

# ANNUAL REPORT 2019

FROM LOCAL TO GLOBAL

# A Letter from Robert

Dear LYRASIS Community,

I have been looking forward to writing you and sharing my excitement about the banner year we have just finished, as well as giving you a sneak peek at what is coming. You will find more details on these and other accomplishments in the pages that follow. These are programs, services and initiatives that will directly benefit both you and your institution.

First, an exciting bit of news...

We have merged DuraSpace into LYRASIS, creating one of the most dynamic, creative, and impactful technology and services global not-for-profits!

Before I share with you how this will benefit all of our members - both academic and public libraries, museums, galleries, archives, researchers and scholarly publishers - let me tell you what has not changed.

Our knowledge and content-based mission is still completely aimed at you. We remain a member-focused non-profit partner. LYRASIS is the mission aligned, trusted place where your problems can be researched, ideas formed, and solutions developed and delivered to the community. Our governance continues to be a talented, high powered, volunteer Board comprised of elected members and appointed professionals who ensure all voices are heard. Every single day we recommit ourselves to deliver measurable value; which includes a \$1.2M investment into R&D to benefit our members (this brings our total to over \$2M since 2016), several new programs for our core communities, and some exciting new partnerships. These investments have been accomplished with no dues increases, nor price increases since 2015!



What has changed is our focus on scale and leverage, our emphasis on connecting with our global partners, and freeing up our resources to better serve you.

- **Scale** - The merger will allow us to unlock the power of 10 Community Supported Programs that are fiscally supported by 1,733 global institutions. This power includes better technology platforms, more secure data pathways, future proofing and economies of scale.
- **Leverage** - We now have over 400 institutions that have trusted their hosting and migration needs with us, thus allowing their institutional resources to be applied toward core mission activities.
- **Connection Points** - These connections are both geographic and by way of partners. From Germany to India to Peru, LYRASIS links institutions with partners such as the University of Michigan Press; SimplyE for reading and discovery via NYPL, DPLA, and Columbia University; CollectionSpace with Oakland Museum and UC Berkeley, and Research information systems at euroCRIS.
- **Investing on your behalf** - We are particularly focused on solutions that improve public reading, meet accessibility standards and provide a seamless interface to both trade and monographs. We are investing in and exploring how publishing can change the face of content and its uses. We are relentlessly pursuing how to move ideas coming from you through a joint community/LYRASIS process, so they end up as valued services for you. We use a unique methodology based on *It Takes A Village*.

Lastly, we just finished our 2019 Member Summit and I loved talking and working with all of you who were able to make it. Looking ahead, I hope you will join us at our 2020 Member Summit, which will be October 27-28 in Philadelphia. We'll see you there!

At the end of the day, it is really all about you! On behalf of the world class team at LYRASIS, thank you for letting us serve you.

Onward!

**Robert Miller, CEO, LYRASIS**

A handwritten signature in black ink, appearing to read "Robert Miller". The signature is fluid and cursive, with the first name "Robert" and last name "Miller" clearly distinguishable.

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# The New LYRASIS

A Snapshot of the  
Scope and Impact of  
Our Newly Merged  
Organization

**10 Community  
Supported  
Programs**

**5,000+ Users**

**More than  
400 Service  
Partners**

**1,700 Fiscal  
Partners**

**1,057  
LYRASIS  
Members**

**224  
Leaders Circle  
Members**

# The Leaders Circle

## Our Innovation Think Tank



Through the merger with DuraSpace, the Leaders Circle has welcomed 115 new members, all committed to helping us chart the future, invest in innovation, and enjoy benefits of scale.

