TRLN

TRIANGLE RESEARCH LIBRARIES NETWORK

19 20

ANNUAL REPORT

July 1, 2019–June 30, 2020

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FROM THE EXECUTIVE DIRECTOR

This year, TRLN sought to imbue our work with attention to equity, diversity, and inclusion. These activities included documenting our ideas and reflecting on the implementation of our plans. This work, which will continue to evolve, parallels actions taking place at each of our member institutions to examine racial injustice and create space for candid discussions about how to dismantle it. The urgency of this effort became more apparent during the spring, as public killings of Black people across our country catalyzed discourse and calls to action. TRLN is committed to this work. We will continue to listen, learn, and support our member institutions, and to explore opportunities to undertake this work together as a consortium.

Meanwhile, the coronavirus spread to the United States and started wreaking havoc on our society and its institutions. At the writing of this letter, our consortium is still working through the impact of the global pandemic and how to plan for its ongoing effects in the coming year and beyond. When Chris Bourg, Director of Libraries at MIT, joined us via videoconference in 2017 to give a virtual keynote presentation for our TRLN Annual Meeting at the Friday Center, it seemed like a momentous technological undertaking. At the outset of the pandemic, though, we started developing plans for a fully virtual two-day 2020 TRLN Annual Meeting, complete with two remote keynote speakers, a panel, lightning talks, and synchronous sessions by colleagues across our libraries and university presses. Our annual meeting planning is just one example of how COVID-19 has changed the way we communicate and undertake our work. TRLN will continue to approach these circumstances with flexibility and responsiveness and to learn from these experiences in order to broaden our impact.

Either of these historic moments—reckoning with systemic racism and responding to a global pandemic—alone would have had significant impact on our libraries. Both of them occurring in tandem inspired a substantive analysis and revision of our priorities and operations. Leaders from across TRLN institutions are figuring out how to address long standing racial injustice while also trying to provide safe and efficient service to our library patrons amidst a pandemic.

In recent months, TRLN has facilitated conversations and information sharing across our governing bodies and working groups so that they can learn from each other's experiences and inform each other's decisions during these peculiar times. We also have been participating in consortial and cross-consortial initiatives that are exploring operational processes, tools, and cultural shifts to increase access to our collections and services.

Even though we have not seen each other in person for months, as demonstrated in this report, we are seeing the fruits of a decades-long collaboration built on familiarity and proximity.

Lisa Croucher
Executive Director

EVENT HIGHLIGHTS

2019 TRLN ANNUAL MEETING

Photo by Chris Hildreth/Rooster Media Productions, Inc.

The 2019 TRLN Annual Meeting was held on Thursday, July 11 at the William and Ida Friday Center for Continuing Education.

The keynote speaker was Dr. Louise Bernard, founding Director of the Museum of the Obama Presidential Center. Dr. Bernard delivered a captivating overview of the design concepts for the Obama Presidential Center in Chicago, IL. The plans emphasize radical hospitality, visitor participation, and inclusivity. Dr. Bernard's presentation invited listeners to consider innovative ways to engage and serve the local TRLN library community.

The morning sessions were filled with an array of presentations given by staff of TRLN member libraries. Shorter format presentations allowed attendees to choose from a wide range of topics about various collaborative projects across TRLN's four member institutions.

Tom Rankin, Professor of the Practice of Art and Documentary Studies, Duke University, provided a thought-provoking lunchtime presentation. Using his photography of the American South as a storytelling medium, Tom Rankin discussed the significance of "seeing the unseen" and the human desire to share and preserve these moments.

During the afternoon, participants attended lightning talks given by their TRLN colleagues that highlighted ongoing projects and committee or task group activities. An ACRL Project Outcome Workshop also took place, as well as several informal meetings where TRLN library staff could connect on the opportunities and challenges facing their work today.

Deborah Jakubs, University Librarian (Duke), Louise Bernard, keynote speaker, Elaine Westbrooks, University Librarian (UNC-Chapel Hill) and Lisa Croucher, TRLN Executive Director. Photo by Chris Hildreth/Rooster Media Productions, Inc.

EVENT HIGHLIGHTS

SCHOLARLY COMMUNICATION SEMINAR

TRLN hosted a Scholarly Communication Seminar on September 20 at the Archie K. Davis Conference Center. The seminar was facilitated by Molly Keener, Director of Digital Initiatives & Scholarly Communication, Z. Smith Reynolds Library, Wake Forest University. Approximately 30 library staff participated in discussion surrounding scholarly communication values and ambitions grounded in reality. The goal was not to leave with a defined plan, but to learn about the scholarly communication landscape at each institution and connect commonalities across institutions. Out of this conversation, the participants identified the following as potential areas for further exploration at the consortial level:

- Values in Collections
- Infrastructure (Built, Borrowed, Bought)
- Faculty Impact & Campus Partnerships
- Strategy

On October 4, the Scholarly Communication Seminar Part II was held at The Frontier. Attendees further refined goals and high-level statements for potential exploration at the consortial level, along with related actions for each goal. The sustainable scholarship report summarizes the resultant consortial goals approved by the Executive Committee and the Governing Board.

