Founded in 1967, OCLC is a nonprofit, membership, computer library service and research organization dedicated to the public purposes of furthering access to the world’s information and reducing library costs. Libraries around the world use OCLC services to locate, acquire, catalog, lend, preserve and manage library materials. Researchers, students, faculty, scholars, professional librarians and other information seekers use OCLC services to obtain bibliographic, abstract and full-text information when and where they need it. OCLC and its member libraries cooperatively produce and maintain WorldCat—the OCLC Online Union Catalog.

Table of Contents

02    To the Membership
04    Year in Review
12    WorldCat Highlights
19    Building services in the cloud with libraries
34    Board of Trustees
35    Strategic Leadership Team
36    OCLC Global Council
39    Advisory Committees
40    Financial Report
46    OCLC Offices, Distributors and Partners
On July 1, 2013, Jay Jordan retired after 15 years of service to the OCLC cooperative. Jay presided over a period of remarkable growth, innovation and global expansion. All of us at OCLC will honor his tenure by continuing this pace of growth around the world.

As I assume my duties as OCLC’s fifth President and CEO, I want to be clear about how I see my role. Everything I do is designed to serve you and our public purpose. To do that, we need to be a strong organization designed to meet the challenges you face. We need to innovate both our current services and partner with you to develop new services.

I have been serving libraries in various capacities nearly my entire career. Leading OCLC is in some ways similar to, and in other ways completely different from, my past experience. It is similar in that there are organizational disciplines that are essential to all leadership positions whether operational efficiency, technological innovation or product development. It is different because OCLC is a nonprofit cooperative with a unique mission, passionate and engaged members and a unique governance model. Member needs guide our actions and our investments. I report to a Board of Trustees led by librarians.

Profit achievement, quarterly financial results and growing shareholder value are not our drivers. We are driven to fulfill a public purpose for libraries and their users. It is this fundamental difference that attracted me to the cooperative.

In my first few months, I have been on a worldwide listening tour. Whether at ALA in Chicago or IFLA in Singapore, whether visiting libraries in Michigan or Bangkok, whether public, private or special, I am listening to your needs and your perceptions. It has been eye-opening and rewarding.

We have our work cut out for us. Our financials are not forecasted to be at our historical goal levels (please see the Financial Review and Management Commentary of this report). We must ensure that our investments create services that help members achieve their goals. Our strategy needs to be refined, and we need to be clearer about where OCLC is headed. Our operations need to become even more member-centric, service-oriented and designed for maximum efficiency.

Working hard and striving for improvements that can deliver even greater impact energizes organizations and their leaders. I am excited about the potential ahead. OCLC’s current work is bold and important. Users’ expectations continue to accelerate, driving demand for new services and approaches that are cloud-based, mobile and social. With its new technological platform and cloud-based services, OCLC is well-positioned, and committed, to serve you. We are investing in the people, technology and infrastructure to support libraries in a period of rapid change.
Finances

Libraries’ use of OCLC services in fiscal 2013 generated revenues of $206.6 million and operating results (loss) of $2.8 million. Please see the Financial Review and Management Commentary for additional discussion.

During the year, OCLC provided libraries with $16.4 million in credits, primarily for cataloging and resource sharing. In April 2013, the OCLC Global Council, after an 18-month analysis and discussion with members, recommended to the OCLC Board of Trustees that the cooperative gradually phase out the credits and incentives program, starting July 1, 2014. Introduced in 1985, the program was determined to be no longer in synch with the norms, collection management practices or member composition of the cooperative. The phase-out will be managed so that it will not materially affect costs of OCLC services to members.

Strategic Directions

OCLC continued to move forward with its strategy of working collaboratively with libraries to build services in a cloud computing environment. On March 6, the staff of the Criss Library at the University of Nebraska Omaha celebrated the launch of its OCLC WorldShare Management Services (WMS); this was the 100th implementation of WMS since the services went into production in 2011. At year’s end, there were 120 WMS sites in operation.

OCLC also began moving its services in cataloging, resource sharing and discovery to the cloud.

In March 2013, the first of some 5,700 libraries began migrating from WorldCat Resource Sharing to the new WorldShare Interlibrary Loan service on the cloud-based technological platform. We will shut down WorldCat Resource Sharing in May 2014.

A beta test of the new FirstSearch discovery interface got under way in February 2013, with migration of approximately 16,500 users expected to begin in 2014.

The following new services became available on the new platform during the year: WorldShare Metadata Collection Manager, WorldShare Metadata Record Manager and the WorldShare Analytics Collection Evaluation Tool.

On May 4, 2013, the number of holdings in WorldCat exceeded 2 billion. It took the OCLC cooperative almost 34 years, from August 26, 1971 to August 11, 2005, to put 1 billion holding symbols in WorldCat, and only 7 years and 8 months to add the next billion.

Additional results and accomplishments of OCLC in fiscal 2013 are reported in detail elsewhere in this annual report.

Moving Forward

2014 is the centenary of OCLC founder Frederick G. Kilgour’s birth. As we celebrate his contributions to librarianship, we must also ask: How do we build on our historic strengths to create services, research and programs that will support members and librarianship for the future?

I look forward to working with you to build that future.

Skip Prichard
President and CEO
OCLC
November 8, 2013
A member of the OCLC cooperative is any library, archive or museum that contractually agrees to contribute intellectual content to the OCLC cooperative or share resources with it. A member can participate in governance of the OCLC cooperative through one of three Regional Councils: OCLC Asia Pacific; OCLC Europe, The Middle East and Africa (EMEA); or OCLC the Americas. The Regional Councils send Member Delegates to the OCLC Global Council, which in turn elects six members of the OCLC Board of Trustees.

Financial Highlights

Revenues
Operating Results before Portfolio Gains/(Losses) and Other Gains
Excess of Revenues Over Expenses
Total Corporate Equity/Net Worth
Total Assets
Current Ratio
Long-term Debt/Corporate Equity

Percent Change in HEPI, CPI and OCLC Cost Sharing

As of June 30, 2013

HEPI: Higher Education Price Index. CPI: Consumer Price Index for All Urban Consumers & All items. Base year 2002. OCLC calculations are based on Online Cataloging and Resource Sharing services.
# Program Highlights

<table>
<thead>
<tr>
<th>Category</th>
<th>2012/13</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participating libraries (includes active and inactive symbols)</td>
<td>78,985</td>
<td>74,029</td>
</tr>
<tr>
<td>Total number of records in WorldCat (after duplicate detection and resolution)</td>
<td>303.0 million</td>
<td>273.7 million</td>
</tr>
<tr>
<td>Books and other materials cataloged online</td>
<td>32.3 million</td>
<td>30.9 million</td>
</tr>
<tr>
<td>Books and other materials cataloged by batchloading processes</td>
<td>550.1 million</td>
<td>393.0 million</td>
</tr>
<tr>
<td>Cataloging records added to WorldCat</td>
<td>29.6 million</td>
<td>37.9 million</td>
</tr>
<tr>
<td>OCLC CatExpress service subscriptions</td>
<td>1,622</td>
<td>1,552</td>
</tr>
<tr>
<td>OCLC Contract Cataloging</td>
<td>82 institutions</td>
<td>93 institutions</td>
</tr>
<tr>
<td>Duplicate records removed from WorldCat through the</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Duplicate Detection and Resolution Program</td>
<td>1.3 million</td>
<td>2.1 million</td>
</tr>
<tr>
<td>Total records removed since 1991</td>
<td>12.9 million</td>
<td>11.6 million</td>
</tr>
<tr>
<td>Catalog records generated in computer tape or by FTP for subscribers</td>
<td>6.1 million</td>
<td>4.7 million</td>
</tr>
<tr>
<td>Number of records exported online from WorldCat to local systems</td>
<td>57.1 million</td>
<td>56.9 million</td>
</tr>
<tr>
<td>Custom-printed catalog cards ordered</td>
<td>746,433</td>
<td>945,583</td>
</tr>
<tr>
<td>Location listings in WorldCat for library materials</td>
<td>2.03 billion</td>
<td>1.85 billion</td>
</tr>
<tr>
<td>Local holdings records</td>
<td>51.5 million</td>
<td>43.8 million</td>
</tr>
<tr>
<td>Online interlibrary loans transacted</td>
<td>8.9 million</td>
<td>9.2 million</td>
</tr>
<tr>
<td>OCLC ILL Fee Management service participants</td>
<td>2,858</td>
<td>2,877</td>
</tr>
<tr>
<td>Transactions</td>
<td>867,891</td>
<td>898,781</td>
</tr>
<tr>
<td>ILL charges transferred</td>
<td>$13.5 million</td>
<td>$13.9 million</td>
</tr>
<tr>
<td>OCLC FirstSearch authorizations</td>
<td>26,982</td>
<td>29,938</td>
</tr>
<tr>
<td>OCLC FirstSearch searches</td>
<td>46.0 million</td>
<td>58.0 million</td>
</tr>
<tr>
<td>Referrals from partner sites to WorldCat.org landing page</td>
<td>227.0 million</td>
<td>231.3 million</td>
</tr>
<tr>
<td>Click-throughs from WorldCat.org to library services</td>
<td>15.5 million</td>
<td>11.0 million</td>
</tr>
<tr>
<td>Click-throughs to information from FirstSearch</td>
<td>7.1 million</td>
<td>8.7 million</td>
</tr>
<tr>
<td><em>Dewey Decimal Classification and Relative Index,</em> Edition 23—copies sold (published April 2011)</td>
<td>1,419</td>
<td>3,261</td>
</tr>
<tr>
<td><em>Abridged Dewey Decimal Classification and Relative Index,</em> Edition 15—copies sold (published February 2012)</td>
<td>965</td>
<td>925</td>
</tr>
<tr>
<td>WebDewey &amp; Abridged WebDewey (copies sold)</td>
<td>2,223</td>
<td>2,389</td>
</tr>
<tr>
<td>QuestionPoint libraries</td>
<td>1,245</td>
<td>1,463</td>
</tr>
<tr>
<td>Global Knowledge Base</td>
<td>26,705 records</td>
<td>25,909 records</td>
</tr>
<tr>
<td>Countries</td>
<td>33</td>
<td>33</td>
</tr>
<tr>
<td>Total transactions</td>
<td>8.5 million</td>
<td>7.7 million</td>
</tr>
<tr>
<td>CONTENTdm licenses</td>
<td>1,132</td>
<td>948</td>
</tr>
<tr>
<td>Total records harvested via the Gateway</td>
<td>32.6 million</td>
<td>21.7 million</td>
</tr>
<tr>
<td>Organizations that have contributed records via the Gateway</td>
<td>1,798</td>
<td>1,279</td>
</tr>
<tr>
<td>Integrated library systems (Amlib, Bibliotheca, LBS4, OLIB, SunRise)</td>
<td>5,220</td>
<td>5,035</td>
</tr>
<tr>
<td>CBS metadata management systems</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td>WorldCat knowledge base of e-content</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Libraries</td>
<td>1,007</td>
<td>400</td>
</tr>
<tr>
<td>Records</td>
<td>13.1 million</td>
<td>11.7 million</td>
</tr>
<tr>
<td>Holdings</td>
<td>254 million</td>
<td>196 million</td>
</tr>
<tr>
<td>OCLC WorldShare Management Services</td>
<td>120 libraries</td>
<td>47 libraries</td>
</tr>
<tr>
<td>WorldCat Local sites</td>
<td>1,724</td>
<td>1,537</td>
</tr>
</tbody>
</table>
# Year in Review