- Alabama A&M University
- Alabama State University
- Amherst College
- Arizona State University
- Atlanta University Center
- Auburn University Libraries
- Biodiversity Heritage Library
- Birmingham-Southern College
- Brandeis University
- Bridgewater College
- Broward County Libraries Division
- Brown University
- Bryn Mawr College
- Butler University
- Carnegie Mellon University
- Case Western Reserve University
- Charlotte Mecklenburg Library
- College of Coastal Georgia
- Colorado State University
- Columbia International University
- Columbia University
- Columbus Metropolitan Library
- Connecticut College
- Connecticut State Library
- Cornell University Library
- Creighton University
- Delaware County Community College
- Delaware State University
- DePaul University
- Drexel University Libraries
- Duke University
- Duquesne University
- Durham University
- East Carolina University
- ETH Zurich, ETH Library
- Emory University-Woodruff Library
- Florida Academic Library Services Cooperative (FALSC)
- Free Library of Philadelphia
- Furman University
- George Mason University
- George Washington University
- Georgia Public Library Service
- Georgetown University
- Gothenburg University Library
- Göttingen State and University Library
- Griffith University
- Hampton University
- Harrisburg Area Community College
- Harvard University Archives
- Harvard University Graduate School of Design
- Haverford College
- Hussey-Mayfield Public Library
- ICPSR
- Idaho Commission for Libraries
- Imperial College London
- Indiana State University
- Indiana University Bloomington
- Indiana University East
- Indiana University Kokomo
- Indiana University Northwest
- Indiana University Purdue University Indianapolis (IUPUI)
- Indiana University South Bend
- Industrial Archives and Library
- Jacksonville Public Library
- Johns Hopkins University
- Johnson C. Smith University
- Kansas State Libraries
- Kent District Library
- Kentucky Virtual Library
- King County Library
- La Roche College
- La Trobe University
- Lafayette College
- Université Laval
- Library of Virginia
- Liberty University
- London School of Economics and Political Science
- Loyola/Notre Dame Library
- Massachusetts Board of Library Commissioners
- Massachusetts Institute of Technology
- MBL WHOI Library
- McMaster University Library
- Miami-Dade Public Library System
- Michigan State University
- Middle Tennessee State University
- Middlebury College
- Mississippi Library Commission
- Mississippi Valley State University
- Montana State University – Bozeman
- Moravian College & Theological Seminary
- Morgan State University
- Murray State University
- National Institute for Materials Science
- Naval Postgraduate School
- Nazareth College of Rochester
- New Jersey State Library
- New York Public Library
- New York University
- Norfolk State University
- North Carolina State University
- Northeastern University
- Northwestern University Library
- Oakland University
- Oberlin College Library
- Old Dominion University
- Oregon State University
- Pennsylvania State University

- Purdue University
- Rice University
- Roanoke College Library
- Rosenbach Museum and Library
- Rowan University
- Ruhr University Bochum/Ruhr-Universität Bochum
- Rutgers University
- Sacred Heart University
- San Francisco Public Library
- Savannah State University
- Scottish Digital Library
- Smithsonian Institution
- Southeast Florida Library Information Network
- St. Thomas University
- Stanford University
- State Library of Florida, Division of Library & Information Services
- State Library of Iowa
- State University of New York
- Technical University of Denmark
- Technische Informationsbibliothek (TIB)
- Temple University
- Texas A&M University Libraries
- Texas Digital Libraries
- The Ohio State University
- The University of Auckland – Library
- Thomas More University
- Topeka & Shawnee County Public Library
- Troy University
- Tufts University
- U.S. National Library of Medicine
- Université Catholique de Louvain
- Université de Montréal
- University Library Bern
- University of Alberta Library
- University of Auckland
- University of British Columbia
- University of Calgary
- University of California, Los Angeles
- University of California, San Diego
- University of California, Santa Barbara Library
- University of Cambridge
- University of Charleston
- University of Cincinnati
- University of Connecticut Babbidge
- University of Delaware
- University of Denver
- University of Florida
- University of Houston
- University of Hull
- University of Idaho
- University of Illinois at Urbana-Champaign
- University of Kansas Libraries
- University of Liege
- University of Manitoba
- University of Maryland Libraries
- University of Massachusetts Amherst
- University of Memphis
- University of Michigan Law
- University of Michigan Library
- University of Michigan Medical School
- University of Minnesota Libraries
- University of Missouri Libraries
- University of Nevada, Reno
- University of New Brunswick
- University of New Mexico
- University of New South Wales
- University of North Carolina at Chapel Hill
- University of North Carolina at Charlotte
- University of North Florida
- University of Notre Dame
- University of Oklahoma
- University of Oregon Libraries
- University of Oslo
- University of Ottawa
- University of Oxford
- University of Pennsylvania
- University of Pittsburgh
- University of Pittsburgh Health Sciences Library
- University of Prince Edward Island
- University of Rhode Island
- University of Rochester Libraries
- University of Southern Indiana
- University of Stirling
- University of Tampa
- University of Technology Sydney
- University of Texas at Austin
- University of Toledo
- University of Toronto
- University of Trinidad and Tobago
- Vassar College
- University of Victoria
- University of Virginia
- University of Washington
- University of Waterloo
- University of Wisconsin
- Uppsala University Library
- Valparaiso University
- Vanderbilt University Libraries
- Villanova University
- Virginia Commonwealth University
- Virginia Tech
- Virginia Wesleyan University
- Vrije Universiteit Amsterdam, Library
- Wake Forest University
- Washburn University
- Washington State University
- Weill Cornell Medicine
- Wellcome Trust
- West Virginia University
- William & Mary
- Winston-Salem State University
- Yale University
- York Universities Libraries
- Youngstown State University
- ZHAW University Library