BLACKLIGHT SUMMIT

After having been hosted for a few years by Princeton University, Blacklight Summit was hosted by TRLN on October 9–11 at Bostock Library, Duke University. A great mix of 50 attendees from TRLN and other institutions across the country participated in the workshop. Themes explored this year included governance of local Blacklight instances, sustainability, maintenance for individual institutions, and core Blacklight. The Blacklight Summit schedule includes the agenda and links to lightning talks and institution demos.

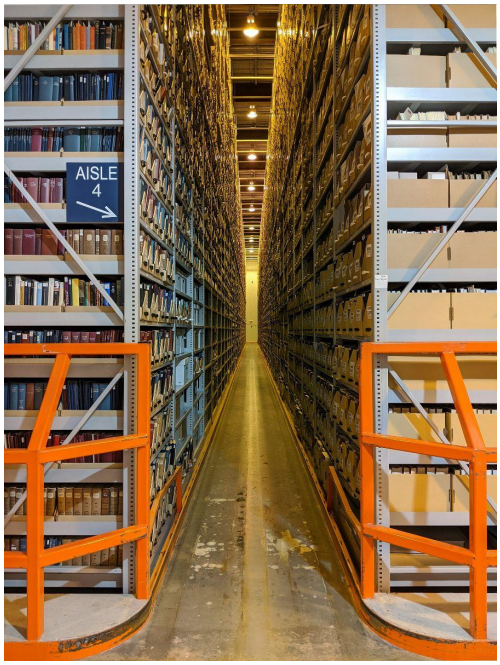
Local and visiting attendees of Blacklight Summit enjoyed post-workshop activities exploring Durham. Nikitas Tampakis, Discovery Infrastructure Developer, Princeton University Library, discovers the bull in downtown Durham. Photo courtesy of Nikitas Tampakis.

EVENT HIGHLIGHTS

EMPLOYEE ORIENTATION

On January 16, thirty participants gathered at the NC Biotechnology Center in RTP for TRLN Employee Orientation. It was wonderful to see so many new faces and welcome a few long-time employees who wanted a TRLN refresher. Attendees received an overview of the people, priorities, and activities of the consortium and enjoyed an opportunity to network in break-out sessions themed around interest group topics such as metadata and diversity, equity, and inclusion.

LIBRARY SERVICE CENTER TOUR



On January 22, TRLN central office staff and colleagues from member libraries enjoyed a tour of the Library Service Center (LSC) given by Marvin Tillman, Manager, LSC, Duke University. The LSC houses more than 6 million library materials from Duke, NC Central, UNC-Chapel Hill, and Durham County Library.

EVENT HIGHLIGHTS

CHANGE THE SUBJECT FILM SCREENING AND DISCUSSION

On Thursday, January 30 at Carolina Theatre, 140 TRLN colleagues gathered for a documentary film and panel discussion.

Change the Subject shares the story of a group of student activists at Dartmouth College who were committed to advancing and promoting the rights and dignity of undocumented people. In partnership with staff at Dartmouth, these students – now alumni – produced a film to capture their effort at confronting an instance of anti-immigrant sentiment in their library catalog.

The follow-up discussion and Q&A provided a great opportunity for the TRLN community to hear from panelists involved in metadata work and student activism work. Panelists pictured below from left to right:

- Moderator, Monica Figueroa (UNC-Chapel Hill), Music Cataloging Librarian
- Maggie Dickson (Duke), Metadata Architect
- Christina Manzella (Duke), Monographs Description Librarian
- Meg McMahon (UNC-Chapel Hill), SILS student
- Maria Lopez Gonzalez (Student Action with Farmworkers), Into the Fields, Program Coordinator

CHANGE THE SUBJECT CONTINUED

Focusing on the advocacy portrayed in the film, the panel invited attendees to consider how librarians can build trust with the library users and move toward greater inclusivity in our libraries. The panel emphasized the importance of asking for input from the people being described on how they want to be described rather than relying on existing rules or terminology that may be problematic. By having these conversations with students and others scholars, librarians can better ensure cataloging terms appropriately represent communities.