## July

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article Exchange API for documents in OCLC Resource Sharing becomes available</td>
<td></td>
</tr>
<tr>
<td>Institute of Museum and Library Services awards $99,957 grant to OCLC to partner with American Library Association and Public Library Association to develop recommendations for managing the e-book environment to ensure adequate public access</td>
<td></td>
</tr>
<tr>
<td>20,000,000</td>
<td>A record from <em>Consilience</em>, Columbia University’s Journal of Sustainable Development, is the 20 millionth record harvested to the WorldCat database via the WorldCat Digital Collection Gateway</td>
</tr>
<tr>
<td>OCLC opens data center in Toronto, Ontario, Canada</td>
<td></td>
</tr>
<tr>
<td>OCLC Research publishes report, <em>Print Management at 'Mega-scale': A Regional Perspective on Print Book Collections in North America</em></td>
<td></td>
</tr>
</tbody>
</table>

## August

<table>
<thead>
<tr>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCLC recommends Open Data Commons Attribution License (ODC-BY) for WorldCat data</td>
<td></td>
</tr>
<tr>
<td>OCLC releases 15-minute video on “Linked Data for Libraries”</td>
<td></td>
</tr>
<tr>
<td>OCLC provides downloadable linked data file for the 1 million most widely held works in WorldCat</td>
<td></td>
</tr>
<tr>
<td>BIBSYS, a consortium in Norway, to participate in Virtual International Authority File</td>
<td></td>
</tr>
<tr>
<td>Europeana and OCLC Research investigate ways of improving end-user experience of Europeana.eu portal through “similar object browsing”</td>
<td></td>
</tr>
<tr>
<td>OCLC releases WorldShare Metadata Collection Manager in the Americas, which maintains WorldCat holdings and automatically delivers WorldCat MARC records for electronic materials</td>
<td></td>
</tr>
</tbody>
</table>
### September

**Bill & Melinda Gates Foundation awards OCLC $4.1 million grant to support five years of operations of WebJunction, the learning place for libraries**

**Europeana and OCLC agree on approach for member libraries to contribute metadata to the Europeana.eu portal**

**The National Library of Malaysia in Kuala Lumpur hosted the Asia Pacific Regional Council Membership Conference, September 3–4, 2012**

The 2013 class of Jay Jordan IFLA/OCLC Early Career Development Fellows, from left to right: Caroline Nyaga-Kithinji (Kenya); Chona San Pedro (Philippines); Dwaymian Brissette (Jamaica); Rozita Petrianska-Labudovikj (Republic of Macedonia); and David Ofili (Nigeria)

### October

**Bill & Melinda Gates Foundation awards OCLC $1.9 million to extend participation in OCLC’s “Geek the Library” community awareness campaign**

**OCLC members in Canada and U.S. can purchase IFLA vouchers for international interlibrary loans**

**The IE Business School Library in Madrid and IE University Library in Segovia become the first libraries in Spain to acquire OCLC WorldShare Management Services**

**OCLC Research develops Kindred Works, a prototype content-based recommendation service**
Year in Review

2012

November

OCLC Global Council meets in Dublin, Ohio, USA, November 5–7, 2012

Barbara Lison, Director, Bremen Public Library, Bremen, Germany, elected to OCLC Board of Trustees

Walden University enters 6 millionth question into QuestionPoint

French Research Institute for Exploration of the Sea to use OCLC WorldShare Management Services and WorldCat Local

250,000 reciprocal links from the OCLC Virtual International Authority File added to Wikipedia through VIAFbot software

December

EZproxy hosted service goes live in Europe
### January

- **ArchiveGrid** database of archival collection descriptions becomes free service on new interface developed and managed by OCLC Research

- WorldCat.org and WorldCat Local sites now available in Italian

- OCLC launches Shared Print Management Program to help libraries register shared print collections holdings in WorldCat so that they can collaborate closely to more efficiently manage and share these collections

- Gale and OCLC to make all Gale databases and archives fully discoverable through WorldCat Local


- FamilySearch International, the largest genealogy organization in the world, and OCLC to enrich WorldCat and FamilySearch services with data from both organizations

### February

- OCLC receives a CSO40 Award from IDG’s CSO magazine for its information security initiatives in support of all OCLC products and services used by member libraries worldwide

- DOGObooks.com, the leading website for book reviews by children, partners with OCLC to connect children to resources in libraries through WorldCat

- Libraries in Europe, the Middle East and Africa as well as Australia and New Zealand begin piloting OCLC WorldShare Metadata Collection Manager

- Tilburg University in the Netherlands becomes the first European library to implement OCLC WorldShare Management Services

- ProQuest and OCLC launch metadata exchange program for users of OCLC’s WorldCat Local service, ProQuest’s Summon® service, the full-text of ProQuest Central and ebrary e-books

- OCLC EMEA Regional Council meets February 26–27, 2013, in Strasbourg, France
OCLC releases WorldCat Live! API, which provides a real-time stream of newly added records to WorldCat and lets developers build applications with real-time data.

The University of Nebraska Omaha becomes the 100th institution worldwide to implement OCLC WorldShare Management Services.


OCLC releases new WorldShare Interlibrary Loan service.

Libraries in the U.S., the U.K., Australia and Spain beta test OCLC WorldShare Metadata Record Manager.

The University of Nebraska Omaha becomes the 100th institution worldwide to implement OCLC WorldShare Management Services.
2 billionth holding
in WorldCat is added on May 4 by
University of Alberta Libraries

30 millionth record
added to WorldCat via the WorldCat Digital Collection Gateway by the International Food Policy Research Institute

European Commission Central Library adds 300 millionth record to WorldCat on June 7

OCLC upgrades technological infrastructure by converting WorldCat database to Apache HBase platform

Public libraries partner with Redbox and OCLC to pilot community initiative for shared entertainment experiences

OCLC releases new WorldCat Metadata API

Institute of Museum and Library Services awards $284,000 grant to OCLC WebJunction to help librarians provide information to the public about the new U.S. health care law that goes into effect in October 2013
Location listings are attached to each bibliographic record in WorldCat to identify libraries that hold the item.
303 million bibliographic records

892 million cataloged online
Books and other items cataloged online since 1971 via OCLC services

2.73 billion batchload cataloged
Books and other items cataloged via OCLC batchloading services since 1990, when batchloading began
WorldCat Highlights

WorldCat is a database of bibliographic information built continuously by libraries around the world and OCLC since 1971. Each record in the WorldCat database contains a bibliographic description of a single item or work and a list of institutions that hold the item. The institutions share these records, using them to create local catalogs, arrange interlibrary loans and conduct reference work. Libraries contribute records for items not found in WorldCat using the OCLC shared cataloging system.

As of June 30, 2013, nearly 303 million records had been added to WorldCat, spanning six millennia of recorded knowledge, from about 4800 B.C. to the present. This unique store of information encompasses records in eight formats—books, serials, sound recordings, musical scores, maps, visual materials, mixed materials and computer files. Like the knowledge it describes, WorldCat grows steadily. A new record enters WorldCat every second.

In fiscal 2013, WorldCat grew by 29.6 million records. Libraries used WorldCat to catalog and set holdings for 582.4 million items and arrange 8.9 million interlibrary loan transactions. OCLC FirstSearch service users accessed WorldCat to conduct 28.7 million reference searches.

