute of Museum and Library Services, and National Endowment for the Humanities. Sub-grant awards were provided directly to:



San Diego Museum of Man (CA)



San Diego Chinese Historical Museum (CA)



The Bolinas Museum (CA)



Breckenridge Heritage Alliance (CO)



University of California Merced (CA)

To read more about these grant projects and other grants through LYRASIS, visit [www.lyrasis.org](http://www.lyrasis.org).

# Special Project Spotlight:

## Performing Arts Readiness

In January 2017, LYRASIS began implementing the Performing Arts Readiness (PAR) project to strengthen emergency preparedness within performing arts organization. Funded by a three-year, \$2.5 million grant from The Andrew W. Mellon Foundation, PAR brings together ten arts and culture organizations to share expertise and implement a variety of creative programs to increase knowledge, ability, capacity and readiness among performing arts organizations around emergency response and recovery.

“Performing arts organizations play a uniquely important role in community vitality and expression, and yet they can also be uniquely vulnerable in an emergency. With this new partnership, we will help ensure that performing arts venues and performing companies are more resilient and sustainable.”

- Mollie Quinlan-Hayes, ArtsReady Director at South Arts



For more information, see [performingartsreadiness.org](http://performingartsreadiness.org).





# Fiscal Services

## Trusted Tools to Guide Your Finances

In addition to our content and technology offerings, LYRASIS acts as fiscal agent for other cultural organizations. These fiscal services allow organizations, which also serve members, to streamline workflows and ensure accuracy and efficiency. It's another way we serve our members, by helping other organizations they depend upon to be sustainable and mission-focused.

### Past/Present Fiscal Agent Services Include:

- National Library of Medicine Interlibrary Loan program
- Private and federally funded grant management
- ArchivesSpace Program
- Southern Council of State Library Agencies
- Council of State Library Agencies in the Northeast (COSLINE)

### FY2017 Fiscal Stats

- 10,500 invoices
- \$78,000,000 in revenue
- 2,700 customer accounts
- 100 vendor partners



# Finance

## Building a Strong Foundation for Investment in the Future

LYRASIS continues to maintain a strong financial position to support programs and services for members. Our balance sheet, which has helped sustain us in the past during periods of mergers and program development, is healthier than it's ever been. Our historical core business of e-Content remains strong as other services grow, including migration to and hosting of open source systems, training and consulting, digitization, preservation, fiscal agent services, and engagement with community-supported open source software opportunities. These services are a growing part of LYRASIS, and are what set us apart from other consortia. Please reach out to your Member Support Representative to learn more.

**LYRASIS FY2017 revenue grew 3% compared to FY2016 revenue growth of 1%. This was due to increased demand for content and technology services.**





Thank you to the LYRASIS Board of Trustees for their excellent work. We are proud to have a Board that reflects the wide range of knowledge communities and includes representatives from public libraries, academic libraries, state libraries, archives and museums.

# Your Board of Trustees FY2017

Front Row – left to right

- Elizabeth Gail McClenney, **Chair**  
Roanoke College
- Robert Miller, **Ex-Officio**  
LYRASIS
- Kathlin Ray, **Immediate Past President**  
University of Nevada

Middle Row – left to right

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Georgia Public Library Service
- Joe Lucia, Member Trustee  
Temple University
- Wanda Brown, Member Trustee  
Winston-Salem State University
- Tom Rosko, Member Trustee  
Massachusetts Institute of Technology
- Ann Joslin, Member Trustee  
Idaho State Librarian
- Gina Millsap, Member Trustee  
Topeka & Shawnee County Public Library

Back Row – left to right

- Eric Miller, Jr., Non-Member Trustee  
Atlanta University Center
- Jay Schafer, **Treasurer**  
University of Massachusetts - Amherst
- Derick Dreher Ph.D.  
Non-Member Trustee  
Rosenbach Museum and Library
- Rob Spindler, Member Trustee  
Arizona State University Libraries
- David Singleton, **Vice-Chair**  
Charlotte Mecklenburg Library
- Gregor Trinkaus-Randall  
Non-Member Trustee  
Massachusetts Board of Library  
Commissioners