McMahon encouraged librarians to approach work with a critical pedagogy and willingness to engage in difficult topics. This approach will create space for students to feel comfortable proposing changes. Lopez Gonzalez invited attendees to consider how libraries could play a part in identifying barriers that prevent students from reaching institutions of higher education as well as providing resources that will empower young activists.

Related to this event, the TRLN Discovery Metadata Team created a form to invite feedback about problematic subject headings in the shared catalog. In an effort to improve the subject terms used in TRLN's discovery layer to better represent diverse populations and allow for changes to existing subject terms that may be exclusionary or divisive, the TRLN Discovery Metadata Team welcomes suggestions from library staff via the form (https://bit.ly/2QmwXHv) to overlay existing problematic subject headings with alternative vocabulary terms.

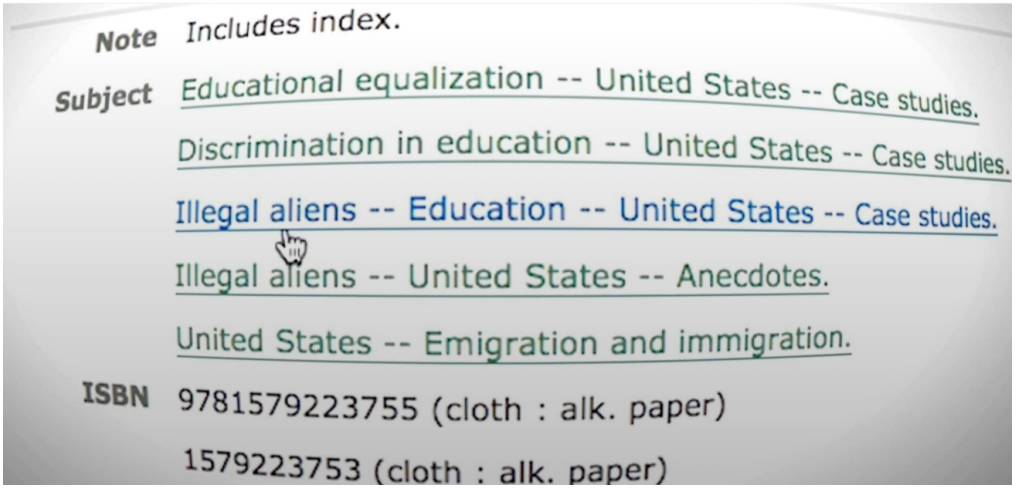


Image via https://sites.dartmouth.edu/changethesubject.

EVENT HIGHLIGHTS

REMOTE RAP DISCUSSION SERIES

To facilitate connection and to encourage engagement between TRLN colleagues working from home due to COVID-19, TRLN staff developed a recurring virtual discussion series. The idea for the series came out of professional development discussions with HR leaders in our libraries. The Remote Rap Sessions provide an opportunity for staff to participate in intriguing conversation with colleagues, share their own expertise, and learn new things all while enjoying a variety of films and podcasts.

During the spring, four discussion sessions were held on a variety of topics, including accessibility, sustainability in fashion and textiles, a transgender musician in the 1950s, and the pack horse librarians of Eastern Kentucky. Facilitators whose work was relevant to the discussion topic opened each session by sharing their expertise and inviting participants to consider the topic in the context of academic libraries. Participants then entered Zoom breakout rooms for small group discussion using a provided list of questions and were encouraged to informally discuss the selected title with their colleagues.

TRLN staff plan to continue the discussion series in the fall and developed a form to invite suggestions for topics.

CONSORTIAL UPDATES

PROJECT RESHARE

TRLN became a founding member of Project ReShare — a new community developing an open approach to library resource sharing. The ReShare community is a group of libraries, consortia, information organizations and developers, with both commercial and non-commercial interests, who came together in 2018 to create Project ReShare. The ReShare community has a bold vision for building a user-centered, applications-based, community-owned resource sharing platform for libraries that will set the standard for how library patrons are connected to information resources at their own and other institutions.

TRLN staff and colleagues across our institutions' libraries serve on a variety of committees for ReShare, including governance, product management, subject matter experts, communication, and community engagement. A short video of the processing of borrowing and lending requests between institutions in ReShare demonstrates some of the underlying work contributed by people across TRLN to build a resource sharing platform that is flexible, scaleable, and responsive to the needs of its growing user community.

On March 4–5, TRLN hosted the Project ReShare Planning Summit at Duke University Libraries. Project ReShare Steering Committee members and selected others, some of whom joined virtually, gathered to share updates and develop strategies for various components of the project, including application development, membership, governance, and administration. Participants engaged in a round-robin exercise to set priorities in the areas of development and implementation; vendor integration; communication; and community engagement. One outcome of the summit was the decision to charge two new groups — communication and community engagement — to work with the existing teams to improve messaging and expand the ReShare community.

