

PHILADELPHIA AREA CONSORTIUM OF SPECIAL COLLECTIONS LIBRARIES
c/o The Historical Society of Pennsylvania
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ANNUAL MEETING OF THE BOARD OF DIRECTORS
Wednesday, March 17, 2004, 3:30 p.m.
Annenberg Rare Book & Manuscript Library, University of Pennsylvania
3420 Walnut Street (enter from Locust Walk), Sixth Floor
Philadelphia PA 19104-6206

A G E N D A

Minutes of the December meeting

Treasurer's report and discussion of dues increase

Nominations/elections

Motion to approve the bylaws

Discussion of current planning groups and initiatives

- Access
- Professional Development
- Outreach

New Business

Date of next meeting - June 9, 2004, 3:30 p.m., National Archives

**Minutes of the Winter Meeting of the PACSCL Board of Directors
December 10, 2003, 12:00 noon – College of Physicians of Philadelphia**

***In attendance:** Eileen Magee, Athenaeum of Philadelphia; Marianne Hansen, Bryn Mawr College; Edward Morman, College of Physicians; Terry Snyder and Susan Hengel, Hagley Museum & Library; David Moltke-Hansen, Historical Society of Pennsylvania; Ruth Hughes, Library Company of Philadelphia; V Chapman-Smith, National Archives and Records Administration; Janet Evans, Pennsylvania Horticultural Society; Derick Dreher, Rosenbach Museum & Library; Cait Kokolus, St. Charles Borromeo Seminary; Christopher Densmore, Swarthmore College; Thomas Whitehead, Temple University; Michael Ryan, University of Pennsylvania; Lynn Dorwaldt and Susan Glassman, Wagner Free Institute of Science; Laura Blanchard, PACSCL staff.*

***Not represented:** Academy of Natural Sciences; American Philosophical Society; Chemical Heritage Foundation; The Lutheran Theological Seminary at Philadelphia; Free Library of Philadelphia; Haverford College; Philadelphia Museum of Art; Villanova University; Winterthur Museum, Garden & Library.*

PACSCL December 3 Symposium. The meeting opened with a discussion of PACSCL's "Consorting with the Future" symposium. A number of points were raised; among them were the following:

- **Emphasis on lifelong learners.** Several members were struck by this point made by Robert Martin, as well as the related point of finding a convergence among libraries, museums, archives, and new partners such as public broadcasting stations for purposes of education that includes lifelong learners. One member commented that Martin's remarks imply the importance of becoming more fully a part of a community by linking to the information networks communities draw on.
- **PACSCL may be ahead of the curve.** Several members remarked that PACSCL members, or subsets of PACSCL members, are already engaged in the kinds of collaborative efforts recommended by some of the speakers.
- **A concern about digitization.** There is a real concern that the drive to digitization may overshadow two important things: the real need to create access via cataloging; and the real need for users to come to the library, view the object rather than the surrogate, and engage with library staff, who can help provide both context and related sources.
- **A concern about being inappropriately "market-driven."** Two concerns were expressed. One is that libraries or other organizations may be driven to collaboration just for the sake of collaboration – in order to be eligible for certain kinds of funding. Another is that libraries may organize themselves in order to give researchers what they think they want when in fact this may not best meet researchers' real needs.

In summation, it was agreed that the symposium has created a significant opportunity to build relationships and help shape agendas with national agencies and funders. PACSCL is right to be concerned about the underlying assumption that a surrogate can stand in for the object, since

mediation is an important part of what PACSCL does. The first two speakers spoke about a world of users, while the next three talked about themselves, which may be a reflection on some of the limitations of the associations. PACSCL should consider ways that it and its member libraries, can work with other consortia, especially topical consortia such as those forming or formed around the history of science, the Franklin tercentenary, and Lewis & Clark.

It was generally agreed that additional symposia of this type, drawing on national speakers and offered to PACSCL's colleagues in the Greater Philadelphia area, would be beneficial on a biennial or triennial basis. A program focusing on educational outreach and involving representatives from the PBS stations outside the area such as New York or Boston, was one suggestion. Additional suggestions are welcome and should be addressed to Laura Blanchard or to Terry Snyder, chair of the professional development and staff communications committee. It was also agreed that it would be beneficial if some member institutions could contribute some time to symposium planning and organization because of the limitations of PACSCL staffing.

