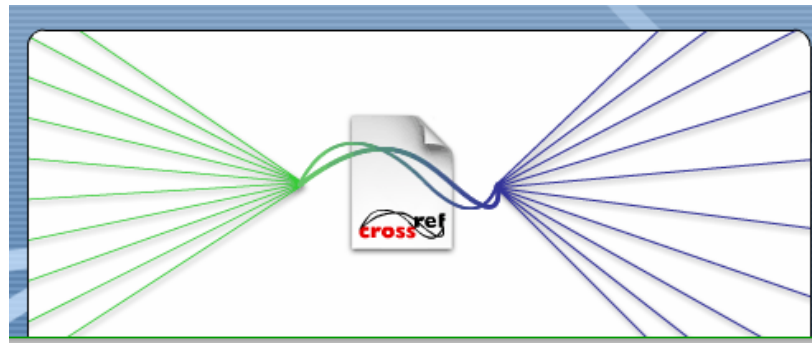


7th Annual Meeting CrossRef



1 November 2006
Cambridge, MA

The graphic features a central white circle with a 3D effect, set against a green background. Inside the circle, the word "cross" is in red, "ref" is in black, and "<enabled>" is in blue. A black line loops around the text. A circular border of text surrounds the inner circle.

CrossRef links millions of articles and chapters, from thousands of publications, from hundreds of publishers and societies. So your reference linking works. Permanently.

crossref **<enabled>**

crossref.org | DOIs FOR RESEARCH CONTENT 

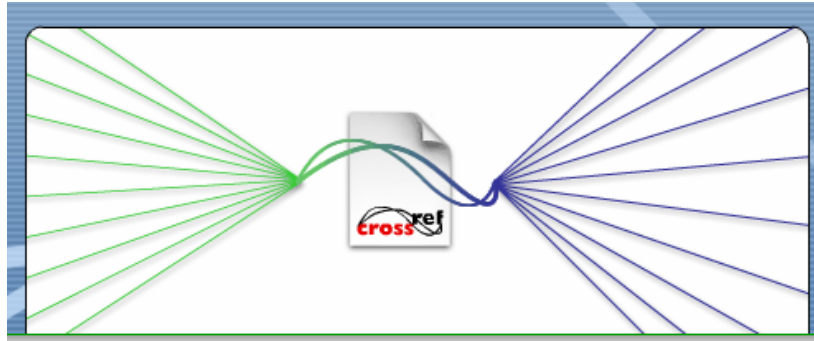


Strategic Mission

- To bring the scholar to authoritative primary content, focusing on services that are best achieved through collective agreement by publishers

Staff

- Chuck Koscher, Dir of Technology
- Amy Brand, Dir of Business and Product Development
- Lisa Hart, Business Office Manager
- Jon Stark, Web Developer
- Tim Pickard, System Support Analyst
- Anna Tolwinska, Admin and Marketing Assistant
- Julie Hawks, Metadata Quality Coordinator



Financial Review

Bob Campbell, Treasurer

Overview

- Financial Achievements
- Financial Goals
- Financial Overview - 2000 Actuals to 2006 Budget
- 9-Month 2006 Highlights
- 2007 Draft Budget
- Strategic Financial Issues

Financial Achievements

- Granted tax exempt status from inception – all state and federal taxes to be refunded (\$400k)
- Fees working well – 3rd year with no fee increase!
 - Book chapter fee lowered to \$0.17 and component price to \$0.06
- Audit Committee working well
- Successfully completed more stringent audit
- Policies and systems have grown with the organization
- Good surplus + good cash balance=financial stability