The meeting in Durham was a follow-on to an initial planning meeting held in Philadelphia in August 2018. TRLN's increasing involvement tracks with the growth of Project ReShare and its planned release of a 1.0 version for late Summer 2020.

CONSORTIAL UPDATES

TRIANGLE SCHOLARLY COMMUNICATION INSTITUTE

Photo by Paolo Mangiafico. Courtesy of @TriangleSCI Twitter

The Triangle Scholarly Communication Institute (Triangle SCI) was held October 13–17 at the Rizzo Center. Funded by grants to Duke University Libraries from the Andrew W. Mellon Foundation, each of the six iterations of Triangle SCI has been supported by all TRLN institutions. The theme Equity in Scholarly Communications was explored by five teams that "convened to work on projects they proposed in the spring, and to work across teams to better understand the structural and situational issues that present challenges to a more equitable scholarly communication and publishing ecosystem. During the course of the institute they explored ideas, developed initiatives, and launched projects aimed at promoting positive change" (from trianglesci.org).

"SCI is pretty unique in that it's team-based, and we encourage teams to include participants who might not otherwise come to a meeting in North America that's about scholarly communication, but who have important perspectives that need to be factored into how we do the work of scholarly communication here," said Paolo Mangiafico, Director of the Triangle SCI. "For example, this year we had researchers, publishers, and librarians from Ghana, Kenya, India, Italy, Indonesia, Argentina, Ecuador, Japan, Spain, and Austria, in addition to those from the US and Canada. We've had participants who were undergraduates, and a former provost and current dean, as well as journalists, storytellers, musicians, and artists. They all brought valuable insights that helped all of the teams to think differently about how they would develop their projects. We're grateful to the Mellon Foundation for continuing to provide funding to support this program, and to allow us to cover the travel costs for all of the participants, enabling this greater diversity of engagement." Duke University has received a grant from The Mellon Foundation to continue support for Triangle SCI which will allow over 90 people to participate over the next three years.

CONSORTIAL UPDATES

TRIANGLE DIGITAL HUMANITIES INSTITUTE

TRLN was proud to co-sponsor the Triangle Digital Humanities Institute (TDHI) held at North Carolina Central University on October 24–25. TDHI 2019 featured digital humanities workshops, unconference sessions, and opportunities for attendees to share their work with the network. The goal of TDHI is to meet in person to promote digital and public humanities projects across North Carolina in an equitable fashion.

CHARLESTON CONFERENCE

Lisa Croucher, TRLN Executive Director, attended the Charleston Conference in Charleston, SC, November 4–6, to participate in meetings with various groups and individuals of relevance to TRLN's work. The International Coalition of Library Consortia (ICOLC) meeting included a presentation by James Wiser, Library Consortium Director, Community College League of California, on the accessibility lawsuit ongoing in the Los Angeles Community College System. A federal court recently ruled in favor of the National Federation of the Blind due in part to accessibility issues with the library. Mention of the case and ruling were repeated in a few subsequent meetings and conversations serving as a wake-up call about the importance of ensuring accessibility of library resources. There was general belief that this was the first of many such suits coming down the pike and that all of our institutions should be vigilant and prepared.

GOBI hosted its annual gathering of libraries, consortia, and publishers to focus on the future of print books in academic libraries. The session on Textbook Affordability, Open Access, and the Institutional Mission included a presentation by Dean Smith, director of Duke University Press. DeGruyter hosted a meeting led by Michael Zeoli, formerly of EBSCO and now with DeGruyter, that focused on similar topics, using two publications as fodder for conversation: Cost of Publishing Monographs (2016: https://sr.ithaka.org/publications/the-costs-of-publishing-monographs/) and Library Acquisition Patterns (2019: https://sr.ithaka.org/publications/2019-report-library-acquisition-patterns/). The meeting included an exercise to help participants view the publishing ecosystem from each other's perspective.