Not Pictured: Cory Nimer, Member Trustee, Brigham Young University



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# Your Board of Trustees FY2018

Front Row – left to right

- Rob Spindler, **Secretary**  
Head of Archives & Special Collections
- Gina Millsap, **Vice-Chair**  
Topeka & Shawnee County Public Library
- Elizabeth Gail McClenney, **Chair**  
Roanoke College
- Derick Dreher Ph.D., **Treasurer**  
Rosenbach Museum and Library

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Non-Member Trustee  
Massachusetts Board of Library  
Commissioners
- Cory Nimer  
Member Trustee  
University Archivist  
Brigham Young University

Not Pictured

- Ann Joslin  
Member Trustee  
Idaho State Librarian  
Idaho Commission for Libraries
- Joe Lucia  
Member Trustee  
Temple University
- Tom Rosko  
Member Trustee  
Institute Archivist /Head, Institute Archives  
and Special Collections
- Julie Walker  
Member Trustee  
State Librarian of Georgia

# Financial Summary

## Where Your Dollars Go

LYRASIS  
\*Income Statement  
FY2016 - FY2017

Year ended June 30	2017	2016
<b>Operating Revenue</b>		
Content and Services	\$ 75,458,849	\$ 72,998,242
Grants	954,846	1,153,193
Membership	1,224,872	1,258,026
Other	213,070	328,909
<b>Total Operating Revenue</b>	<b>\$ 77,851,637</b>	<b>\$ 75,738,370</b>
<b>Operating Expenses</b>		
Cost of Content and Services	71,375,264	68,858,283
General and Administrative	6,540,973	6,711,455
<b>Total Operating Expenses</b>	<b>\$ 77,916,237</b>	<b>\$ 75,569,738</b>
<b>Operating Gain/ (Loss)</b>	<b>** (\$64,600)</b>	<b>\$ 168,632</b>
<b>Non Operating Gains/(Loss)</b>		
	<b>\$ 1,602,087</b>	<b>\$ 1,349,166</b>
<b>Change in Net Assets, unrestricted</b>	<b>\$ 1,537,487</b>	<b>\$ 1,517,798</b>

\* Information summarized by management from 2017 audit report.

\*\* FY2017 operating gain was a positive \$113,815 before a Board approved investment of \$178,415 was made for exploration of new programs and services which include the LYRASIS Catalyst Fund and the CEO Seed Fund. (Unaudited)

# Financial Summary

## Where Your Dollars Go

LYRASIS  
\*\*\* Balance Sheet  
FY2017

Year ended June 30	2017	2016
<b>Assets</b>		
Current Assets	34,266,144	25,556,966
Fixed Assets	13,140	28,481
Other Assets	90,000	130,000
<b>Total Assets</b>	<b>\$ 34,369,284</b>	<b>\$ 25,715,447</b>
<b>Liabilities</b>		
Current Liabilities	24,877,403	17,549,453
Other Liabilities	665,201	876,831
<b>Total Liabilities</b>	<b>\$ 25,542,604</b>	<b>\$ 18,426,284</b>
Net Assets, Unrestricted	8,826,680	7,289,163
<b>Total Liabilities and Net Assets</b>	<b>\$ 34,369,284</b>	<b>\$ 25,715,447</b>

\*\*\* Information summarized by management from 2017 audit report.