American Swedish Historical Museum. Derick Dreher reported that the American Swedish Historical Museum, 1900 Pattison Avenue, is another hidden Philadelphia treasure with significant historical collections. Its director, Richard Waldrop, would be interested in attending a PACSCL meeting and perhaps applying for membership. Janet Evans reported on a brainstorming meeting for a Linnean tercentenary exhibit in 2007. Such an exhibit would offer opportunities for complementary PACSCL programming. Susan Glassman reported that the Wagner Free Institute of Science had held a bicentennial Linneaus exhibition.

Minutes. The Minutes of the September 17, 2003 meeting were approved as circulated.

Budget Discussion. The proposed budget for 2004, which shows a deficit of \$14,000, was presented and discussed and is incorporated into these minutes by reference. Even with in-kind gifts of office space and an executive director underbilling her time, there is a significant budget shortfall, offset by a surplus built up during the period 1999-2002. PACSCL cannot continue to absorb deficit budgets; it should have as a goal reducing the deficit in 2005 and having a balanced budget in 2006. In the current funding climate it is unreasonable to expect operating support for PACSCL; grant funds for PACSCL projects may include overhead, but that properly goes to the lead institution. Three potential strategies, which could be used singly or in combination, were presented: grow the membership; raise the dues (which have not been raised in a decade); or develop a tiered payment structure tied in some way to size of institution. The nominating and governance committee, supplemented by treasurer Janet Evans and Cait Kokolus as an additional representative of the interests of smaller institutions, will study the issues and make a recommendation to the Board. It was suggested that the committee have access to financial expertise as needed. It was also suggested that PACSCL members consider a voluntary tax to defray the costs of the December 3 symposium.

New Member. The executive committee presented the recommendation of the nominating and governance committee that the application of the University of Delaware Library for membership in PACSCL be accepted. Upon motion duly made, seconded, and unanimously carried, it was

RESOLVED, that the membership application of the University of Delaware Library be accepted and that membership commence effective January 1, 2004.

Mission/Vision Statement. The statement circulated in the meeting packet was discussed, and upon motions duly made, seconded, and unanimously carried, it was:

RESOLVED, that the revised mission/vision statement be adopted, subject to such minor revisions as may be suggested in the future;

and further

RESOLVED, that the revised mission/vision statement be placed upon PACSCL's website.

Strategic Planning. Committee chairs and their representatives reviewed the progress made by the committees since the September 17 meeting, inviting comment on the reports included in the board packets. In particular, comments on the environmental scan and the audience survey were solicited. David Moltke-Hansen commended Michael Ryan and Gary Kulik for their work on the environmental scan. The expanded executive committee (incorporating other committee chairs) will continue to manage the strategic planning process, with the goal of having a draft to the board in June and a final vote in September.

Call for Nominations. Edward Morman, chair of the nominating and governance committee, announced that two executive committee were eligible to seek a second term in March, and that additional candidates are welcome. He encouraged board members wishing to place a name in nomination to contact him or any other member of the committee.

Bylaws. The executive committee recommended that the draft circulated prior to the meeting be returned to the nominating and governance committee for additional review. David Moltke-Hansen asked the Board to endorse the changes recommended in the executive summary. Upon motion duly made, seconded and unanimously carried, it was

RESOLVED, that the changes recommended in the Bylaws executive summary be incorporated in the revision of the bylaws to be presented to the Board for consideration at its March meeting.

2004 Meeting Schedule. Upon discussion, the following dates for 2004 meetings were accepted:

Wednesday, March 17, 3:30 p.m.
Wednesday, June 9 [now confirmed, 3:30 p.m.]
Wednesday, September 15, 3:30 p.m.
Wednesday, December 15, 3:30 p.m.

Board Book/Policies and Procedures. A reference book for Board members will be distributed at the March meeting. The nominating and governance committee will be considering the

policies and procedures set out in the draft circulated in the meeting package; any member with additional suggestions should contact any member of that committee. Derick Dreher suggested that policies include a conflict of interest clause. He will send a sample clause to Laura Blanchard.

There being no further business, the meeting was adjourned at 1:50 p.m.

Respectfully submitted,
Laura Blanchard
for the Secretary

TREASURER'S REPORT
December 10, 2003

PACSCL's December 1 bank statement showed a robust \$68,725.66 balance, which was reduced almost immediately by \$33,300, PACSCL's annual payment to Auto-Graphics on behalf of the libraries participating in the OPAC project. Projecting to the end of the year, and assuming that the symposium expenses do not exceed the budgeted \$7,340.00, PACSCL should end the year with approximately \$26,000 in its primary checking account.

The money market fund balance as of December 8, 2003 was \$19,867.65.