CONSORTIAL UPDATES

TRLN ACCESSIBILITY INITIATIVES

TRLN demonstrated its commitment to accessibility of electronic resources by supporting the E-Resources Accessibility Partnership. The Association of Southeast Research Libraries (ASERL) and the Big Ten Academic Alliance (BTAA) entered into this two-year partnership to advance accessibility for library electronic resources, with the goal of providing equal access to information for all library users. Beth Ashmore, Associate Head, Acquisitions and Discovery (Serials) at NC State University Libraries, was selected to represent both TRLN and ASERL on the Steering Committee for the partnership. More information about the BTAA-ASERL partnership is available at http://www.aserl.org/wp-content/uploads/2019/08/2019_08_BTAA-ASERL_Library_Accessibility_Partnership.pdf

TRLN RESPONSE TO COVID-19

In response to COVID-19, TRLN has intensified its efforts in the areas of access, shared print, and resource sharing, with increased TRLN staff involvement in Project ReShare. Additionally, meetings with human resources and other library leadership determined areas of focus to support library staff at member institutions through virtual programming. The Remote Rap discussion series was created out of these discussions, as was the decision to offer information technology skills development workshops such as Library Carpentry. TRLN staff also helped to coordinate more frequent meetings and other communication of committees and groups across TRLN so that library leaders could share and learn from each other's response to the pandemic and plans for summer and fall semesters.

In addition to programs and services, TRLN signed on to statements that advocated for wider access to library materials during COVID-19. On March 17, TRLN signed on to the ICOLC Statement on the Global Pandemic and Its Impact on Library Services and Resources. This statement asks that publishers expand access to research and knowledge during the coronavirus pandemic. On April 1, TRLN signed the Internet Archive Public Statement Supporting Waitlist Suspension for Books Loaned by the Internet Archive During the US National Emergency.

CONSORTIAL UPDATES

RACIAL INJUSTICE AND NATIONAL PROTESTS

The topic of racial injustice inundated our society and our work during this year, with each of our member institutions having released a statement about a campus response. As do our member institutions, the TRLN central office recognizes and is committed to addressing the racial injustices that are increasingly coming into the mainstream public eye. We definitively denounce and condemn the acts of racism and violence that have plagued our country in recent months (and have plagued many peoples, throughout history).

TRLN had been developing a roadmap for addressing racial injustice and promoting diversity, equity, and inclusion through events, programs, and training opportunities, with the goal of incorporating these values and mindset into our work. Additionally, TRLN staff compiled a list of external resources on anti-racism available at trln.org. The upcoming 2020 Annual Meeting will feature two keynote speakers—Rhondda Thomas Robinson and Jennifer A. Ferretti—who we anticipate will provoke thought about the role our libraries and consortium can play in continuing to recognize and dismantle racism. A few of the presentations in the upcoming Annual Meeting will address this topic; and we also will be offering a workshop by the Greensboro-based Racial Equity Institute.

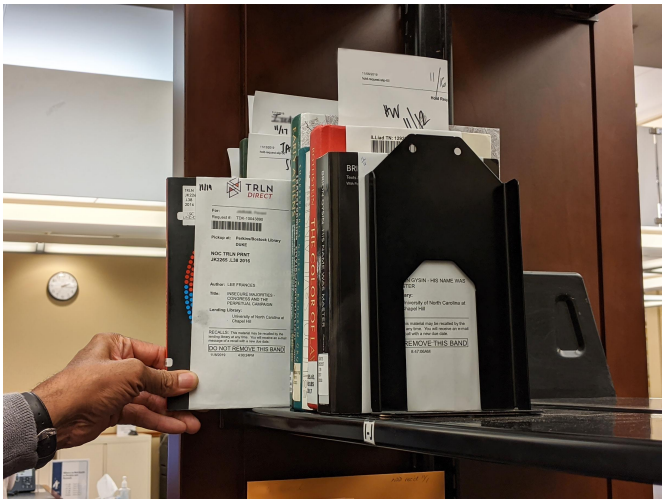
Relevant statements of our member institutions in response to May 2020 national protests:

- Duke University
- North Carolina Central University
- North Carolina State University
- University of North Carolina at Chapel Hill

Photo via oppl.org/about/anti-racism. Graphic by hafuboti.com.

CONSORTIAL UPDATES

UNMEDIATED LENDING AND BORROWING



TRLN's robust program of lending broadens access to and deepens the impact of resources across our institutions. This information is a snapshot of the lending and borrowing activities between our institutions over the past year.

You can access and interact with the dashboards that generated this snapshot at https://trln.org/activities/trln-direct.

It is important to note that because of COVID-19, our institutions suspended lending on March 18, 2020, so this report reflects a decrease in borrowing and lending across TRLN this year.