# Member Map

Our members are our most important asset at LYRASIS, and we continually seek new ways to communicate, collaborate and work with you directly.



We have members and users in:

50

States

15

Countries

06

Continents

# Conversations in the Community

## Forums and Member Summit

Our regional, in-person Leaders Forums and annual Member Summit remain a driving force for collaboration and innovation for LYRASIS and our members. Since 2016, we have hosted 31 Leaders Forums and three annual in-person Member Summits, with more than 900 members attending. Out of these have come new programs and services that you have requested.

### The Leaders Forums and Member Summit give our members the chance to:

1. Exchange best demonstrated practices
2. Surface opportunities and share solutions
3. Develop new programs and services

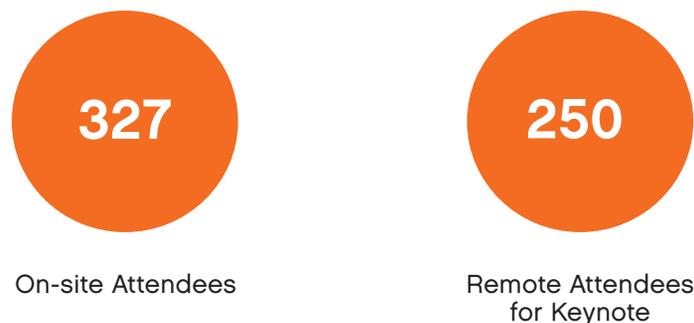
### Leaders Forums:

By the Numbers



### Annual Member Summit:

By the Numbers



# The Catalyst Fund

## A Grand Total of 17 Programs Seed Funded, Everyone Benefits

The Catalyst Fund completed its third year in 2019. It is a key part of our Leaders Circle, Leaders Forums, and R&D/Channel Development investment for our members. In 2019, \$126,370 of Catalyst seed funding and support was given back to our members. Since 2017, over \$417,000 has been invested in the Catalyst Fund.

### AI Technologies



#### King County Library System

Conversational Artificial Intelligence:  
Bringing the Library to  
Your Living Room  
**\$34,600**



AI for Archives: Using Facial  
Recognition to Enhance Metadata  
**\$25,000**

### Access



#### COLUMBUS METROPOLITAN LIBRARY

My Upload: Engaging Library Users  
in Digital Collections  
**\$25,200**



**University of Michigan**  
Open Data Toolkit Based on Diversity,  
Equity, Inclusion and Access Principles  
**\$25,380**

### Linked Data



#### Atlanta University Center Robert W. Woodruff Library

Using Linked Open Data for  
Georgia's Natural, Cultural and  
Historic Organizations' Disaster  
Response  
**\$16,190**

## From Local to Global

# Content and Scholarly Communication

## Rethinking Convention and Creating Collaborations that Benefit You

LYRASIS continues to develop and support community approaches that impact the ways that content is acquired, created, discovered and disseminated. A special focus of our work involves fostering growth in open content and infrastructure programs, and assisting university presses and scholarly societies as they seek to create new business models that better meet the needs of our time.

Our negotiations with over 80 carefully vetted content, program and service providers means that collections-holding organizations can depend on LYRASIS to provide high quality licenses, terms of service, and affordable prices due to the strength and leverage of our groups.