WorldCat Statistics
As of June 30, 2013

486 Languages

18,122,102 E-books

186,313,046 Works

302,951,264 Manifestations (records)

2,032,707,972 Total Holdings

Multilingual Composition of WorldCat
As of June 30, 2013

39.2% English

60.8% non-English

303.0 million records

Date Ranges of Records
Records by Format

<table>
<thead>
<tr>
<th>Total Format</th>
<th>Total LC Records</th>
<th>Total Participant-input</th>
<th>Total LC-created Participant-input</th>
<th>Total Records</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
<td>8,434,723</td>
<td>220,914,218</td>
<td>1,747,462</td>
<td>231,096,313</td>
</tr>
<tr>
<td>Continuing Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Format (Serials)</td>
<td>623,352</td>
<td>10,602,452</td>
<td>57,724</td>
<td>11,283,528</td>
</tr>
<tr>
<td>Visual Materials</td>
<td>221,088</td>
<td>10,927,485</td>
<td>20,312</td>
<td>11,168,885</td>
</tr>
<tr>
<td>Maps</td>
<td>299,135</td>
<td>4,033,117</td>
<td>8,788</td>
<td>4,341,100</td>
</tr>
<tr>
<td>Mixed Materials</td>
<td>49,237</td>
<td>20,389,168</td>
<td>3,917</td>
<td>20,442,322</td>
</tr>
<tr>
<td>Sound</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recordings</td>
<td>359,802</td>
<td>11,372,009</td>
<td>64,577</td>
<td>11,796,388</td>
</tr>
<tr>
<td>Scores</td>
<td>106,297</td>
<td>6,803,274</td>
<td>56,992</td>
<td>6,966,563</td>
</tr>
<tr>
<td>Computer Files</td>
<td>9,677</td>
<td>5,843,645</td>
<td>2,843</td>
<td>5,856,165</td>
</tr>
<tr>
<td>Totals</td>
<td>10,103,311</td>
<td>290,885,338</td>
<td>1,962,615</td>
<td>302,951,264</td>
</tr>
</tbody>
</table>

Top 50 Languages

<table>
<thead>
<tr>
<th>Language</th>
<th>Records</th>
</tr>
</thead>
<tbody>
<tr>
<td>English</td>
<td>118,709,932</td>
</tr>
<tr>
<td>German</td>
<td>39,449,095</td>
</tr>
<tr>
<td>French</td>
<td>27,846,202</td>
</tr>
<tr>
<td>Spanish</td>
<td>13,817,161</td>
</tr>
<tr>
<td>Japanese</td>
<td>9,111,588</td>
</tr>
<tr>
<td>Chinese</td>
<td>8,310,095</td>
</tr>
<tr>
<td>Italian</td>
<td>6,000,956</td>
</tr>
<tr>
<td>Dutch</td>
<td>4,816,377</td>
</tr>
<tr>
<td>Latin</td>
<td>4,018,252</td>
</tr>
<tr>
<td>Russian</td>
<td>3,878,100</td>
</tr>
<tr>
<td>Polish</td>
<td>3,531,471</td>
</tr>
<tr>
<td>Danish</td>
<td>2,519,840</td>
</tr>
<tr>
<td>Portuguese</td>
<td>2,387,258</td>
</tr>
<tr>
<td>Swedish</td>
<td>2,241,799</td>
</tr>
<tr>
<td>Slovenian</td>
<td>1,884,617</td>
</tr>
<tr>
<td>Hebrew</td>
<td>1,845,820</td>
</tr>
<tr>
<td>Arabic</td>
<td>1,471,475</td>
</tr>
<tr>
<td>Czech</td>
<td>1,405,030</td>
</tr>
<tr>
<td>Catalan</td>
<td>881,915</td>
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<tr>
<td>Finnish</td>
<td>859,052</td>
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<tr>
<td>Indonesian</td>
<td>75,569</td>
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<tr>
<td>Korean</td>
<td>80,098</td>
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<td>Turkish</td>
<td>79,713</td>
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<td>Hungarian</td>
<td>81,599</td>
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<tr>
<td>Croatian</td>
<td>80,098</td>
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<tr>
<td>Norwegian</td>
<td>75,569</td>
</tr>
<tr>
<td>Thai</td>
<td>79,713</td>
</tr>
<tr>
<td>Greek Modern (1453–)</td>
<td>75,569</td>
</tr>
<tr>
<td>Serbian</td>
<td>75,569</td>
</tr>
<tr>
<td>Persian</td>
<td>75,569</td>
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<tr>
<td>Romanian</td>
<td>75,569</td>
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<tr>
<td>Ukrainian</td>
<td>75,569</td>
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<tr>
<td>Hindi</td>
<td>75,569</td>
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<tr>
<td>Vietnamese</td>
<td>75,569</td>
</tr>
<tr>
<td>Afrikaans</td>
<td>75,569</td>
</tr>
<tr>
<td>Malay</td>
<td>75,569</td>
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<tr>
<td>Bulgarian</td>
<td>75,569</td>
</tr>
<tr>
<td>Yiddish</td>
<td>75,569</td>
</tr>
<tr>
<td>Tamil</td>
<td>75,569</td>
</tr>
<tr>
<td>Frisian</td>
<td>75,569</td>
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<tr>
<td>Urdu</td>
<td>193,320</td>
</tr>
<tr>
<td>Greek, Ancient (to 1453)</td>
<td>171,253</td>
</tr>
<tr>
<td>Slovak</td>
<td>136,361</td>
</tr>
<tr>
<td>Bengali</td>
<td>120,770</td>
</tr>
<tr>
<td>Lithuanian</td>
<td>111,833</td>
</tr>
<tr>
<td>Sanskrit</td>
<td>90,551</td>
</tr>
<tr>
<td>Welsh</td>
<td>81,599</td>
</tr>
<tr>
<td>Icelandic</td>
<td>80,098</td>
</tr>
<tr>
<td>Armenian</td>
<td>79,713</td>
</tr>
<tr>
<td>Basque</td>
<td>75,569</td>
</tr>
</tbody>
</table>

As of June 30, 2013

Top 15 Interlibrary Loan Lenders

Fiscal 2013

<table>
<thead>
<tr>
<th>Organization</th>
<th>Items Lent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mininet</td>
<td>54,032</td>
</tr>
<tr>
<td>University of Chicago</td>
<td>50,511</td>
</tr>
<tr>
<td>University of Texas at Austin</td>
<td>41,608</td>
</tr>
<tr>
<td>University of Wisconsin—Madison</td>
<td>40,132</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>38,804</td>
</tr>
<tr>
<td>Baylor University</td>
<td>38,776</td>
</tr>
<tr>
<td>Indiana University</td>
<td>38,116</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>36,955</td>
</tr>
<tr>
<td>University of North Carolina at Chapel Hill</td>
<td>36,169</td>
</tr>
<tr>
<td>University of Iowa</td>
<td>34,322</td>
</tr>
<tr>
<td>Pennsylvania State University</td>
<td>33,046</td>
</tr>
<tr>
<td>University of Illinois at Urbana—Champaign</td>
<td>31,250</td>
</tr>
<tr>
<td>Northwestern University</td>
<td>29,406</td>
</tr>
<tr>
<td>Texas A&amp;M University</td>
<td>28,019</td>
</tr>
<tr>
<td>University of Georgia</td>
<td>26,584</td>
</tr>
</tbody>
</table>

Top 15 Online Original Catalogers

Fiscal 2013

<table>
<thead>
<tr>
<th>Organization</th>
<th>Records Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Hong Kong</td>
<td>66,997</td>
</tr>
<tr>
<td>National Central Library (Taiwan)</td>
<td>35,942</td>
</tr>
<tr>
<td>State Library of Massachusetts</td>
<td>24,130</td>
</tr>
<tr>
<td>Peabody Essex Museum</td>
<td>21,868</td>
</tr>
<tr>
<td>National Library Board, Singapore</td>
<td>21,729</td>
</tr>
<tr>
<td>University of Illinois at Urbana—Champaign</td>
<td>18,344</td>
</tr>
<tr>
<td>New York Public Library</td>
<td>16,624</td>
</tr>
<tr>
<td>U.S. Government Printing Office</td>
<td>13,793</td>
</tr>
<tr>
<td>Stanford University</td>
<td>13,436</td>
</tr>
<tr>
<td>National Dairy Research Institute (India)</td>
<td>12,035</td>
</tr>
<tr>
<td>University of Washington</td>
<td>10,777</td>
</tr>
<tr>
<td>University of California, San Diego</td>
<td>10,295</td>
</tr>
<tr>
<td>University of Wisconsin—Madison</td>
<td>9,928</td>
</tr>
<tr>
<td>Northwestern University, Transportation Library</td>
<td>9,483</td>
</tr>
<tr>
<td>Thammasat University</td>
<td>9,430</td>
</tr>
</tbody>
</table>
The Collective Collection

OCLC is extending WorldCat to represent the collective collection of the OCLC cooperative, including physical holdings such as books and journals, licensed digital content and the growing array of local content that is being digitized. Records in the collective collection are accessible through the WorldCat.org and WorldCat Local services.