PACSCL should thus end the year with total assets of approximately \$46,000 or more.

The proposed 2004 budget assumes no additional increase in membership and expenses no greater than 2003. The surplus in the treasury will meet the budgetary shortfall for 2004, but it is time to initiate some conversations on how to bring the budget into balance.

Respectfully submitted,
Janet Evans
Treasurer

**PACSCL Income and Expense, 2003 and Proposed 2004 Budget
December 10, 2003**

INCOME and REIMBURSABLES	2003 Estimated	2003 Budgeted	2004 Budgeted
Dues	21,000.00	21,000.00	25,000.00
Interest (bank and money market)	279.00	500.00	500.00
Other income	2,994.00	0	0
In-kind gifts -- office space	3,600.00	3,600.00	3,600.00
In-kind gifts -- use of shared office equipment	600.00	600.00	600.00
TOTAL	28,473.00	25,700.00	29,700.00
EXPENDITURES			
Blanchard	25,000.00	25,000.00	25,000.00
Professional services	600.00	5,000.00	2,000.00
Office (space rental)	3,600.00	3,600.00	3,600.00
Office --use of shared equipment	600.00	600.00	600.00
Office equipment purchase	0	0	3,000.00
Seminar/other meeting expense	0	300.00	300.00
Insurance	2,034.00	2,200.00	2,300.00
Internet services (web, search engine)	499.00	100.00	500.00
Advertising, printing, PR	0	3,500.00	3,500.00
Entertainment (holiday party, etc.)	379.88	600.00	600.00
Professional memberships	571.69	500.00	600.00
Other misc.	0	1,800.00	1,800.00
TOTAL	33,283.69	43,200.00	43,800.00
Budget Addendum, Symposium (Note: awaiting invoices for final accounting, but it should come in at less than the budget amount approved at the September 12 meeting)	7,340.00	7,340.00	

COMMENTS AND BUDGET DETAIL

INCOME AND REIMBURSABLES

For the sake of simplicity, these figures do not at this point include the \$33,300 collected from the PACSCL OPAC members and paid out to Auto-Graphics. Symposium-related income, including funds collected from PACSCL and IRLA members for meals December 2 and December 4, will be added as a separate line item when the symposium accounting is completed.

In order to provide a more realistic picture of PACSCL's expenses, in-kind contributions of office space and use of shared equipment have been added to the 2003 and 2004 budgets.

EXPENSES

Professional Services. This budget figure allows for the legal review of PACSCL's bylaws currently being conducted and payable in 2004 as well as for our annual accounting and for an anticipated legal review of a contract with a new OPAC vendor in 2004. The \$2,000 estimate in the 2003 budget was in anticipation of using a professional designer to produce a new brochure.

Office space and use of shared equipment. These two line items have been added to provide a more realistic picture of PACSCL's actual expenses.

Office Equipment and Furniture This budget figure allows for the purchase of a computer and printer for the PACSCL office, its first since 1995, and for additional software and office furnishings to support the move to The Historical Society of Pennsylvania.

Seminar/Other Meeting Expense. A modest fund to provide for catering at one PACSCL event.

Insurance. Although the directors' and officers' liability insurance did not increase by much in 2003, the general liability jumped from \$350 to \$500. This modest increase in budgeted funds should allow for increases in 2004.

Printing Expense. This item has been carried forward from 2003 to allow PACSCL to print a new brochure in 2004.

Internet Services. The increase in this item allows for both the web site (\$100) and the PicoSearch search engine (\$399 a year introductory; \$499 thereafter), assuming that PACSCL continues with this service, which so far has been problematic. Funding for the search engine for six years is provided by the "other income" shown for 2003.

**Minutes of a Joint Meeting of the Executive and
Expanded Nomination/Governance Committees
Monday, February 23, 2004, 9:30 a.m.
Cassatt House, 1320 Locust Street**

***Present:** David Moltke-Hansen, Derick Dreher, Tom Whitehead, Dan Elliott, Janet Evans, Michael Ryan, Cait Kokolus, Susan Glassman, Eric Pumroy, Laura Blanchard*
***Absent:** Gary Kulik, William Lang, Terry Snyder*

David Moltke-Hansen called the meeting to order at 9:30 a.m.

Minutes. Upon motion duly made, seconded, and unanimously carried, the minutes of the January 15 strategic planning and nominations/governance committee meetings were approved as circulated.