### Key achievements this year include:

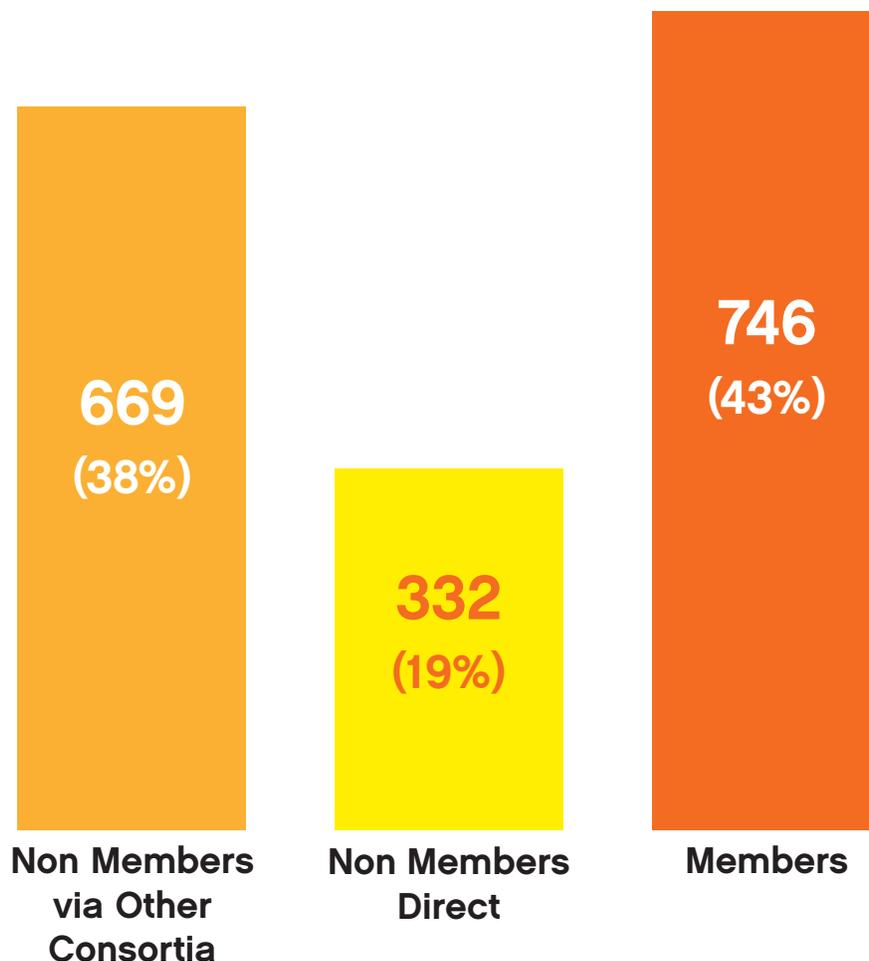
- In special partnership with University of Michigan Press, the launch of the Fulcrum open source publishing platform featuring the University of Michigan Press eBook Collection and more
- Established the ORCID US Community to support name disambiguation, metadata integrity, and system interoperability in research and reporting workflows, now with dedicated staff and 125 members
- Research and release of the LYRASIS accessibility survey, *Understanding the Landscape of Library Accessibility for Online Materials*
- 40% growth in the number of US supporters of the SCOAP3 open access program in high energy physics, now a community of over 200 libraries

## From Local to Global

In FY 2019, LYRASIS members and communities directed 30% of funds for scholarly content and initiatives toward open content and scholarly infrastructure programs, university press and scholarly society content, and local digitization.

**Progress toward Open:** Over \$4.2 million was provided to support open access content and open scholarly infrastructure programs alone. Funds spent for local digitization efforts increased by 40% over the prior year.

### Institutions Served by Content and Scholarly Communication Initiatives



**1,747 institutions support the Content and Scholarly Communication program.**

## From Local to Global

# Expanding Our Reach with Technology

## New Services, Continuing Growth, Savings at Scale

Our hosting services proudly serve more than 400 institutions, freeing up your valuable staff time to focus on core work, providing reliable, trusted security while helping protect and share your data and collections.