Financial Goals

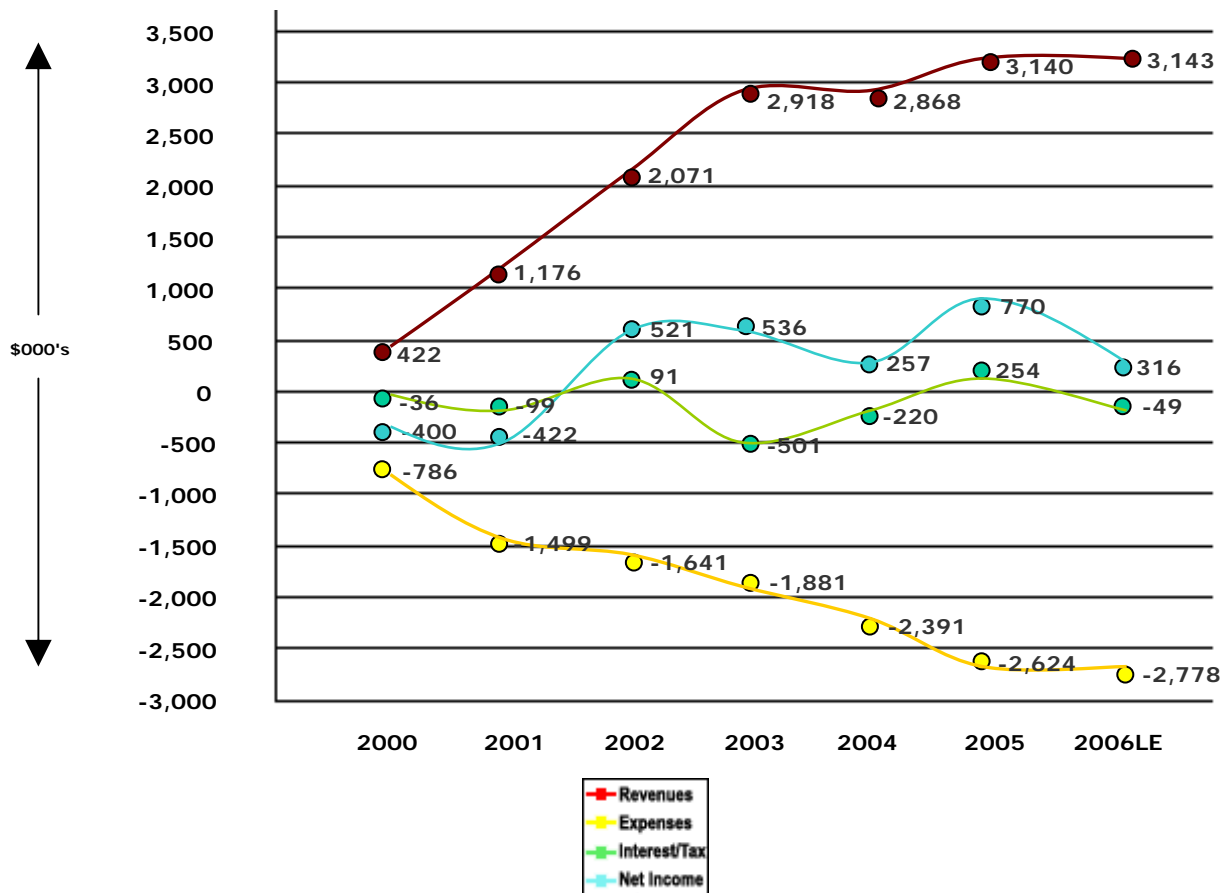
Goals being adjusted due to tax exempt status

1. Sustain continuing operations.
2. Repay loans as quickly as possible.
3. Invest in continuing and new initiatives.
4. Invest in new capital projects.
5. Retain a minimum of 3 months operating cash, plus next year's capital spending.