Bibliographic information in WorldCat

302+ million bibliographic records
2+ billion holdings

Licensed digital content/articles in library collections
980 million records

Digitized local library content
38 million items (institutional repositories, Google, HathiTrust, OAIster)

As of June 30, 2013

WorldCat Community Maintenance

OCLC member libraries voluntarily improve and upgrade WorldCat master bibliographic records in the ongoing quality programs listed below.

<table>
<thead>
<tr>
<th>Service</th>
<th>FY13</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert Community</td>
<td>301,527</td>
<td>296,763</td>
</tr>
<tr>
<td>Database Enrichment</td>
<td>264,284</td>
<td>233,628</td>
</tr>
<tr>
<td>Minimal-level Upgrade</td>
<td>207,832</td>
<td>212,427</td>
</tr>
<tr>
<td>Enhance Regular</td>
<td>139,421</td>
<td>143,911</td>
</tr>
<tr>
<td>Enhance National</td>
<td>40,985</td>
<td>46,976</td>
</tr>
<tr>
<td>CONSER Authentication</td>
<td>11,203</td>
<td>13,412</td>
</tr>
<tr>
<td>CONSER Maintenance</td>
<td>49,502</td>
<td>56,992</td>
</tr>
<tr>
<td>TOTAL</td>
<td>1,014,754</td>
<td>1,004,109</td>
</tr>
</tbody>
</table>

Batchloading Review

OCLC processed 550 million records via batchload in fiscal 2013. The batchload projects listed here are of several types:

- Retrospective—a one-time load for new members
- Ongoing
- Reclamation—reconcile holdings in a local catalog with WorldCat
- Library groups
- Local data

OCLC continues to make significant technological enhancements and workflow improvements to its batchloading processes to accommodate the loading into WorldCat of large files from national libraries and government agencies. Libraries that adopt WorldCat Local also run batchload projects to ensure that their holdings are up to date.

Batchload Records Loaded in millions

As of June 30, 2013
<table>
<thead>
<tr>
<th>Organization</th>
<th>Holdings set</th>
<th>Records Processed</th>
<th>Originals Added</th>
</tr>
</thead>
<tbody>
<tr>
<td>UnityUK Live</td>
<td>129,000,000</td>
<td>14,174,136</td>
<td>7,190</td>
</tr>
<tr>
<td>Gemeinsamen Bibliotheksverbundes</td>
<td>59,345,982</td>
<td>39,968,036</td>
<td>4,732,614</td>
</tr>
<tr>
<td>ABES (l’Agence Bibliographique de l’Enseignement Supérieur)</td>
<td>38,532,441</td>
<td>5,561,227</td>
<td>567,683</td>
</tr>
<tr>
<td>Ebrary Group Batchload</td>
<td>17,446,117</td>
<td>8,181,095</td>
<td>-</td>
</tr>
<tr>
<td>Danish Union Catalog and Danish National Bibliography</td>
<td>17,199,642</td>
<td>16,401,339</td>
<td>536,283</td>
</tr>
<tr>
<td>National Bibliographic Information Network Taiwan</td>
<td>10,737,160</td>
<td>3,830,191</td>
<td>1,571,166</td>
</tr>
<tr>
<td>GGC Group Interactive Update (Dutch Union Catalogue)</td>
<td>6,732,486</td>
<td>3,094,832</td>
<td>-</td>
</tr>
<tr>
<td>University of Alberta</td>
<td>6,712,911</td>
<td>1,913,797</td>
<td>37,518</td>
</tr>
<tr>
<td>New Zealand Department of Internal Affairs</td>
<td>5,276,906</td>
<td>5,034,640</td>
<td>147,475</td>
</tr>
<tr>
<td>North American Libraries Group Batchload</td>
<td>4,643,870</td>
<td>978,731</td>
<td>-</td>
</tr>
<tr>
<td>CBUC Group Batchload</td>
<td>4,629,821</td>
<td>3,524,637</td>
<td>2,734,327</td>
</tr>
<tr>
<td>The Ohio State University</td>
<td>4,020,027</td>
<td>4,229,678</td>
<td>-</td>
</tr>
<tr>
<td>University of North Carolina, Charlotte</td>
<td>3,610,514</td>
<td>2,135,834</td>
<td>1,009,233</td>
</tr>
<tr>
<td>Alibris</td>
<td>3,560,392</td>
<td>16,992,604</td>
<td>-</td>
</tr>
<tr>
<td>Trinity College, Dublin</td>
<td>3,397,336</td>
<td>4,447,860</td>
<td>415,646</td>
</tr>
<tr>
<td>Catalogo bibliografico trentino (CBT)Trento</td>
<td>3,269,743</td>
<td>1,507,387</td>
<td>1,162,186</td>
</tr>
<tr>
<td>Bibliotheks Verbund Bayern (BVB)</td>
<td>3,186,102</td>
<td>1,173,802</td>
<td>218,544</td>
</tr>
<tr>
<td>International Libraries Group Batchload</td>
<td>3,160,557</td>
<td>842,449</td>
<td>-</td>
</tr>
<tr>
<td>University of California, Irvine</td>
<td>3,136,648</td>
<td>3,744,591</td>
<td>798,485</td>
</tr>
<tr>
<td>The British Library</td>
<td>3,005,249</td>
<td>3,671,958</td>
<td>532,546</td>
</tr>
<tr>
<td>University of California, Riverside</td>
<td>2,967,271</td>
<td>3,330,322</td>
<td>701,071</td>
</tr>
<tr>
<td>Yankee Book Peddler</td>
<td>2,858,645</td>
<td>2,860,016</td>
<td>420,272</td>
</tr>
<tr>
<td>University of Maryland, College Park</td>
<td>2,769,724</td>
<td>3,041,005</td>
<td>2,843,020</td>
</tr>
<tr>
<td>University of Michigan</td>
<td>2,714,603</td>
<td>2,751,484</td>
<td>662,226</td>
</tr>
<tr>
<td>Baltimore County Public Library</td>
<td>2,457,970</td>
<td>2,524,140</td>
<td>11,633</td>
</tr>
<tr>
<td>University of North Carolina at Greensboro</td>
<td>2,437,380</td>
<td>1,339,706</td>
<td>1,256,982</td>
</tr>
<tr>
<td>Stanford University</td>
<td>2,345,819</td>
<td>2,520,376</td>
<td>224,516</td>
</tr>
<tr>
<td>University of New Brunswick</td>
<td>2,332,170</td>
<td>1,317,527</td>
<td>1,328,287</td>
</tr>
<tr>
<td>Réseau Uq8</td>
<td>2,323,689</td>
<td>1,638,373</td>
<td>138,656</td>
</tr>
<tr>
<td>Cornell University</td>
<td>2,297,160</td>
<td>3,169,481</td>
<td>728,753</td>
</tr>
<tr>
<td>Waseda University Library</td>
<td>2,260,519</td>
<td>2,482,934</td>
<td>724,971</td>
</tr>
<tr>
<td>University of Missouri, Columbia</td>
<td>2,224,316</td>
<td>2,812,137</td>
<td>5,296</td>
</tr>
<tr>
<td>Illinois Virtual Catalog</td>
<td>2,152,615</td>
<td>2,613,787</td>
<td>-</td>
</tr>
<tr>
<td>University of Manchester</td>
<td>2,010,735</td>
<td>2,183,038</td>
<td>104,308</td>
</tr>
<tr>
<td>University of Nebraska at Omaha</td>
<td>1,903,364</td>
<td>1,148,257</td>
<td>835,599</td>
</tr>
<tr>
<td>University of Manitoba</td>
<td>1,876,181</td>
<td>2,024,595</td>
<td>1,978</td>
</tr>
<tr>
<td>Syracuse University</td>
<td>1,840,082</td>
<td>1,858,823</td>
<td>26,036</td>
</tr>
<tr>
<td>Harvard University</td>
<td>1,753,840</td>
<td>1,858,334</td>
<td>275,183</td>
</tr>
<tr>
<td>NovaNET</td>
<td>1,711,992</td>
<td>1,067,569</td>
<td>34,174</td>
</tr>
<tr>
<td>Bibliothèque nationale de France</td>
<td>1,680,316</td>
<td>2,938,972</td>
<td>1,892,469</td>
</tr>
</tbody>
</table>
Rowland C. W. Brown
October 11, 1923–September 23, 2013

The collaboration of so many people from so many different institutions for such a laudable public purpose is exciting to behold. My belief in the mission of OCLC and libraries remains undaunted.”

ROWLAND C. W. BROWN
IN HIS LAST ANNUAL REPORT TO THE OCLC MEMBERSHIP
OCTOBER 11, 1988

Rowland C. W. Brown died on September 23, 2013, at the age of 89.

Mr. Brown was OCLC’s second President and CEO, serving from 1980 to 1989.

During that time, OCLC moved into a new building in Dublin, Ohio, consolidating staff from five different locations in the Columbus area. OCLC expanded its product and service line to some 60 different services that helped librarians run their libraries. OCLC opened its first international office in Birmingham, United Kingdom, and started to look at ways that it could move beyond bibliographic information and provide the information itself, the book or the article.

Under Mr. Brown’s leadership, revenues increased from $27 million to $85 million. The number of participating libraries grew from 2,300 to 9,400. The number of employees nearly doubled to over 1,000. And, the number of records in WorldCat, the OCLC Online Union Catalog, grew from 5 million to 18 million.

Mr. Brown received the A.B. (cum laude) in International Relations from Harvard University and the J.D. from Harvard Law School.