### We offer all of this and more...

- Hosting
- Analytics
- Storage
- Future proofing
- Migration

#### Some significant milestones from the last year include:

- Expanded to 6 hosted services of open-source software
  - ArchivesSpace / CollectionSpace / Islandora / SimplyE
  - DSpaceDirect and DuraCloud added via merger
- Staff of 16 dedicated technology professionals providing best-in-class customer and technology service
- Especially strong growth with SimplyE service, including a newly formed partnership with DPLA and NYPL, and supporting state library systems in Connecticut, Maryland and Montamemersna
- Will announce new service offerings for Islandora V8 and DSpace V7 soon

## Using Scale to Keep Pricing Low



0

price increases in  
4 years



6

services  
now offered



45%

growth in number of  
clients since last year

## From Local to Global

# Introducing the DuraSpace Community Supported Programs Division

## Sustainability and Excellence in Open Source

We welcomed 3 new software communities through the merger with DuraSpace, making us home to 5 open source software programs. This means LYRASIS offers end-to-end solutions under a single trusted brand.



**ArchivesSpace**

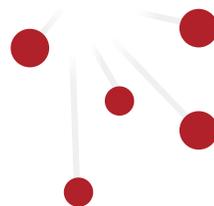
a community served by ✦ LYRASIS

 **collection  
space**

a community served by ✦ LYRASIS



**DSPACE**



**Fedora™**

**VIVO**

connect  
share  
discover

## From Local to Global

# Consulting Services

## Full Time Experts, Better Value, Better Ideas, Better Solutions

Since our founding, LYRASIS Consulting Services has helped institutions with collections stewardship, including digitization, preservation, technology, innovation, and strategic planning. Building off this legacy, this year we provided a wide spectrum of solutions to assist institutions in better serving their audiences. Highlights from this past year include:

- Conducted sustainability consulting based on the LYRASIS “It Takes a Village” Framework, as a national leader in program sustainability planning
- Performed workflow assessments, space planning studies, new technology strategies, efficiency recommendations and strategic planning recommendations
- Provided readiness assessments to preserve analog and digital collections
- Helped clients begin and re-start archives programs and exhibitions
- Conducted metadata assessment and training in copyright issues
- Helped institutions nationwide evaluate collections and plan to get their materials online

# LYRASIS Learning

## Unlimited Classes, One Low Price

We developed new classes in response to member needs, expanding our topic areas beyond preservation, digitization, and metadata, to include leadership, scholarly communications, and technology. LYRASIS Learning gives you unlimited access to training for an easy annual fee, allowing you to upskill your entire staff simultaneously and without breaking the bank. Due to an increase in LYRASIS Learning participants, subscribers enjoy benefits of scale - increasing class options and one low fee.

- 57 LYRASIS Learning classes
- 799 participants in online class
- 25 new classes presented for the first time in FY2019
- 42 institutions subscribed to LYRASIS Learning

## To Results

# Performing Arts Readiness

## Disaster Preparedness for Performing Arts

Funded in 2017 by a \$2.5 million grant from The Andrew W. Mellon Foundation and building off of our long time expertise in disaster preparedness for archives, libraries and museums, "Performing Arts Readiness" (PAR) is an initiative that brings together arts and culture organizations to implement creative programs to increase knowledge, ability, capacity and readiness around emergency response and recovery.



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



PERFORMING  
ARTS READINESS  
a community served by ✦ LYRASIS

## From Local to Global

# Contemporary Research to Keep Your Institution Protected and Ahead of the Curve

## Accessibility Survey Report

### Understanding the Landscape of Library Accessibility for Online Materials

Accommodating users with disabilities is not a new endeavor for libraries. However, the evolving landscape of content digitization and the shifting nature of the scholarly communication ecosystem present new challenges for libraries attempting to adhere to institutional policies and meet legal requirements regarding online accessibility for those users. Accessibility is as important for us at LYRASIS as it is for our members, which is why we invested in research on the topic. We hope this report helps support accessibility efforts across the community.

The LYRASIS accessibility survey was conducted in early 2019 as a mechanism to better understand how (primarily academic) libraries within the United States are handling accessibility for their online content, and more specifically, where they stand in terms of policy and implementation.

