

Directors Meeting
June 12, 2007
Governors State University

SS General Comments on the survey. This meeting is a supplementary step. A conversation on what you (as directors) think. Looking for strategic directions rather than plan.

- What about consultants a/o list of experts in areas of need for the consortium. Use new CARLI membership database in development. Mentoring concept from the Vision and Leadership Transition Team (VLT).
- Relationship between BOD and Staff and members needs addressing. Where should CARLI leadership come from? The staff, consortium, or its member institutions. Is some of this landing in the working and user groups? The results of this haven't been made public at this point.
 - Not a clear understanding between BOD and staff. Who is taking the lead on what issues? She sees a fundamental disconnect. Energy is being wasted.
 - Is this in part a result in the transition? SS and other indicate that this is diminishing.
 - Other side is that staff are the only vehicles of information to the chairs and committees. The big picture is not entirely clear. They only act on the directions they are given.
 - Are the reports being turned into CARLI promotion and leadership resources in broader world of consortia? We're doing phenomenal work but how are we sharing it? Committee members to take the results further, looking for publishing nationally on the work of the groups helps to raise the profile. Need to lead in a broader realm. Good to feel the immediacy but we need to consider that this is all looking at long-term results.
 - CARLI sponsoring an award at IACRL (financial award for the IACRL Academic Librarian of the Year award.) Should we grab best practices from elsewhere in academia? (Like the ISL institutes.) Not that we are doing badly but that we aren't getting the word out.
- To many, CARLI is I-Share first. What's being done to build this? The premise is that anyone who wants to be in the shared ILS should be in, but the future is not entirely clear in the ILS. Are we proactively seeking their membership, as opposed to welcoming their interest? Will we be able bring them into a resource sharing community as opposed to into the ILS? All tied up with front ends rather than the big scale data ILS. OCLC WorldCat Local could be piloted, as well as front ends. Rochester open source development will have CARLI input. How far ahead of the membership should CARLI be? At what point do we become the push toward the future rather than just supporting the status quo, per the membership. At what point do we push hard?
- CARLI needs to be able to say yes to things, but in a business like way. Here's what we can/should do and here's what it will cost you. Is customization more important than the common? No consensus at this point but that in itself is a big

shift. Those vocally calling for something new are particularly driving the discussion.

- Keep the focus on resource sharing!!!! Improve delivery. CARLI has RFP. There are some who want assurance that their service won't deteriorate. How do we fix what's broken, without breaking what is working?
- Will also look at the standardizing loan periods as another initiative.
- E-resources: should CARLI take over all negotiating and contracting? Is there any interest in that model? There are a lot of land mines in this. Privates especially don't see a benefit for this. The needs are too broad to do it all, so focus on where there is good bang for the buck. Should be careful on having the consortium take on business functions.
 - Mentoring on negotiations would be good.
 - Licensing principles from ERWG.
- How do we more successfully align member expectations for services? SFX is the example. Not everything can fit an I-Share model of central management, some things need to be done locally. CARLI can provide the tool but not the support. How can we address this? Back to the concept of consultants for hire thru CARLI or that the expectation is there that will be required. Consultants for hire to work locally to implement the product and make it work. How much does CARLI want to be involved in that? Do we have our own consultants or just maintain a list? Training is an ongoing issue for CARLI.
- Continuing education: don't see that as a growing/central role. Shift in focus to more national programming. Large-scale and deep—move the consortium forward. Leave the basics to ISL/systems, etc. This gives CARLI visibility and brings things closer and accessible to members. Shift the annual meeting and forums to something of more national focus. This should focus on pushing CARLI forward regionally and nationally. Forums, meetings, focusing on national needs/large-scale undertakings. There will always be the each one teach one model, but the demand is diminishing in the competition for time and effort of our staffs.
 - Partner w/ groups outside libraries like EDUCAUSE, etc, other non-library partners that would support our work rather than just library-to-library.
 - Don't assume that systems will be picking up the ball as we expect.
 - CE for support staff.
 - Mentoring was on the radar pre-CARLI. Should we get back to it as a Strategic Direction? Is it an appropriate role for CARLI? It's currently being done individually but not systematically.
- Need to sort out what we get for what cost (\$ and effort). Is there a new model? How do you evaluate the success of a new approach (i.e. consulting, mentoring)? A business model vs. a volunteer/PBS model. The old model (Andy Hardy) creates consensus and buy-in but not speed and flexibility. Because CARLI is now bigger the "community service" ethic isn't universally held. Also, CARLI has levels of membership, which creates differential ethic. There's a faster "delivery" in a business model. Committee timeline just doesn't move along quickly enough;