Mr. Brown had an illustrious and productive life as an attorney, businessman, educator and community leader. He was a decorated U.S. Marines Corps fighter pilot, serving in both World War II and the Korean War. He was also a highly regarded member of the Columbus, Ohio, community for his roles in desegregating Columbus schools and promoting the arts.
Building services in the cloud with libraries

OCLC and member libraries are building the next generation of services in the computing cloud, where applications and data are stored on the Internet rather than on a local computer. Libraries can use an application without having to worry about supporting technology. The goal is to simultaneously lower the total cost of managing library collections while enhancing the library user’s experience.

OCLC’s strategy for building cloud services encompasses four areas:

- Create system-wide efficiencies in library management
- Represent the full range of member collections and services where the library user is
- Build a global infrastructure that is responsive to local conditions
- Advance the future of libraries through research, advocacy and community making
Create system-wide efficiencies in library management:
OCLC WorldShare Management Services

OCLC WorldShare Management Services (WMS) allow library staff to collaborate in the computing “cloud” to manage internal operations more efficiently and improve services to users.

WMS is rapidly growing around the world. In 2013, the services expanded to libraries on three continents—Australia, Europe and North America. In March 2013, WMS reached a significant milestone, the 100th live implementation. By the end of June 2013, 120 libraries were live with WMS. This growth enhances network effects for libraries that join this cloud-based cooperative endeavor that launched for general release in 2011.

The move to WorldShare Management Services has already generated cost and time savings. The move has helped us to acquire 300,000 e-book titles for the campus, and in the future we plan to reallocate library staff to create an institutional repository for the university.”

STEVE SHORB
DEAN, CRISS LIBRARY, UNIVERSITY OF NEBRASKA OMAHA
Before we used to talk about how, in our library, we were updating data and enhancing records just for the benefit of our local library. Now with WMS, when we update records we do it for the benefit of the world. We’re really pretty happy about that.”

**JENNIFER CLARKE**
ASSISTANT DIRECTOR, COLLECTION DEVELOPMENT & ACCESS SERVICES, BUCKNELL UNIVERSITY

Located in Lewisburg, Pennsylvania, Bucknell University serves 3,400 undergraduate and 150 graduate students. The library implemented WMS in six months and is experiencing significant savings through reduced hardware costs and streamlined technical services workflows.

One of the things our cataloger said was it’s so much easier to catalog in WMS. And now that she has more time, she’s been able to work on our archive, which is our library’s undiscovered treasure.”

**JULIE PINNELL**
DIRECTOR OF PERKINS LIBRARY, DOANE COLLEGE

WMS provides features—mobile services, social media, ease of use, integrated discovery for library resources—to support Perkins Library in its goal of becoming an enhanced learning commons at Doane College in Crete, Nebraska.
Create system-wide efficiencies in library management:

OCLC WorldShare Metadata

OCLC is introducing new metadata tools to help libraries manage their collections and meet changing expectations of library users.

WorldShare Metadata Collection Manager automatically maintains WorldCat holdings and outputs WorldCat MARC records from the WorldCat knowledge base, allowing libraries to easily provide access to e-content for their patrons. Launched in the Americas, OCLC continues to pilot this service in Europe as well as Australia and New Zealand to address localized needs. In fiscal 2013, 88 libraries and groups in eight countries used the service to receive 41 million MARC records for their discovery interfaces.

WorldShare Metadata Record Manager, piloted in fiscal 2013 and set for launch in fiscal 2014, provides efficient record-at-a-time metadata creation and editing for physical, licensed and digital items in a library’s collection.

The WorldCat Metadata API, launched in June 2013, helps libraries conveniently manage WorldCat records and holdings and local bibliographic data through integration with library- and partner-built applications.

The University of Groningen

The University of Groningen in the Netherlands is piloting Collection Manager. The University wants to use the service to set its holdings on e-journals and e-books in the Dutch Union Catalogue, the GGC.

“First tests with Collection Manager look hopeful,” says Ane van der Leij, Information and Collection Specialist General and Special Collections. “Cooperation with OCLC staff to realize a connection to GGC (Dutch Union Catalogue) is excellent.”

Adds Harma Haak-Otten, “The primary aim for using Collection Manager is to maintain our knowledge base. It is essential for our organization that this is kept up to date. Our patrons need to be certain to have access to all our collections, both print and digital.”

“Furthermore, Collection Manager will assure that WorldCat Local will be in sync with our ILS/OPAC and the Union Catalogue. We hope to be able to use Collection Manager and the knowledge base to efficiently add newly acquired collections to our OPAC.”

Ane van der Leij, top, and Harma Haak-Otten, bottom, lead the efforts at the University of Groningen to pilot Collection Manager, which is improving user access to the library’s digital collections.
We have found WorldShare Metadata Collection Manager to be invaluable as a ‘one-stop shop’ for sourcing MARC records for our e-book collections, with the huge advantage of WorldCat holdings being automatically added as part of the process. OCLC support has been exceptional, guiding us through every step.”

CLAUDIA REYNOLDS
CATALOGUER, UNIVERSITY OF JOHANNESBURG, SOUTH AFRICA
Started by the Sisters of Mercy in 1928, Mount Mercy University is a small, Catholic university with an enrollment of 1,800 students. The University offers a variety of liberal arts, professional, accelerated and graduate degree programs on a wooded, picturesque campus overlooking Cedar Rapids, Iowa. The Busse Library serves students, faculty and the community with eight full-time staff and more than 140,000 volumes, 25 databases, 10,000 e-journals and 85,000 e-books.
As I reflect on the revolution I’ve witnessed over my 20 years working in four academic libraries and one public library, I’m in awe of OCLC’s accomplishments in making technological advances so user-friendly and lessening the digital divide between ‘the haves and have-nots.’ I was surprised to recently learn our article lending increased by 46 percent this summer, since I hadn’t noticed an increase in my workflow. That tells me how well WorldShare ILL, the knowledge base and Article Exchange work together.”

ROBYN CLARK-BRIDGES
EVENING SUPERVISOR & INTERLIBRARY LOAN ASSOCIATE, MOUNT MERCY UNIVERSITY
OCLC members are beta-testing a new discovery interface for FirstSearch.

Library users want an easy-to-use, comprehensive search experience that brings them the information they need, when and where they want it. Library staff want expert search capabilities and expanded record views that will assist them in library operations. The new service provides both.

A new design combines the user-friendly features and reach of WorldCat.org with the precision search features of FirstSearch. It also will have adaptive displays for desktop, mobile or tablet use from the same URL and 180 million additional article-level records not currently accessible through FirstSearch.

More than 650 librarians are participating in the beta test. They are providing valuable input that is shaping development of the interface and functionality of the new service.

Verletta Kern, Music Outreach Services & Instructional Services Librarian, University of Washington, serves on the FirstSearch Transition Advisory Group and is participating in the beta of the new service.

“FirstSearch has been important to my work as a librarian over the past five years,” she says. “For me, it is a go-to source for making collection development decisions, a source to consult for reference questions, and a source I share with my graduate students searching for specific, known items.”

“I am excited to take part in the development of a new user experience to help build on the strengths FirstSearch has to offer and offer ideas for improvement from the perspective of music users. The new service will continue to be my go-to resource for my work at the University of Washington and will remain an important resource to share with our graduate students.”

With the new FirstSearch discovery interface, music users can look forward to increased prominence of the performer listings, making it easier to find just the right recording. It will also be easier to determine who played what role in operatic performances, which is essential to budding music performers studying for their own operatic roles.”

VERLETTA KERN
MUSIC OUTREACH SERVICES & INSTRUCTIONAL SERVICES LIBRARIAN, UNIVERSITY OF WASHINGTON
On June 6, the OCLC cooperative took a major step forward in providing cloud solutions by converting the underlying technology for WorldCat to Apache Hbase/Hadoop. This new structure, which is used by many global information providers, including Facebook, Adobe and Salesforce.com, has reduced hardware storage requirements and simplified OCLC’s computing footprint to support growth. Execution time for some major data operations has been slashed from days to hours. In addition, the upgrade enables OCLC to explore new areas such as detailed analytics and enriched relationships that will increase the value of the cooperative’s data for all libraries.

This is a very exciting technology transition and service upgrade. As we move our OCLC services to the cloud, we need to find ways to optimize performance of our operations on large datasets like local and national catalogs and authority datasets. This upgrade will also help ongoing quality improvement efforts, record matching and merging, and will enable new representations and uses of the cooperative’s data.”

GREG ZICK
OCLC VICE PRESIDENT, GLOBAL ENGINEERING

OCLC global infrastructure

OCLC operates services, including WorldShare Management Services, EZproxy hosted service, CONTENTdm Hosting Services and other management services, from data centers in the United States, Australia, Canada and Europe.
The National Library of New Zealand has moved its nationwide Te Puna Interloan service to OCLC’s data center in Dublin, Ohio, in order to offer increased interoperability with disparate local library systems and to maintain local control of resource sharing.

About 350 New Zealand libraries of all types—88 percent of the nation’s libraries—use Te Puna to borrow and lend more than 100,000 items each year and to manage the financial transactions between the supplying and requesting organizations.

The national interlibrary loan service is now hosted by OCLC’s data center with management and customer service desk functions operating out of Melbourne, Australia. This is the first time a national library has moved its national infrastructure to a hosted OCLC service.