The core output of this survey is the *2019 LYRASIS Accessibility Survey Report*. The report is able to identify trends across a wide range of libraries, including:

- Libraries are the most progressive in terms of accessibility when they maintain the most control over their content
- National policies and community technical guidelines on accessibility hold more prominence than local or institutional mandates
- Most accessibility training is self-initiated; more infrastructure is needed to train librarians in accessibility mandates and tools

## From Local to Global

# Finance

## A Trusted Fiscal Partner Since 1936

**Fiscal health and non-profit business philosophy:** LYRASIS is a fiscally solid organization. Our fiscal goal each year is to break even at the operating level, or generate just enough in revenue to cover our operating costs. We have a four year track record of not raising the cost of membership, not raising prices on our services such as hosting, and reducing costs on programs such as LYRASIS Learning.

**Investing for our members' future:** Over the last three years we've invested more than \$1M in R&D/Channel Development programs for our members. For FY 2020, we've committed another \$1.2M to an important part of our member outreach.

**Examples of uses of these funds:** Our non-profit investment portfolio and legacy assets mean we can afford to focus on the future. Examples include innovation with member facing R&D/Channel development efforts, market outreach via regional Leaders Forum, seed fund investing with our Catalyst Fund awards and thought leadership through our Leaders Circle.

**Partnerships:** To accelerate our impact for our members, we work hard on creating a culture of exploration, learning, and innovation. While we have a strong world class team, we are continuously looking outside the organization to increase our impact and reach, lower cost through scale, and collaboratively leverage the work of others through foundational partners, mergers, acquisitions, and unique partnerships.

## Fiscal Highlights

- Over \$350M of contracts negotiated in the past 5 years
- Over 100+ contracts negotiated each year
- 10 Community Supported Programs that represent 1,733 fiscal partners and 5,000+ users
- Over \$5M held in trust for over 500 institutions
- We operate at scale with over 11,000+ invoices issued and collected each year
- These are all examples of being a trusted brand with services that can be outsourced by our members so they can stay focused on core, mission-related tasks

# Financial Summary

## Where Your Dollars Go

### LYRASIS \* Income Statement FY2017 - FY2019

Year ended June 30	2019	2018	2017
<b>Operating Revenue</b>			
Content and Services	\$ 76,241,010	\$ 76,610,632	\$ 75,458,849
Grants	\$ 1,490,137	\$ 1,032,112	\$ 954,846
Membership	\$ 1,203,174	\$ 1,209,799	\$ 1,224,872
Other	\$ 0	\$ 4,000	\$ 213,070
<b>Total Operating Revenue</b>	<b>\$ 78,934,321</b>	<b>\$ 78,856,543</b>	<b>\$ 77,851,637</b>

<b>Operating Expenses</b>			
Cost of Content and Services	\$ 70,678,834	\$ 72,102,439	\$ 71,375,264
General and Administrative	\$ 7,914,112	\$ 6,425,841	\$ 6,362,558
<b>Operating Income (excl R&amp;D)</b>	<b>\$ 341,375</b>	<b>\$ 328,263</b>	<b>\$ 113,815</b>
**Research and Development	\$ 628,104	\$ 321,013	\$ 178,415
<b>Operating Income (incl R&amp;D)</b>	<b>(\$286,729)</b>	<b>\$7,250</b>	<b>(\$64,600)</b>

<b>Non Operating Gains (Loss)</b>	<b>\$ 1,221,716</b>	<b>\$ 2,187,538</b>	<b>\$ 1,602,087</b>
<b>Change in Net Assets</b>	<b>\$ 934,987</b>	<b>\$ 2,194,788</b>	<b>\$ 1,537,487</b>

\* 2019 Information is unaudited and summarized by management.

LYRASIS' financial strategy is to run at or near break even with our mission driven services and programs. Excess Operating Income or Board approved income from non-operating assets are invested back into R&D for the benefit of our members. We are proud to say that due to cost management and attention to detail, for the fourth year in a row we have not raised dues or prices on core services, and have lowered prices on key programs.

\*\* LYRASIS has invested \$1M+ over the last three years in its R&D programs aimed at developing impactful ideas and innovative programs designed to support our membership communities. An additional \$1.2M has been approved for FY2020.