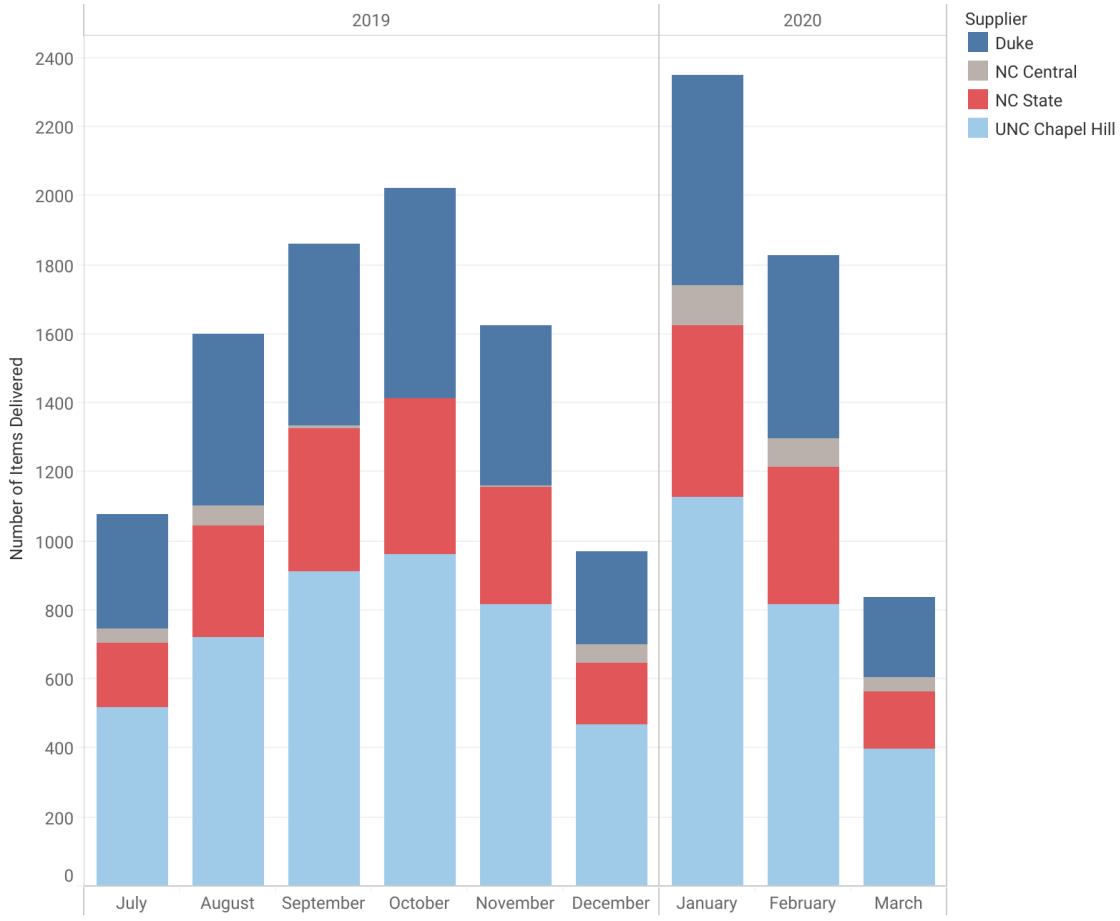
Supplier in the below table indicates the institution that lent the requested item to the borrowing institution. The lending and borrowing totals are for July 1, 2019 through June 30, 2020.

Lending & Borrowing Totals

	Borrower				
Supplier	Duke	NC Central	NC State	UNC Chapel Hill	Totals
Duke		101	2,214	1,825	4,140
NC Central	186		146	78	410
NC State	2,035	65		934	3,034
UNC Chapel Hill	4,858	65	1,923		6,846
Grand Total	7,079	231	4,283	2,837	14,430

UNMEDIATED LENDING AND BORROWING CONTINUED

Items Delivered



The below table displays the number of requests by patron type.

Patron Type

	Faculty	Graduate	Other	Science & Research Staff	Staff	Undergraduate	Totals
2019	2,682	4,256	614	116	430	1,034	9,132
2020	1,308	2,584	107	71	230	712	5,012
Totals	3,990	6,840	721	187	660	1,746	14,144

CONSORTIAL UPDATES

WORKING GROUPS

Working groups exist to develop, implement, or oversee a specific project or product related to TRLN's strategic priorities. They receive a formal charge from the Advisory Council that is reviewed on an annual basis. New working groups may be proposed to the Advisory Council by the Executive Committee, an interest group member, a TRLN staff member, or an Advisory Council member as needs evolve.

WORKING GROUPS 2019–2020

Circulation Policy
The Circulation Policy Working Group's charge and membership was approved by the Advisory Council on September 25. This group will review institutional and collective circulation policies and practice, documenting the current circulation matrix and identifying any significant discrepancies across institutions and libraries that prevent a uniform experience.