“There has been an increasing trend over the last two to three years for libraries to have OCLC host and manage their resource sharing and document delivery systems,” says Chris Thewlis, OCLC Regional Manager, Australia. “Libraries are finding it more efficient and cost-effective if the provider of the system manages it for them. OCLC has now developed considerable expertise in managing systems, which is essential for supporting such important national infrastructure such as Te Puna Interloans.”

The OCLC Melbourne Office was very supportive throughout the whole process of migration and upgrade. They worked hard to provide the configurations we required and to adapt to the requirements of a wide range of libraries within New Zealand. They have continued to provide prompt and efficient service.”

KAYE FORAN
CUSTOMER SUPPORT CONSULTANT (TE PUNA), NATIONAL LIBRARY OF NEW ZEALAND
“Born-digital” materials originate in digital form. They pose new challenges for libraries that seek to acquire and organize them, provide access to them and pass them on to future generations.

As part of OCLC Research surveys of librarians responsible for special collections and archives in the United Kingdom, Ireland, the United States and Canada, Jackie Dooley, Program Officer, OCLC Research, identified needs and concerns about handling born-digital materials. The survey results indicated that born digital is under-collected, under-counted, under-managed, unpreserved and inaccessible. To address these challenges, OCLC Research assembled a group of experts who worked with Jackie Dooley and Ricky Erway, Senior Program Officer, OCLC Research, to develop basic guidance for dealing with the explosion of born-digital content.

Advisors to OCLC Research on Managing Born-digital Materials

Nancy Enneking, Head of Institutional Records and Archives, Getty Research Institute
Riccardo Ferrante, Director, Digital Services, Smithsonian Institution Archives
Ben Goldman, Digital Records Archivist, Pennsylvania State University
Gretchen Gueguen, Digital Archivist, Albert and Shirley Small Special Collections Library, University of Virginia
Matthew Kirschenbaum, Associate Director, Maryland Institute for Technology in the Humanities (MITH), University of Maryland
Christopher (Cal) Lee, Associate Professor, School of Information and Library Science, University of North Carolina at Chapel Hill
Veronica Martzahl, Records Archivist, Digital Collections and Archives, Tufts University
Matthew McKinley, Digital Project Specialist, University of California, Irvine
Naomi L. Nelson, Director, David M. Rubenstein Rare Book & Manuscript Library, Duke University
Erin O’Meara, Archivist, Gates Archive
Chris Prom, Assistant University Archivist, University of Illinois at Urbana–Champaign
Gabriela Redwine, Digital Archivist, Beinecke Library, Yale University
Seth Shaw, Assistant Professor, Clayton State University
Rob Spindler, University Archivist and Head, Archives and Special Collections, Arizona State University Libraries
Susan Thomas, Digital Archivist and Project Manager, Bodleian Library, Oxford University
Dave Thompson, Digital Curator, Wellcome Library
Jennifer Waxman, Senior Manager for Preservation & Access, Center for Jewish History

OCLC Research is tapping the collective knowledge of experts in managing born-digital materials to help research institutions get started with inventorying, transferring and preserving the ever-increasing body of born-digital content.”

RICKY ERWAY
SENIOR PROGRAM OFFICER
OCLC RESEARCH
Advance the future of libraries through research, advocacy and community making.

Researchers season cookbooks with metadata

Looking for recipes for tapas, antipasto or meze?
Find them fast with Cookbook Finder. It is an experimental, works-based application developed in OCLC Research that provides access to thousands of cookbooks and other works about food and nutrition described in library bibliographic records.

Users can search by person, place and topic (e.g., course, ingredient, method and more), and browse related works by author and topic. Results include links to full text when available from HathiTrust and Project Gutenberg.

“The Cookbook Finder helps get the resources of libraries into the broader information environment so they can be discovered by users regardless of language.”

DIANE VIZINE-GOETZ
OCLC SENIOR RESEARCH SCIENTIST

Cookbook Finder is improving access to the extensive collection of cookbooks at the Dublin Branch, Columbus (Ohio) Metropolitan Library. Left to right: Diane Vizine-Goetz, Senior Research Scientist and Project Lead; Mary Biscuso, Information Services Specialist, Dublin Library; and OCLC Research project team members: Roger Thompson, Consulting Software Engineer; JD Shipengrover, Information Architect; and Harry Wagner, Consulting Software Engineer.
Even with staff and dollars stretched, many public libraries are evolving their services to meet rapidly changing needs. OCLC has a long history of creating, testing and scaling programs that link funders and communities to the collective power of public libraries. Since 2003, OCLC has managed more than $50 million in federal and philanthropic investments in service of local community needs, such as job seeking, health and wellness, access to technology, personal enrichment and outreach to underserved populations.

“When we equip library staff with new skills, or advocate for local support, we become active agents for positive change in libraries and for the people and communities libraries serve,” says Chrystie Hill, Director, OCLC Community Relations. In fiscal 2013, OCLC continued its partnerships with foundations, public and private funders to deliver and sustain innovative initiatives that empower libraries and the communities they serve. Here are a few highlights.

Guided by the success of the Geek the Library community awareness campaign in the U.S., OCLC is piloting three language localization pilots in Europe. The initiatives are supported by libraries in the European Union (Austria, France, Germany, the Netherlands and Switzerland) to develop French, Dutch and German language versions of some elements of the Geek the Library concept.
Built and launched with grant funding from the Bill & Melinda Gates Foundation, OCLC’s flagship public library program, WebJunction, celebrated its 10-year anniversary in May 2013. As the learning place for libraries, WebJunction provides a range of resources—including self-paced e-learning from leading course providers, live webinar programs on timely topics, downloadable curricula and best practices from libraries—that build the knowledge, skills and support library staff need to lead innovation at their libraries in the U.S. and Canada. Over the past year, 350,000 library staff visited WebJunction.org, 16,000 registered for 28 free webinars and 9,800 enrolled in online courses.

“... We work with partners all over the world to support public libraries, strengthen the overall library environment, contribute knowledge and leadership, and advocate for public libraries. Our goal with WebJunction has been to make sure library staff have the training they need to provide excellent library services to their communities.”

DEBORAH JACOBS
DIRECTOR OF THE GLOBAL LIBRARIES INITIATIVE AT THE BILL & MELINDA GATES FOUNDATION

Health Happens in Libraries
The Institute of Museum and Library Services (IMLS) awarded a special grant to OCLC’s WebJunction to build “Health Happens in Libraries.” This program improves public library eHealth services and increases library staff capacity to respond to patron requests for information regarding the Affordable Care Act in the U.S. In collaboration with ZeroDivide, the program acknowledges the growing intersection of digital technologies and individual health management, and the opportunities for libraries to provide digital access to health information in their communities.

In December 2012, OCLC joined forces with Redbox, public libraries and the Project for Public Spaces to build community through shared entertainment experiences. This pilot project supported five libraries from across the U.S. in leading community planning workshops and producing entertainment events in transformed public spaces.
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Business Development

June 2013


At the start of this, the fourth year under OCLC’s new governance structure, the Global Council Executive Committee began with a very ambitious annual plan. As the year ends, I am pleased that we have completed some activities and even more excited to have begun efforts that will help set the cooperative’s path for the future.

Being part of a global organization means working with differing cultures, business practices and the multiple priorities of members around the world. Our simple but crucial goal was to improve our communications and actively engage with members, the OCLC Board of Trustees and OCLC staff. This work involved some very sensitive issues, many of which lie at the core of a membership organization. We have examined and come to resolution on defining membership, firmly established the individuality of Regional Councils, examined incentive methods and established a task force for archives and museums.

This has been a particularly exciting time for the Regional Councils. They have successfully held multiple meetings of the membership, increased their level of communications and have begun active dialogues to ensure that a variety of voices are heard and acknowledged throughout the region. For example, the Americas Regional Council (ARC) has launched the ARC Ambassadors program and Communications Committee that have been very successful models.

The Global Council created a task force on Sustainable Business Models that has begun dialogues with OCLC management and the Board of Trustees on future business models for the cooperative.

As we face the inevitable changes of a global cooperative, including decreasing library funding, competitive services and the introduction of our own disruptive technology of Webscale services like WMS, OCLC as an organization must also adapt. We want to be actively engaged from a member’s perspective to facilitate a clear corresponding business model to support the current members, control costs and allow for easy adoption of the cooperative model for new members.

I have frequently said that on Global Council we want to help to grow the denominator—the number of libraries that use OCLC services worldwide, to help reduce the cost to current members and enable increased participation and sustainability. We look forward to working with Skip Prichard, President and CEO of OCLC, on these and other matters.

This past year was also an appropriate time to fine-tune our governance structures. All three Regional Councils and the Global Council modified their by-laws to ensure continuity and better representation and to avoid conflicts of interest.
On April 22–24, 2013, the Global Council met for the first time outside North America. Delegates traveled to The Hague in the Netherlands to conduct the Council’s business. That extremely successful meeting helped to demonstrate that OCLC is moving to be a truly global organization.

Lastly, I would like to take a moment to thank and acknowledge the fine work of OCLC President and CEO Jay Jordan. The Global Council and I want to thank him for the many of years of devotion to this organization and say that because of his leadership we are a better cooperative. Earlier the Global Council expressed our appreciation by referring to Jay as the person who put the “World” in WorldCat. Libraries throughout the globe thank him for his service and wish him well in his retirement. We know that the best way to honor Jay and his contribution is to continue to expand and improve the cooperative with his successor, Skip Prichard, whom I would like to welcome to OCLC on behalf of the Global Council.