# Financial Summary

## Where Your Dollars Go

LYRASIS  
\* Balance Sheet  
FY2017 - FY2019

Year ended June 30	2019	2018	2017
<b>Assets</b>			
Current Assets	\$ 10,552,643	\$ 14,385,250	\$ 17,541,730
** Investments	\$ 22,711,303	\$ 21,482,921	\$ 16,724,414
Fixed Assets / Other Assets	\$ 26,303	\$ 73,569	\$ 103,140
<b>Total Assets</b>	<b>\$ 33,290,249</b>	<b>\$ 35,941,740</b>	<b>\$ 34,369,284</b>

<b>Liabilities</b>			
Current Liabilities	\$ 20,932,522	\$ 24,192,067	\$ 24,877,403
Other Liabilities	\$ 401,273	\$ 728,203	\$ 665,201
<b>Total Liabilities</b>	<b>\$ 21,333,795</b>	<b>\$ 24,920,270</b>	<b>\$ 25,542,604</b>
Net Assets, Unrestricted	\$ 11,956,454	\$ 11,021,470	\$ 8,826,680
<b>Total Liabilities and Net Assets</b>	<b>\$ 33,290,249</b>	<b>\$ 35,941,740</b>	<b>\$ 34,369,284</b>

\* 2019 Information is unaudited and summarized by management.

\*\* Dividends/Interest Income from our investment portfolio is used to support LYRASIS R&D programs.



Thank you to our Board of Trustees, who each volunteer, on average, more than 80 hours of their valuable time to support you, our members and the operations and strategic direction of the LYRASIS team.

**In Memoriam:** Gregor Trinkaus-Randall worked tirelessly for the archives community in Massachusetts and on the LYRASIS Board of Trustees. We would like to publicly recognize his enormous contributions to our community and the field of archives. He will be missed.

## Your Board of Trustees FY2019

### Front Row – left to right

Derick Dreher Ph.D., **Treasurer**  
The John C. Haas Director  
Rosenbach Museum and Library

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Dean of Libraries, Temple University - Paley  
Library

Gina Millsap, **Vice-Chair**  
CEO  
Topeka & Shawnee County Public Library

Robert Miller, **Ex-Officio**  
LYRASIS

Tom Rosko, **Secretary**  
Institute Archivist /Head Institute Archives  
and Special Collections at MIT

### Back Row – left to right

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Faculty, Information and Knowledge  
Strategy Program, Columbia University,  
and President, AlignConsulting

Kevin Guthrie  
President, ITHAKA

Rob Spindler,  
Head of Archives & Special Collections,  
Arizona State University Libraries

Gregor Trinkaus-Randall  
Principal  
Stony Creek Consulting, LLC

Elizabeth Gail McClenney  
**Immediate Past President**  
Director, Roanoke College - Fintel Library

Kathlin Ray  
Dean of University Libraries and Teaching  
& Learning Technologies  
University of Nevada, Reno

Julie Walker  
State Librarian of Georgia, Georgia Public  
Library Service

Cory Nimer  
University Archivist, Brigham Young  
University - Harold B. Lee Library

### Not Pictured

Eric U. Miller  
CFO, Atlanta University Center- Robert  
Woodruff Library

# Your Board of Trustees FY2020

Thank you to our Board of Trustees, who each volunteer, on average, more than 80 hours of their valuable time to support you, our members and the operations and strategic direction of the LYRASIS team.



**Joe Lucia**, Board Chair  
Dean of Libraries  
Temple University  
Paley Library



**Heather Joseph**  
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Executive Director



**Gina Millsap**  
Chief Executive Officer  
Topeka & Shawnee County  
Public Library



**Kathleen Moeller-Peiffer**  
Deputy State Librarian for Library  
Support Services at the New Jersey  
State Library



**Derick Dreher, PhD**  
The John C. Haas Director  
The Rosenbach; VP  
Special Collections  
The Free Library of Philadelphia



**Kate Pugh**, Vice Chair  
Faculty, Information and Knowledge  
Strategy Program, Columbia  
University, and President  
AlignConsulting



**Lee Bagby Ceperich**  
Director, Library and Special  
Collections, Virginia Museum of  
Fine Arts, Margaret R. and  
Robert M. Freeman Library



**Kaitlin Thaney**  
Endowment Director  
Wikimedia Foundation



**Kevin Guthrie**, Treasurer  
President  
ITHAKA



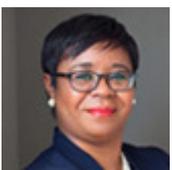
**Tyler Walters**, Secretary  
Dean, University Libraries  
Virginia Tech