Cooperative Print Retention
The Cooperative Print Retention Working Group created a high-level snapshot that summarizes the participation of TRLN institutions and libraries in shared print and print retention initiatives. Also included is a list of selected external resources on shared print trends and priorities. The Shared Print Resources page is available on TRLN's website.

Electronic Resources Management
The Electronic Resources Management (ERM) Working Group continued its historic responsibility for overseeing joint acquisition and licensing of electronic materials. Of utmost importance this year was the renewal of a three-year consortial license with Springer, for 2020–2022. Other major agreements that ERM has been working to renew are with ACS Publications and Clarivate Web of Science. Additionally, ERM drafted a report that provides an overview of e-resource accessibility efforts at each school and identifies additional areas for consortial engagement around e-resource accessibility.

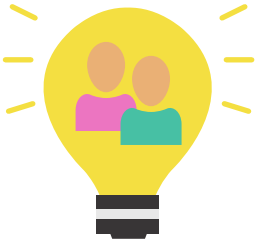
CONSORTIAL UPDATES

WORKING GROUPS 2019–2020 CONTINUED

Resource Sharing
The Resource Sharing Working Group partnered with TRLN staff to create shared dashboards and centralized reports documenting borrowing and lending between the institutions. These dashboards demonstrate the robust program the Resource Sharing Working Group has built to effectively and efficiently lend materials across our libraries. These will be updated twice a year and can be accessed at https://trln.org/activities/trln-direct.

Shared Discovery Services
Since the release of the new TRLN Discovery shared catalog, the Shared Discovery Services Working Group meets monthly to discuss how to maintain and build upon our work in a sustainable way. Some highlighted changes the group made this year include adjustments to improve journal title searching, a new cite option to copy standard format citations, caching to decrease loading times, increased stability of the underlying infrastructure, and changes to the Amazon Web Services hosting to decrease costs.

We've also recently formed a TRLN Discovery Metadata Team to inform development related to metadata. This team is co-led by Jacob Shelby, Lead Librarian for Metadata Technologies and Kelly Farrell, TRLN's Program Officer. An initial project for the team focused on creating a process to collect feedback about problematic subject headings and document suggested terms to overlay. The development team created a simple way to overlay terms like illegal aliens with undocumented immigrants.



INTEREST GROUPS

Interest groups provide a forum for groups of individuals who want to explore a particular area of common interest, regardless of whether the topic is explicitly aligned with a TRLN priority area. The desire to establish an interest group may be expressed by an individual or group of individuals within a member library or by a TRLN staff member. Proposals to establish an interest group are submitted via the Interest Group Proposal Form and are reviewed by the TRLN Advisory Council. The Interest Group Proposal Form can be accessed at https://bit.ly/2RLdRwR.

CONSORTIAL UPDATES

INTEREST GROUPS 2019–2020

The **Collections Interest Group** reviewed and significantly revised the structure of the TRLN Oxford University Press Shared Print program that was first piloted in 2012. The shared print component of the deal was discontinued, but TRLN is collectively purchasing content from 14 of the academic presses on the University Press Scholarship Online (UPSO) platform. Given that it is now an electronic-only agreement, oversight of this deal was shifted to the Electronic Resource Materials Working Group. Also, after conducting its own analysis, the Collections Interest Group recommended the formation of a working group to review and advise on TRLN's current participation in and agreement on print retention and shared print programs.

Courtesy Duke University Libraries

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Librarians responsible for disaster response initiatives in our member libraries formed the **Disaster Response Interest Group** in order to formalize their ongoing communication and collaboration. Their primary activity has been reviewing respective disaster response protocols and developing a collaborative disaster response memorandum of understanding across our member institutions. The aim of the MOU is to facilitate mutual assistance within TRLN in the event of a disaster that affects one or more of the member institutions and cannot be addressed by that institution either because of scale or materials affected.

CONSORTIAL UPDATES

INTEREST GROUPS 2019–2020

We want to structurally build equity, diversity, and inclusion into all the work TRLN does. As part of this, TRLN is working with all working and interest groups to garner more ideas and feedback for DEI work we can undertake together. The **Diversity, Equity, and Inclusion Interest Group** guided TRLN staff in the planning of the screening and panel for Change the Subject. They intend to meet several times throughout the year to share actions being taken at each institution and explore work we could undertake as a consortium.

The **Heads of Technical Services Interest Group** provides a forum for technical services leaders to connect regularly to stay abreast of each other's activities and plans and to seek opportunities for inter-institutional collaboration.

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CONSORTIAL UPDATES

INTEREST GROUPS 2019–2020

Given the unique nature of their work, people who work in technical services within our member libraries' special collections convene occasionally in the **Special Collections Technical Services Interest Group**, virtually or in person, to share information on their collections, activities, and ideas for collaboration.