It has been my pleasure and honor to serve as Global Council President. I look forward to continuing to work with incoming Global Council President Anne Prestamo.

ChewLeng Beh
2012/2013 President
OCLC Global Council

2012/2013 Global Council
Executive Committee

Officers:
ChewLeng Beh
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Anne Prestamo
Vice President/President-Elect
Berndt Dugall
Past President

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Robert Moropa
Barbara Preece
Peter Sidorko
Anja Smit
Jane Treadwell

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University of North Carolina at Greensboro
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Anne Prestamo
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Donna Reed
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Rupert Schaab
University of Göttingen
Debbie Schachter
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Cynthia Steinhoff
Anne Arundel Community College
Jerry Stephens
University of Alabama at Birmingham
Wilbur Stolt
University of North Dakota
John Szabo
Atlanta-Fulton Public Library System
Jane Treadwell
University of Illinois at Springfield
Anne Van Camp
Smithsonian Institution Archives
Jon Walker
Pueblo City-County Library District
Andrew Wells
University of New South Wales
Patrick Wilkinson
University of Wisconsin–Oshkosh
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- **Dawn Hale**
  Johns Hopkins University
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  University of Utrecht
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  University of Delaware
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  Drexel University
- **Sarah Price**
  University of Birmingham
- **Sarah Haight Sanabria**
  Southern Methodist University
- **Lisa Hatt**
  De Anza Community College
- **Gabrielle Meßmer**
  Bayerische Staatsbibliothek
- **Mary Roach**
  University of Kansas
- **Linda Roberts**
  Nashville Public Libraries
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  Fred Hutchinson Cancer Research Center
- **Dana Tonkonow**
  Central Connecticut State University
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- **Elizabeth Windsor**
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  - **Lyn McKinney**
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  - **Pat Riva**
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  University of Washington
- **Verletta Kern**
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  Metropolitan Museum of Art
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- **Marlene Víkor**
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  Bucknell University
- **Janet Fileman**
  Natural Environment Resource Council United Kingdom
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  Niles Public Library District
- **Lisa Hatt**
  De Anza Community College
- **Gabrielle Meßmer**
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  - **Jonathan Furner**
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  Jefferson County Public Library
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  Mercer University
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  Spalding University
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- **Michael Panzer**
  OCLC
Report of the Audit Committee

The Audit Committee, consisting entirely of independent trustees, assists the Board of Trustees in its oversight of OCLC’s financial reporting process, and is responsible for, among other things, reviewing with Deloitte & Touche LLP, independent auditors, the scope and results of its audit engagement.

The management of OCLC has the primary responsibility for the preparation and integrity of OCLC’s financial statements, accounting and financial reporting principles and internal controls and procedures designed to assure compliance with accounting standards and applicable laws and regulations. OCLC’s independent auditors are responsible for performing an independent audit of the consolidated financial statements and expressing an opinion on their conformity with accounting principles generally accepted in the United States of America.

The accompanying condensed consolidated financial statements and financial information included elsewhere in the annual report are derived from the audited consolidated financial statements and include amounts that represent the best estimates and judgments of management.

In fulfilling its oversight responsibilities, the Audit Committee has:

- Reviewed and discussed with management the audited consolidated financial statements of OCLC for fiscal 2013.
- Discussed with Deloitte & Touche LLP the matters required by AICPA AU 380, The Auditor’s Communication With Those Charged With Governance.
- Received from and discussed with Deloitte & Touche LLP the communications required by AICPA Independence Rule 101.

Based on the Audit Committee’s independent discussions with management and the independent auditors, and the Audit Committee’s review of the representations of management, and the report of the independent auditors to the Audit Committee, the Audit Committee recommended to the Board of Trustees that the audited consolidated financial statements for the year ended June 30, 2013 be accepted. The audited consolidated financial statements, accepted by the Board of Trustees, appear at OCLC’s website: www.oclc.org/en-US/about/sustainability/financial.html.
Financial Review

In fiscal 2013, OCLC revenues were $206.6 million, up $3.1 million (1.5 percent) from fiscal 2012 revenues of $203.5 million. Revenue growth was due to: increased adoption of new services such as OCLC WorldShare Management Services; a modest 2–3 percent price increase in cataloging, resource sharing, FirstSearch and other services; and additional grant funding, primarily from the Bill & Melinda Gates Foundation for WebJunction.

Operating results (Contribution to equity before portfolio gains) in fiscal 2013 were a loss of $2.8 million, compared to a positive performance of $610,000 the previous year. Net Contribution (appears in the financial statement on page 45 as “Excess of Revenues over Expenses”) in fiscal 2013 was $2.4 million, compared to $6.8 million in fiscal 2012. See chart “Summary of Consolidated Activities.”

Summary of Consolidated Activities

(Amounts in Thousands)

<table>
<thead>
<tr>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td></td>
</tr>
<tr>
<td>Products &amp; services</td>
<td>202,190</td>
</tr>
<tr>
<td>Grants</td>
<td>3,600</td>
</tr>
<tr>
<td>Research Library Partner Dues</td>
<td>820</td>
</tr>
<tr>
<td>Dividends and Interest</td>
<td></td>
</tr>
<tr>
<td>Income–Sustainability Fund</td>
<td>5,250</td>
</tr>
<tr>
<td>Operating Results before Portfolio Gains/(Losses) &amp; Other Gains</td>
<td>(2,830)</td>
</tr>
<tr>
<td>Net Realized Gains on Investment Portfolio–Sustainability Fund</td>
<td>5,180</td>
</tr>
<tr>
<td>Gain on Sale of Product Lines</td>
<td>0</td>
</tr>
<tr>
<td>Net Contribution to Corporate Equity</td>
<td>$2,350</td>
</tr>
</tbody>
</table>

Revenues from libraries and institutions outside the U.S. increased by $1.4 million to $54.8 million, primarily due to increased revenues from Bibliotheca in Germany. The increase, however, was offset by a corresponding $1.4 million decrease due to currency translation. See chart “FY 2013 Revenue by Region.”

OCLC continuously invests in new hardware, software, databases and development of systems to provide services to participating institutions. This investment fluctuates, depending on service growth, new product introductions and replacement cycles for facilities, equipment and software. In fiscal 2013, enterprise resource investment was $55.6 million (including capitalized development costs), an increase of $2 million from the previous year. Over the last five years, enterprise resource investment has totaled approximately $260 million. See chart “Enterprise Resource Investment.”
In fiscal 2013, research and development expenditures, including capitalized development, were $36.6 million. Development efforts focused on OCLC’s strategy to build cloud services with libraries. See chart "R & D Expenditures Including Capitalized Development."

During the year, OCLC provided libraries with $16.4 million in credits, incentives and subsidies for cooperative programs, primarily for cataloging and resource sharing, to encourage the growth and quality of WorldCat, clearly demonstrating OCLC’s commitment to its public purposes. Since 1998, OCLC has returned nearly $250 million in credits and subsidies to member libraries. As noted on page 2 of this report, on the recommendation of the OCLC Global Council and Board of Trustees, OCLC will begin phasing out this program in July 2014.

As of June 30, 2013, the investment portfolio stood at $202.3 million, of which $57.7 million secured library deposits for the advanced subscription program and unearned revenue for library services. OCLC returns to libraries 4 percent interest on advanced subscription payments, which are applied to charges for OCLC services. Realized gains and losses are reflected in the annual net contribution. OCLC’s sustainability fund is used for working capital, long-term growth and funding development opportunities. See chart "Investment Portfolio Composition: Securing Member Library Funds."

As of June 30, 2013, OCLC had assets of $391.9 million and corporate equity of $245.0 million. Net working capital, which represents funds available for current operations, development and library programs, was $179.4 million.

In summary, OCLC is financially well-positioned to continue to fund innovative services on behalf of its members.

Management Commentary

OCLC is a nonprofit, membership, computer library service and research organization whose public purposes of furthering access to the world’s information and reducing library costs dominate its plans and activities.

In support of these purposes, OCLC strives to maintain a strong financial base by operating in a business-like manner in order to accommodate growth, upgrade technological platforms, conduct research and development and subsidize worthwhile projects for the benefit of libraries and their users.

OCLC follows a conservative, nonaggressive accounting and operating philosophy in maintaining its financial reporting and internal control systems.
Member-governed

OCLC is member-governed. This major characteristic distinguishes the OCLC-member relationship from the traditional vendor-customer model. Librarians throughout the cooperative, in both large and small libraries, rightfully regard their institutions as stakeholders in OCLC.

Indeed, throughout OCLC’s history, on any significant matter involving prices and charges to the membership, there has been full disclosure, thorough due process and open communications between the membership and OCLC through the Global Council and Board of Trustees.

OCLC primarily funds its operations and research and development with revenues generated by services provided to participating libraries. In addition, in fiscal 2013, OCLC generated $3.6 million in revenue from foundation grants and $5.3 million in interest and dividend income.

It should be noted that in fiscal 2013, OCLC spent approximately $33 million on growth and maintenance of WorldCat and other databases. This includes $10 million for development (see chart “Enterprise Resource Investment” on page 41) and $23 million for batchloading, quality control and compliance with standards.

Approximately 74 percent of OCLC’s expenditures are in support of developing new and maintaining existing products and services. Expenditures for Governance, Membership, Advocacy and Research comprise 8 percent ($17.9 million) of OCLC’s expenditures and directly benefit OCLC’s member libraries. See charts “Sources of Funding” and “Uses of Funds.”