- Digital collection building seems not to have gotten the push it looked like it was going to have. What is the demand? What should CARLI do? The interest is there, but the CARLI-ness of it is not clear. Clearinghouse function on projects wanted? Content DM tools availability is important to keep. The tools are more important to make available through CARLI than the collections. Tools enable the work that may live in several places.
- Are we defining forum topics around I-Share too much? Issues of Voyager acquisitions should be issues of acquisitions. Other groups beginning to use forums (Public Services Working Group) but maybe more groups should be?
- Difference between building digital collections and digitizing stuff. CARLI important in the first, maybe the second.
- Is CARLI in the service business or the business of stuff (the OhioLink model). Do we simply provide the means to an end?
- What should CARLI stop doing?
 - Level of committee work. Is it in balance for members or staff. The screening function of committees has worked pretty well. There is more control and direction, but there are still lots of them.
 - Collection awards! Revamp rather than eliminate. Provide continuous evaluation. For the little people and the middle-sized people, small grants still fund important collections development. Never any measure in the past—have we really assessed the good that is being done? Need to tighten up the rules and then ensure that people comply. In addition, should be continuously looking at what we're doing with the money. The review of what we're accomplishing with the money is ongoing—not just a one-time thing.
- Do we need annual directors meeting? Travel time is a problem—would want to continue having 2 geographically situated. It's a good opportunity to talk rather than just be talked to.

Directors Meeting

June 18, 2007

University of Illinois at Springfield

The survey is broad based, but does not point an obvious or even consensus direction. Focus groups from all levels. These meetings are the third step looking toward developing strategic goals. Last step will be a Board process in July to draft the final strategic goals.

- Where should we focus, beyond the ILS and e-resources?
 - Delivery – we are seeking to understand what a commercial option would be. Did an RFP and are now evaluating the results. Issue of who pays is now on the table. Results are forthcoming. There are many parts of the state that are a geographic challenge. The evolution of system delivery has also added additional complications.
 - In addition, the diversity of loan policies should be looked at as a way of rationalizing and facilitating resource sharing

- Putting money toward the digitization of resources, especially from smaller places that won't have this capacity.
 - Is this really of interest to small schools. Perhaps not community colleges.
 - For others the answer is yes, but it is a staff issue, so that's where CARLI might play a role.
 - Can we move to a hub model with "hubs" around the state? That could do several things. Preserve (digitize), last copy, storage, etc. Have lots of materials digitized but don't have the staff to do the physical work to do the prep for the materials—help for special projects. Rent a staff model. . .
 - Play a role in standards creation. Would be helpful to have specs set out about how we'll be prepping the images, would provide real leadership. DCUG working on standards document now.
 - Look for directions on themes. Lincoln materials from small locations might be a possibility for upcoming years. A central subject area where we're building a collection is more interesting than just a random collection of materials.
- Looking to leverage types of deals that are new and innovative for e-resources
 - The shared pool program is one approach to this
- Regionalization of training is a possibility, but isn't really cost effective. More travel/more locations is a strain on staff, along the monetary cost, and the time lost to travel time. Is there a better way to do it?
 - Some possibilities with technology, but there are still limitations on effectiveness. Some technology solutions but lose the personal connection to the consortium.
- Collections grants: revise, replace. What's the impact?
 - Some other awards are arranged more thematically and are better publicized.
 - The return for the amount of money available is too modest. Money could be better spent on electronic resources—doesn't have to be print.
 - Assessment may be more important than the small acquisitions.
 - Collegiality role is worth retaining, but what they talk about should evolve.
- Meetings: too many, not enough, wrong places
 - Are directors meeting valuable?
 - Should we go to a centralized format for forums? Could be more of a conference format. At community colleges, the independent meetings are better to get more staff attending over time. Conversely, long drive for a one topic forum is not a good use of staff time. Again, look at what technology can do. WIMBA-type online meeting products (ILLUMINATE, OPAL)
 - How does CARLI relate to IACRL in this regard? Could perhaps merge content and strengthen for both, while still sensitive to the differences ((they're a professional organization, CARLI an institutional org)
 - Also, take up some slack by Endeavor EndUser's demise. It was local and accessible. We might take up a regional leadership role. Need for really detailed training on the training modules. Might be role there for CARLI.