Financial Overview

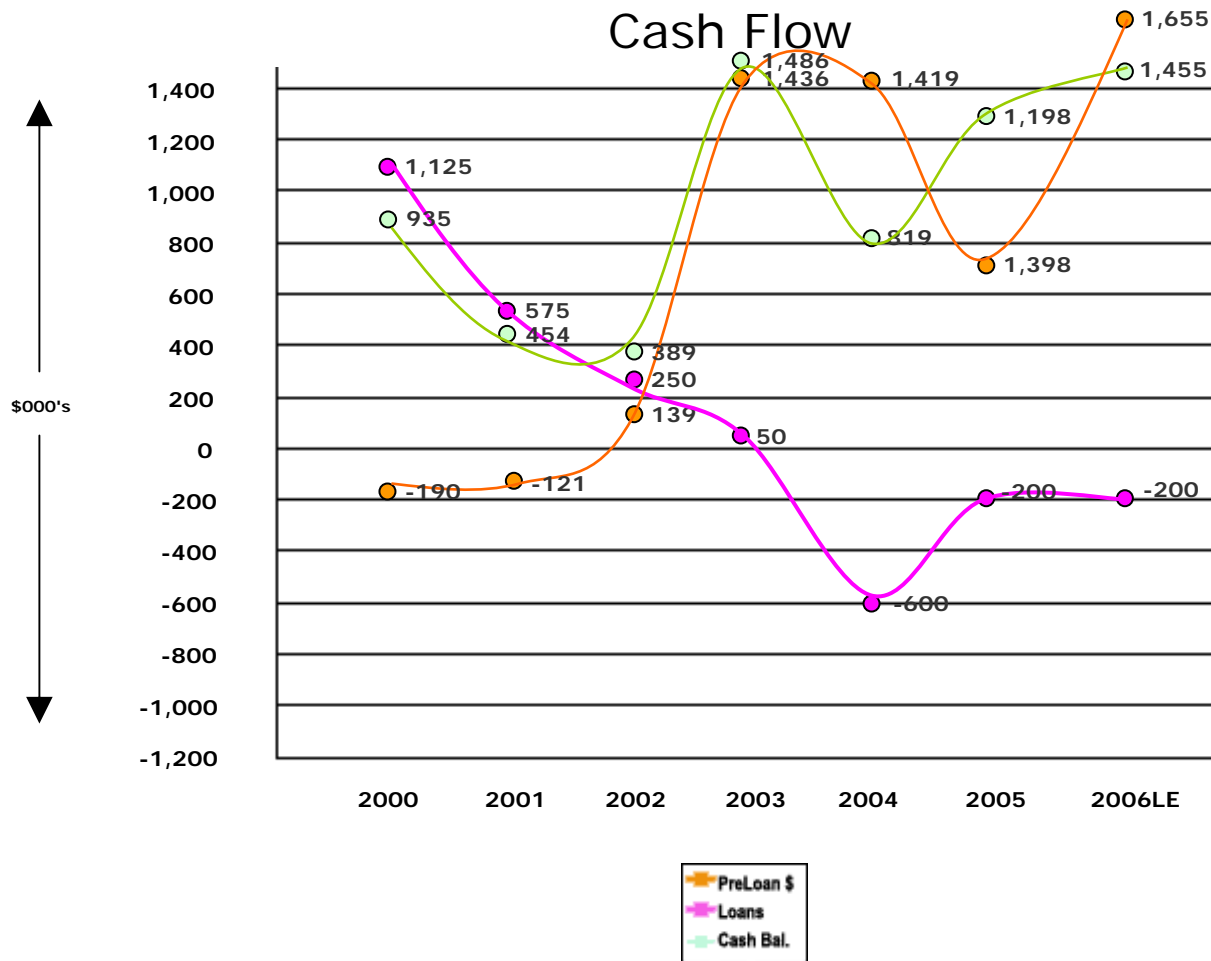
2000-2006 Budget

Income Statement



Financial Overview

2000-2006 Budget



9-Month 2006 Highlights

- Revenue: \$2,354k
 - \$58k (3%) over budget
 - \$41k (2%) down from same period 2005
- Expenses: \$2,002k
 - \$74k (4%) under budget
 - \$210k (12%) up from same period 2005
 - Staff – 47%
 - Depreciation – 12%
 - IDF – 9%
 - Software – 9%
 - Legal/accounting – 7%
 - Meetings/Travel – 5%

2007 Draft Budget

- Revenue - \$3,266 (4% growth over 2006) –
 - Membership growth leveling off/most new members in lowest tier
- Expenses - \$2,903 (4.5% growth over 2006)
 - Investments in metadata quality, new initiatives
 - Maintain surplus (taxable vs tax exempt)
- Cash balances remain good with accelerated loan repayment

Strategic Financial Issues

- Reduce minimum cash balance with line of credit as backup
- Accelerate loan repayments (2-3 year payoff)
- Consider how to invest in new services to benefit the industry and researchers
- Monitor fees and adjust if necessary

Strategic Financial Issues (Risks)

- Leveling off of membership and deposit growth
- Decline of backfile deposits
- Core system 5 years old – increased investment to update?
- IDF currently in good shape but future issues
- Possible patent issues

Summary

- Excellent financial performance
- Faster debt repayment
- Fees steady or going down
- Some risks
- CrossRef can continue to be vehicle for industry investment