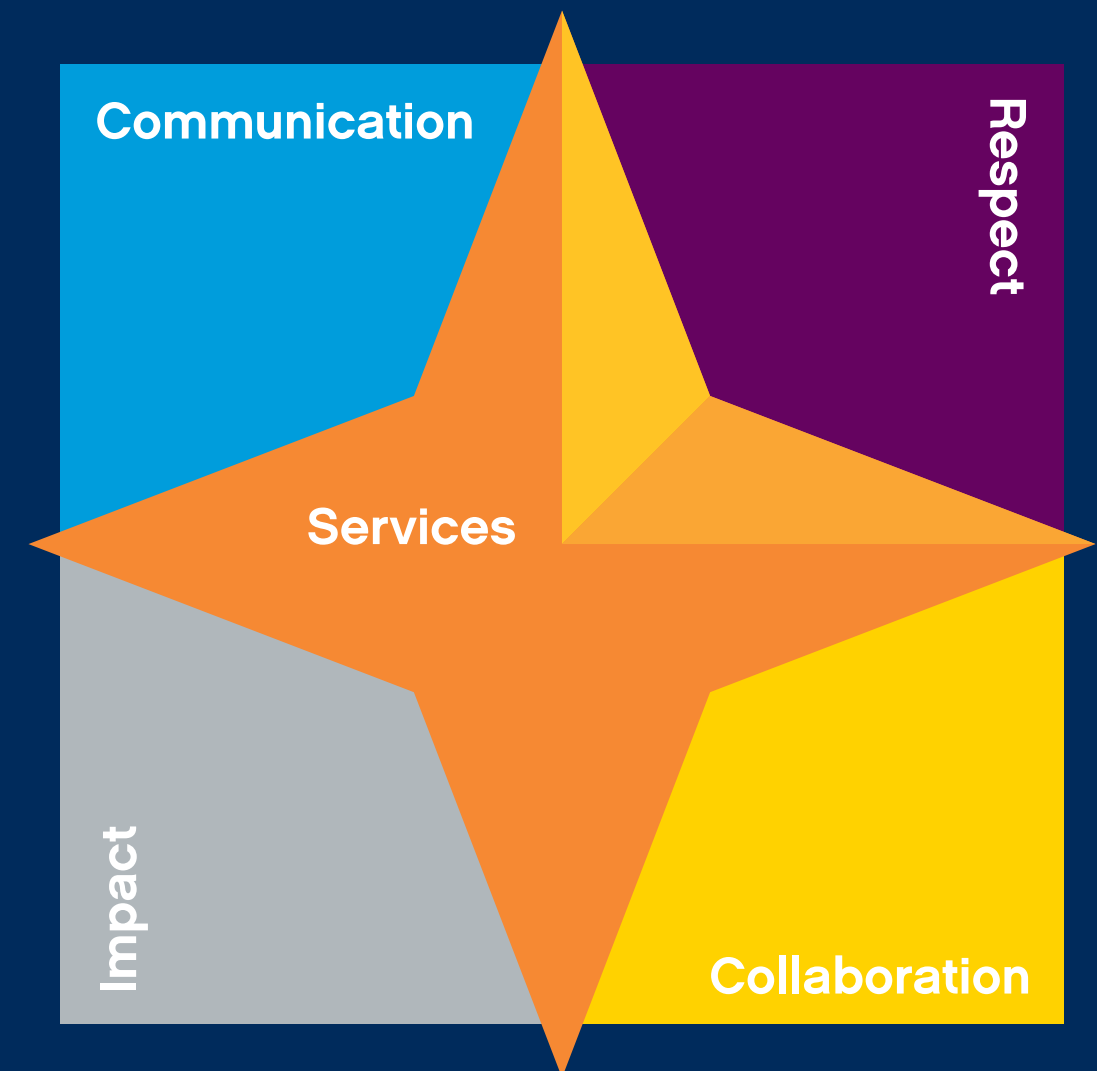


## Our Mission

LYRASIS supports enduring access to our shared academic, scientific and cultural heritage through leadership in open technologies, content services, digital solutions and collaboration with archives, libraries, museums and knowledge communities worldwide.

## Our Values

**communication**  
**impact**  
**respect**  
**collaboration**  
**service**





**Innovation  
and  
Impact**

## Join our Community of Members

LYRASIS serves information professionals by providing access to valuable resources, discounts on purchases and professional expertise.

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