- Perception and communications.
 - Newsletter great
 - Follow-up on participation to committees. Feedback to committee members when their charge is done to let them know what has come out of it, what will happen next.
 - More prominence on work products. Need to really promote the task force and committee reports. Provide better/easier way to see the products of the groups.
- Bringing in the “single” solution products is not nearly as possible. SFX and WebFeat are the illustrations.
 - Should we be more the facilitator of obtaining the supplementary tools rather than selecting one “winner” product? This works if CARLI will develop the expertise to support a single solution.
 - CARLI’s size should work for us in this area. The consortium needs to be looking down the road.
- Could we do a quick call for training that is picked up at CARLI. Need to use local help of peers.
 - Is there any way that there could be something as simple as drop-down box added to the home page : I’d like to receive more training on “X”--an ongoing survey.
 - Listservs function as a great resource for information.
 - Clearinghouse of peer expertise would be a good role for CARLI. Colleagues are often just as helpful as CARLI staff. CARLI could expand this by providing names of the colleague that you could call for info. This could really increase the interdependence of library staffs.
- Ultimately CARLI should do that which we cannot do for ourselves. See over the horizon.
 - Future of the ILS – WorldCat Local pilot; Commercial options (Endeca, Primo, etc.) pilot with the 3 UI campuses (Aquabrowser); Open Source development (Rochester w/CARLI as a partner)
- Is staff leading or following? Which should it be? There is a disconnect.
- Don’t try to do too much. Get the Strategic Goals clear and good. Can’t say what to stop if we’re unclear on what they are doing. Don’t dilute the core for the shiny lights.
 - Concern about CARLI will be attempting to do too many things. It’s important to take on a limited number of projects and do them very well.

What should CARLI stop doing?

- Nothing.
- Impossible to get a consistent response from those at the table about what it is that CARLI does, so it would be difficult to say what it should stop doing. Don’t dilute CARLI’s work too much.

Directors Conference Call July 10, 2007

Background--2 in-person meetings, this is the last step before the July 19 strategic planning meeting. Surveys, focus group comments have been made available. We've gotten interesting comments, and others have shown interest in ongoing directors meetings.

- **Collection Development**
Move away from cooperative print collection development. Think more about digitization, sharing of unique resources electronically. Reflect what the publishing world is doing and what each institution has that's unique.
 - Digitization is a small step. What is CARLI's role in rethinking the collections/content available to constituencies? How will we provide access to those materials in a world that is changing dramatically? We need to think about how students and faculty will want content delivered in 5-10 years. Most systems still based on outdated models.
 - Libraries plan because they're in place to support the work of the institution. Where are the institutions going and what kind of resources do they need to have on hand to help them do that? Within CARLI, it's hard to know what future goals it should be supporting. What do we need in order to leverage high quality resources for members' stakeholders? What kind of consortium do we want to be 10 years from now and what do we need to do to get there?
- What kinds of principles do we need to develop to guide our decision making about what to give up? Principles for what we drop or what we do differently could be very helpful.
- Look for areas that are not covered by others. Where are the service and info gaps? What do we think our constituents will need in the future, that they can't get elsewhere?
- What a consortium can do that none of us can do individually is to get us going forward. Rethink what we're doing now so that we have the resources to move forward. Librarians good at doing what we've always done—need help moving along.
- CARLI currently operates in a traditional structure through the board and committees. Structure might prevent us from making rational “risk-taking” decisions to move fast. That can be a problem. We need to get faster, get closer to the pace of change of what we're dealing with. How can we streamline decision-making processes to allow us to move quickly--rapid prototyping and

implementation on projects where quick turnaround time is a requirement? Is it possible to create subsets of affected members who decide and move quickly, and members who aren't interested or unable to be involved might not be included? More cost-sharing arrangements might go along with that scenario,

- We can help in moving the staff mindset both within CARLI and within all the libraries by demonstrating that risk-taking can work. Be more forgiving of experimentation—it's not the end of the world if it doesn't work. We need a model for trying new things and assessing the success. For 3 years we're going to try x. It may work out but if it doesn't, we're not going to do that any more.
- We need to set dates for evaluation, sunset clauses for things we're doing. Resources are finite—we can't do everything. We need to develop assessment criteria to determine what is/isn't working and then cut loose the things that don't work. Everyone doesn't have to agree about everything. Benchmarking –we buy a resource with a 4-year window. At the end of the 4 years, we determine if the usage is adequate to continue. If not, we cut it, or move it into a brokered electronic resource. Without any criteria for evaluation, then one library wanting to keep something, or who screams the loudest, wins.
 - SFX example. Less than ½ of the libraries that CARLI purchased it for are using it effectively. We're working on a different support model. Is this a product we should continue? What can we learn about trying to impose one product on all our libraries?
- CARLI's role in continuing education
We should be looking for things close to home, very specific training for CARLI-customized products. Easy to get dragged down by trying to provide a full menu of training options. There are many opportunities through the regional library systems, GSLIS, State Library, etc. It's harder to get people to agree to take the time to learn what they need to learn, but not hard to find opportunities to do so. Focus on CARLI-specific training only.
- Board needs to work with the staff and get serious about whether the model we're using for our ILS is the model we should to continue with. Think hard about whether we're keeping up with current technology. ILS may be a thing of the past in 5 years. We should be thinking about it now so that it's not a surprise 5 years from now.