Operating at Breakeven

Historically, OCLC has operated at near breakeven, realizing revenues that approximate the costs to deliver services and programs to libraries and institutions. See chart below, “Operating Results as a Percent of Revenue.” With the concurrence of the Board of Trustees and Global Council, OCLC strives to achieve annual operating results on a five-year rolling average of 2 to 4 percent in order to maintain long-term financial viability in pursuing its public purposes. OCLC recognizes that in some years it will meet
or exceed that objective, while in others it will not. The five-year rolling average through 2013 was slightly below breakeven at -0.6 percent and reflects the cumulative effect of no price increases for three consecutive years, continued investment in new cloud services and the write-offs in fiscal 2013. OCLC’s financial strength gave it the wherewithal to support this deviation from the 2 to 4 percent benchmark. Overall, OCLC continues to meets its chartered financial objective of reducing the rate of rise of library costs. See chart “Percent Change in HEPI, CPI and OCLC Cost Sharing,” on page 4.

Economic benefits of OCLC membership

Since OCLC began providing online services in 1971, the network effects and economies of scale have steadily accumulated as the number of participants has increased. The following are examples of OCLC services that generated dramatic costs savings for the libraries that used them in fiscal 2013.

Libraries that copy-cataloged on OCLC in fiscal 2013 enjoyed an average hit rate of 95 percent, which means for each 100 items they catalog, they will have to create an original catalog record for only five items. This is a significant savings in labor costs.

Libraries used OCLC ILL Fee Management in fiscal 2013 to reconcile 867,891 interlibrary loan transactions, thereby realizing significant savings by eliminating costs associated with invoice processing and payments between libraries.

The 2,000 libraries that used WorldCat Cataloging Partners in fiscal 2013 received 6.5 million records in their catalogs through machine-to-machine interactions requiring minimal human interventions.

The new WorldShare Management Services discussed elsewhere in this annual report are beginning to realize the promise of reducing per-unit costs for libraries and improving library workflows consistent with OCLC’s public purposes.

Going forward, OCLC management will continue to be diligent stewards of the cooperative’s assets and conduct its financial activities in a conservative manner and with the highest standards of ethical conduct.

Rick J. Schwieterman
Executive Vice President and Chief Financial Officer
### Condensed Consolidated Balance Sheets

#### June 30, 2013 and 2012

<table>
<thead>
<tr>
<th>Assets</th>
<th>2012/13</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td>$270,959,900</td>
<td>$247,862,500</td>
</tr>
<tr>
<td>FIXED ASSETS—At cost, less accumulated depreciation and amortization</td>
<td>$112,795,100</td>
<td>$114,027,600</td>
</tr>
<tr>
<td>OTHER ASSETS</td>
<td>$8,127,300</td>
<td>$7,923,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$391,882,300</td>
<td>$369,813,100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Corporate Equity</th>
<th>2012/13</th>
<th>2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td>$91,569,900</td>
<td>$91,644,300</td>
</tr>
<tr>
<td>LONG-TERM DEBT AND CAPITAL LEASES—Less current portion</td>
<td>$40,951,300</td>
<td>$29,638,800</td>
</tr>
<tr>
<td>OTHER NONCURRENT LIABILITIES</td>
<td>$14,384,500</td>
<td>$11,846,300</td>
</tr>
<tr>
<td>CORPORATE EQUITY</td>
<td>$244,976,600</td>
<td>$236,683,700</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$391,882,300</td>
<td>$369,813,100</td>
</tr>
</tbody>
</table>

### Condensed Consolidated Statements of Revenues, Expenses and Corporate Equity

for the years ended June 30, 2013 and 2012

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td>$206,612,500</td>
<td>$203,469,300</td>
</tr>
<tr>
<td>OPERATING EXPENSES:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries, wages and related fringe benefits</td>
<td>$120,068,000</td>
<td>$115,552,500</td>
</tr>
<tr>
<td>Selling, general and administrative</td>
<td>$36,852,800</td>
<td>$35,738,200</td>
</tr>
<tr>
<td>Library services</td>
<td>$25,756,400</td>
<td>$24,567,500</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>$22,065,300</td>
<td>$23,304,100</td>
</tr>
<tr>
<td>Building and utilities</td>
<td>$7,581,600</td>
<td>$7,141,000</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td>$212,464,100</td>
<td>$206,303,300</td>
</tr>
<tr>
<td><strong>DEFICIT OF REVENUES OVER OPERATING EXPENSES</strong></td>
<td>(5,851,600)</td>
<td>(2,834,000)</td>
</tr>
<tr>
<td><strong>OTHER INCOME—Including investment income</strong></td>
<td>$8,204,500</td>
<td>$9,669,700</td>
</tr>
<tr>
<td><strong>EXCESS OF REVENUES OVER EXPENSES</strong></td>
<td>$2,352,900</td>
<td>$6,835,700</td>
</tr>
<tr>
<td><strong>NET CHANGE IN UNREALIZED GAIN (LOSS) ON INVESTMENTS</strong></td>
<td>$8,147,500</td>
<td>(11,508,600)</td>
</tr>
<tr>
<td><strong>POSTRETIREMENT BENEFIT PLAN ADJUSTMENT</strong></td>
<td>(2,556,900)</td>
<td>2,899,900</td>
</tr>
<tr>
<td><strong>FOREIGN CURRENCY TRANSLATION ADJUSTMENT</strong></td>
<td>$349,400</td>
<td>(1,205,600)</td>
</tr>
<tr>
<td><strong>INCREASE (DECREASE) IN CORPORATE EQUITY</strong></td>
<td>$8,292,900</td>
<td>(2,978,600)</td>
</tr>
<tr>
<td><strong>CORPORATE EQUITY—Beginning of year</strong></td>
<td>$236,683,700</td>
<td>$239,662,300</td>
</tr>
<tr>
<td><strong>CORPORATE EQUITY—End of year</strong></td>
<td><strong>$244,976,600</strong></td>
<td><strong>$236,683,700</strong></td>
</tr>
</tbody>
</table>

These condensed consolidated financial statements are derived from the audited consolidated financial statements that appear at OCLC’s website:


OCLC Online Computer Library Center, Inc. and Subsidiaries
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F +44-121-456-46-80
E uk@oclc.org

For a current list of these locations, see
www.oclc.org/contacts/offices.en.html
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Distributors

**The Americas**

**Colombia**
Referencistas S.A.S.  
www.referencistas.com

Nova Informatica Limitada  
nova-informatica.com/nova/index.html

**Asia and the Pacific Region**

**Japan**
Kinokuniya Company Ltd.  
OCLC Center, Electronic Information Sales Department  
www.kinokuniya.co.jp/03f/oclc/oclctop.htm

**Korea**
Hanworld Group, Inc.  
www.infonetg.com/

**Malaysia**
NM13 Sdn Bhd  
www.nm13.com

**Myanmar**
InyLand  
www.inyaland.com

**Philippines**
MegaTEXTS Phils.Inc.  
www.megatextsphil.com

**Taiwan**
FlySheet Info-Aggregate Services Co. Ltd.  
www.flysheet.com.tw

**Thailand**
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www.amsbook.com

**Europe and Africa**

**Czech Republic**
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www.itsitduk.co.uk

**Denmark, Faroe Islands, Greenland**
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www.dbc.dk

**Greece**
Elidoc Systems & Services  
www.elidoc.gr

**Hungary**
Info Technology Supply Ltd.  
www.itsitduk.co.uk

IQSYS Information Systems Ltd  
www.iqsys.hu

**Israel**
Teldan Information Systems Ltd.  
www.teldan.com

**Italy**
Ifnet S.r.l.  
www.ifnet.it

**Portugal**
Logiser, S.A.  
www.logiser.pt

**Slovenia**
Info Technology Supply Ltd.  
www.itsitduk.co.uk

**South Africa, Sub-Saharan Africa**
Sabinet  
www.sabinet.co.za

**Spain**
DOC6 S.A.  
www.doc6.es

**Turkey**
Info Technology Supply Ltd.  
www.itsitduk.co.uk

**Middle East/India Region**

**India**
GIST  
www.gist.in/

Informatics India Ltd  
info@informindia.co.in

**Middle East/North Africa**
Naseej  
www.naseej.com

**Middle East (all OLIB sales)**
LOGOS Sarl  
fares@logos.com.lb

**Partners**

American Theological Library Association (ATLA)  
www.atla.com

Amigos Library Services, Inc.  
www.amigos.org

Califa  
www.califa.org

Connecticut Library Consortium (CLC)  
www.clilibrarians.org

FEDLINK  
www.loc.gov/flcic

Illinois State Library (ILLINET/OCLC Services)  
www.cyberdriveillinois.com/departments/library/home.html

LYRASIS  
www.lyrasis.org

Midwest Collaborative for Library Services (MCLS)  
www.mcls.org/cms/sitem.cfm

Minitex  
www.minitex.umn.edu

NC LIVE  
www.nclive.org

OHIONET  
www.ohionet.org

WALDO  
www.waldolib.org

Wisconsin Library Services (WiLS)  
www.wils.wisc.edu/

Learn more:

www.oclc.org/contacts/distributors.en.html
www.oclc.org/en-US/partnerships/service/
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Rich Skopin
OCLC

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