In the **Metadata Interest Group,** metadata practitioners at each institution gather periodically to report out on relevant projects and share tips and techniques. They also work closely with the TRLN Discovery Metadata Team to consult on a variety of projects.

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TRLN CENTRAL OFFICE UPDATES

TRLN INCORPORATES AS A NONPROFIT

TRLN began an historically significant administrative transition during this year. The consortium's foundational documents mandate that one of the member institutions serve as administrative host and that the hosting arrangement be reviewed every three years. Since its inception, though, TRLN had been administratively and physically hosted at UNC-Chapel Hill. In 2019, the Governing Board determined that the time had come to transition the consortium to a new administrative host and also that TRLN should align itself with peer consortia by incorporating as a 501(c)(3).

Throughout 2019, TRLN collaborated with university leadership on both campuses to make the administrative and physical transition from UNC-Chapel Hill to Duke. The consortium also worked with legal counsel to establish bylaws and other articles of incorporation that were filed with the NC Secretary of State on January 30, 2020, officially incorporating TRLN as a nonprofit organization. In addition to incorporating, TRLN has applied to become a 501(c)(3) nonprofit, federally recognized as a public charity that furthers the educational missions of our member institutions. Status as a 501(c)(3), which is currently pending, will enable TRLN to continue to pursue its mission as a separate entity from the member institutions it serves. The Governing Board anticipates that 501(c)(3) status may afford additional opportunities for collaboration and innovation.

TRLN CENTRAL OFFICE UPDATES

NEW TEAM MEMBERS

In other administrative transitions, TRLN welcomed two new staff members this year, both of whom were fast out of the gate in assisting with the administrative, physical, and financial transition from UNC-Chapel Hill to Duke.

McKenna Lakin joined TRLN as Program Administrator on July 29, 2019. McKenna received her Master's Degree in Library Science from NC Central University in 2011 and worked in Alamance and Durham County Public Libraries for three years. Prior to TRLN, McKenna worked as a Program Manager for Voices Together, a music therapy nonprofit providing workplace readiness training to young adults with autism and other diverse abilities. Outside of work, she enjoys tap dancing, playing piano, kayaking with her husband, and attempting to teach her cat tricks.

Kelly Farrell joined TRLN as Program Officer on August 5, 2019. Kelly received her Master's Degree in Library and Information Science from UNC-Chapel Hill in 2011 and is a certified Scrum Alliance Product Owner. Prior to TRLN, Kelly worked as the Product Support Manager for JSTOR Forum from 2015 to 2018 and the Visual Resources Librarian at Lafayette College from 2012 to 2014. As Program Officer, Kelly is responsible for coordinating the development of technology-related consortial activities such as TRLN Discovery and TRLN Direct. Outside of work, she enjoys walking her two hounds, listening to podcasts, volunteering at the Animal Protection Society of Durham, and quilting.

On August 29, 2019, Genia Kazymova returned from parental leave to her role as Applications Developer. Genia joined the TRLN team in April 2018 to lead the development of centralized projects and applications that serve TRLN libraries. Outside of her work, she enjoys reading books with her sons. She also likes traveling, hiking and backpacking with her family in NC and beyond.

TRLN CONTINUES TO FOCUS ON SHARED PRIORITIES FOR 2019–2021

Sharing Collections

a. Develop a robust, complementary, accessible, and efficiently managed print collection that takes advantage of members' geographic proximity, serves diverse user communities, and highlights our unique collections

- i. Shared index
- ii. Discovery
- iii. Unmediated borrowing (and related policies)
- iv. Consortial and external print retention initiatives
- v. Innovative approaches to licensing, discovery, and access

b. Continue to work toward shared digital collections and collaborative licensing of digital materials

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Recruitment and Development of Talent

a. Facilitate development and sharing of knowledge and skills that increase the capacity, leadership, and creativity of individuals, libraries, and institutions

- i. Activities (seminars, training events, conferences, institutes)
- ii. Communities (working groups, interest groups)
- iii. Active relationships with the School of Information and Library Science at UNC-Chapel Hill and the School of Library and Information Sciences at NC Central

SHARED PRIORITIES 2019–2021

Effecting Change

a. Pursue collaborative advocacy in scholarly communication, including the research workflow, licensing of electronic materials, and sharing of digital resources

b. Disseminate our products and findings through white papers on topics of interest to academic libraries, open source tools such as GitHub, presentations and posters, and social media

c. Expand our impact with external entities such as the Association of Research Libraries (ARL), HathiTrust, OCLC, governmental agencies, other consortia, publishers, policy makers, and potential funders

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