**Wolfram Horstmann**  
Director of the Göttingen State and  
University Library and University  
Librarian of the University of  
Göttingen (Germany)



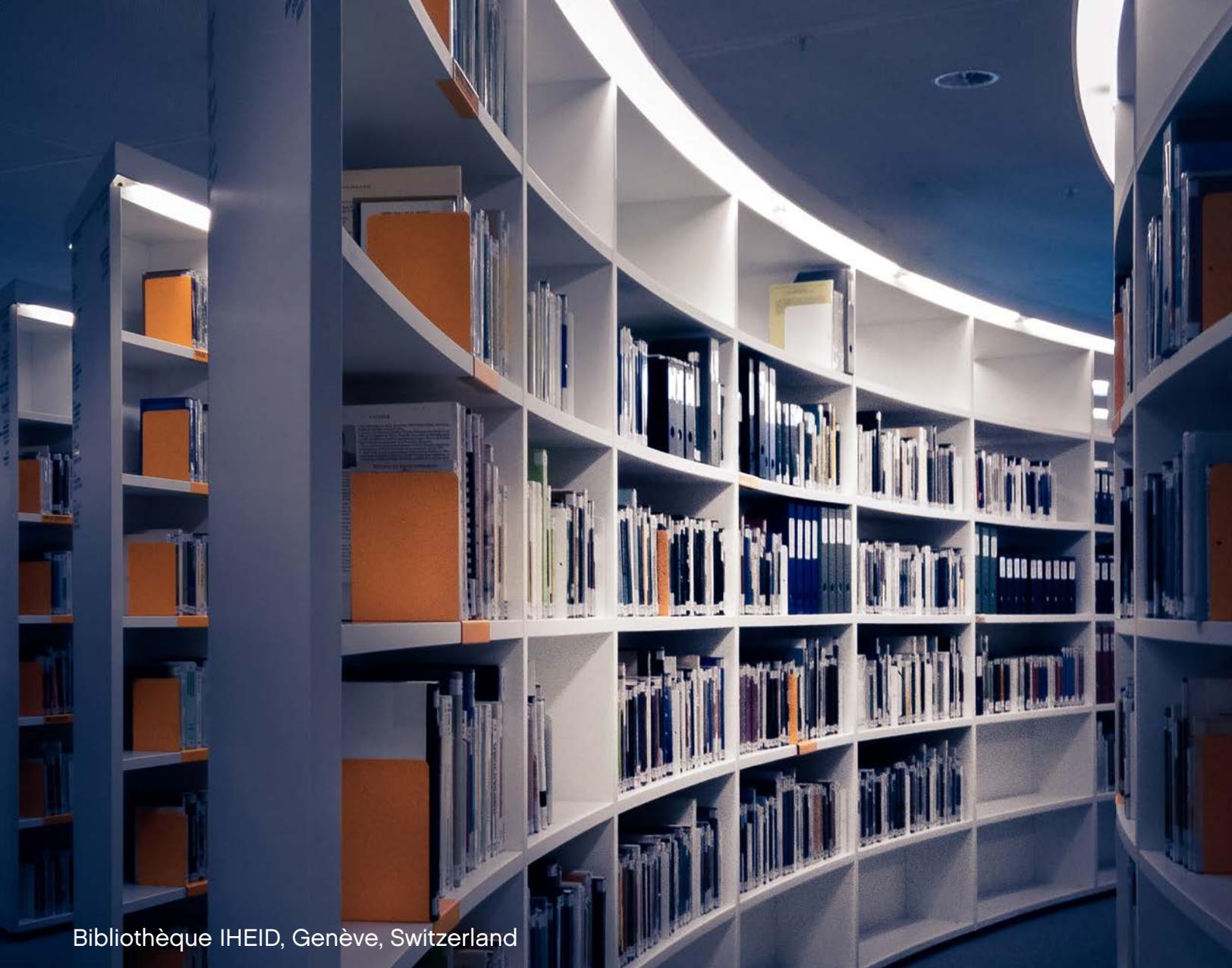
**Evviva Weinraub Lajoie**  
Vice Provost for University Libraries  
University at Buffalo



**Alexia Hudson-Ward**, Vice Chair  
Azariah Smith Root Director of  
Libraries for Oberlin College and  
Conservatory



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