Dues structure/dues increase. After some discussion of the data collected on institutional budgets, it was agreed that three natural tiers for future dues increases might be pegged to special collections budgets plus overhead, or overall library budgets if special collections budgets were lacking:

- Less than \$350,000
- \$350,000-\$749,999
- \$750,000 or more

When polled, most of those present agreed that that a tiered dues structure was desirable; many were concerned that the levels might be perceived as too high for value received. Michael Ryan suggested that a shift to a tiered structure occur in the context of a vision statement and business plan to explain the need for a higher funding level for the organization.

Laura Blanchard will call the representatives who have not yet responded to the survey, as well as one or two members who have not broken out their special collections budgets. She will then present the relevant figures by size of budget, first for the consideration of this joint committee and then for consideration by the full board.

There was also some discussion of the possibility of operating support from the William Penn Foundation as well as endowment support from Mellon and others. In both cases, however, an approach for such funding would have to await the creation of a more fully developed strategic plan and associated business plan, an effort likely to take some months at best and possibly as long as two years.

The board will be presented with a proposal to commit to raising dues in 2004 and 2005 as outlined in the minutes of the January 15 meeting. The overall plan for the four-year increase will also be presented but with some commentary about the possibility of altering this plan if operating or endowment support could be secured. David Moltke-Hansen will call all PACSCL reps to discuss their reactions to the proposed dues increase. At that time he will also discuss

members' sense of what would constitute appropriate value received at a higher dues level, as well as guidance on projects that might be included in a William Penn Foundation approach.

Other Executive Committee business. David Moltke-Hansen provided brief updates on access projects:

- The Gladys Krieble Delmas Foundation is interested in funding the conversion portion of the OPAC project. An approach to the William Penn Foundation for OPAC and other support will be the next step. David Moltke-Hansen will survey members for their comment on projects to include in a William Penn Foundation approach.
- A Mellon approach for the manuscript assessment project is contemplated; Eric Pumroy is convening a meeting of interested PACSCL reps
- The preliminary document to be used to approach NHPRC for funding for assessing the cultural institutions' archives in member collections is approaching final form
- Several topical initiatives for presentation to NEH are still under development
- The development committee will be convened again later this spring to consider these and other fundraising approaches.

Members of the executive committee not on the nominating/governance committee, then left. Thomas Whitehead, Dan Elliott, Edward Morman, Susan Glassman, and Laura Blanchard quickly reviewed the draft of the bylaws based on the latest review by Morman and Blanchard. Upon motion duly made, seconded, and unanimously carried, it was

RESOLVED, that the Nominating and Governance Committee present the bylaws draft to the full board at the March 17, 2004 quarterly meeting with the recommendation that they be adopted.

The committee also discussed nominations for the executive committee. Since the members whose terms end in March are eligible and willing to stand for a second term, no new candidates are required. Upon motion duly made, seconded, and unanimously carried it was

RESOLVED, that the Nominating and Governance Committee recommend that Edward T. Morman and Janet Evans be elected to a second term, and that Michael Ryan be confirmed as a replacement for Elizabeth Swan, whose first term expires March 2005.

It was agreed that Laura Blanchard would poll the members for a convenient meeting date following the quarterly meeting, at which time the committee will again take up the topic of new member recruitment.

Respectfully submitted,
Laura Blanchard for the Secretary

**Minutes of a Joint Meeting of the PACSCL Executive Committee
and Other Committee Chairs
Thursday, January 15, 2004, 3:00 p.m. – Cassatt House**

In attendance: David Moltke-Hansen, Edward Morman, Janet Evans, Eric Pumroy, Derick Dreher, Terry Snyder, Laura Blanchard

Absent: Gary Kulik, William Lang, Michael Ryan

Minutes. The executive committee members approved the minutes of the December 10 executive committee meeting as circulated.

Access Committee. Eric Pumroy reported out on the January 14 access committee (meeting minutes incorporated here by reference). The joint committee recommends the following actions steps based on the good work of that committee:

- **OPAC.** A draft of a letter of inquiry is in process. Targets include Barra, Delmas, Garfield, with William Penn as backup. Derick Dreher commented that Delmas might have real interest in this project.
- **IMLS (Deadline: April 1).** To follow up on the access committee's suggestion of a project that combines members' library and museum collections on scientific instruments, it was suggested that we consider scientific instruments; tools; or both; depending on interest on the part of IMLS or of PACSCL member institutions. David Moltke-Hansen will ask Susan Glassman if she would be willing to facilitate a meeting in early February, to which we would invite Bob Peck, Gary Kulik, Terry Snyder and Dan Muir, Rob Cox, Marty Levitt, and Sue Ann Prince; Arnold Thackray; Ruth Hughes; Gretchen Worden and Margaret Leiman. Following fairly quickly after this meeting, David Moltke-Hansen or another PACSCL member will contact IMLS program staff to gauge interest in such a project.
- **Cultural Institutions (NHPRC Proposal Deadline: October 1).** HSP will approach NHPRC. Concurrently, Blanchard will convene a meeting of Lynne Farrington and Terry Snyder to discuss the nature and scope of the working group.
- **Manuscript Assessment (Letter of Inquiry Deadline: Late April).** Eric Pumroy will suggest a list of invitees to a February meeting with two topics: identifying a small initial group to be the first phase of a collaborative manuscript assessment initiative and beginning a manuscript census; and developing a set of protocols or a template for the ways to approach this project, to serve as the standard on which other collaborative access projects is based.
- **Topical (Deadline for early conversations: mid-April?).** Laura Blanchard will convene meetings of the religion/philanthropy and science/technology groups and based on their commentary will offer to draft prospectuses for discussion with NEH.

Outreach. Derick Dreher reported that this committee will meet again January 20 to consider issues related to the development of the strategic plan.

Professional Development. Terry Snyder reported that a workshop on OAI is scheduled for the afternoon of Wednesday, March 10, and that the membership has been asked to save the date.

Nominations/Governance. Edward Morman reported on the meeting held earlier that day to discuss membership and dues structure. Minutes of that meeting are incorporated by reference. Upon motion duly made, seconded, and unanimously carried, it was

RESOLVED, that the executive committee recommend a dues increase for 2004 to the full board at the March 17, 2004 meeting;

and further

RESOLVED, that the members be surveyed prior to the March 17, 2004 board meeting to determine institutional, library, and special collections budgets in order to evaluate potential dues structure.

Laura Blanchard will draft the survey and a cover memo for review by David Moltke-Hansen and Edward Morman. Timetable: Survey out next week; surveys returned by February 15; results tabulated by Laura Blanchard and Edward Morman; recommendations to full board by March 1.

It was agreed that membership recruitment issues should be deferred to the second quarter to allow PACSCL staff time to work on the various access and strategic planning initiatives. Terry Snyder and Derick Dreher offered to approach Princeton University special collections librarians about membership.

Timetable for Strategic Planning Process, 2004

January	PACSCL Staff develops calendar of upcoming grant application deadlines and professional development activities
February	Committees prepare their goals and objectives (completed by March 1 for dissemination to Board)
March	Board reviews goals and objectives at March 17 Meeting
April-May	Committees refine goals, objectives and develop action plan; PACSCL staff assembles into strategic plan (deadline: May 25)
June	Board considers draft strategic plan at June 9 meeting
July-August	Committees revise plan based on Board comments (deadline: August 25)
September	Board votes on plan at September 15 meeting

Respectfully submitted,
Laura Blanchard

TREASURER'S REPORT: March 17, 2004

In the absence of the treasurer, Janet Evans, I present this brief report.

At year's end, PACSCL had a balance of \$32,282.67 in its checking account and \$19,880.56 in its money market fund. The financial records are now with the accountant, and a final report is expected shortly.

Expenses for the first quarter of 2004 comprise consulting fees of \$6,249.00 for PACSCL's executive director, and a one-time expense of \$2,614.74 for a computer, monitor and combination printer/scanner/copier/fax, for a total of \$8,863.75. It is anticipated that expenses for the other three quarters will be lower.

Invoices for 2004 dues have not yet been sent pending today's discussion of a dues increase, but will be sent later this month, and will be payable, as always, July 1.

Respectfully submitted,
Laura Blanchard
for the Treasurer

Nominating Committee Report and Recommendations for Elections

The Executive Committee is currently comprised of the following PACSCL member representatives:

- David Moltke-Hansen, chair -- first term expires 3/05
- Edward Morman, vice chair -- first term expires 3/04
- Janet Evans, treasurer – first term expires 3/04
- Michael T. Ryan, replacing Elizabeth Swan – first term expires 3/05
- William Lang, at large – second term expires 3/05
- Gary Kulik, at large – first term expires 3/05

In the absence of any additional nominations from the floor, the Nominating and Governance Committee recommends that Janet Evans and Edward Morman be elected to a second two-year term and that Michael Ryan be confirmed in his appointment to replace Elizabeth Swan.

Respectfully submitted,
Thomas C. Whitehead for the Committee