

IMPLEMENTATION ACTION ITEMS

1994-5 1995-96

CSU Library Strategic Plan

**Presented for CLRIT Endorsement
by the
Council of Library Directors**

January 27, 1995

Goal A.: Information Resources

•Goal A, Strategy 1: Networked System Interoperability

Plan: Hire a consultant to determine needs and costs for achieving Networked System Interoperability among all CSU libraries and OPACs. Work to begin in March, 1995 and last approximately 9 months. RFP Committee (Post [Chico], Davis [Northridge], Goodram [San Diego], Schleifer [Pomona], Smith [IRT]) will evaluate consultants, approve plan and monitor consultants' work. (See Appendix 1)

Status: RFP approved by COLD on Nov. 10, 1994, scheduled for release January 1995

Outcomes/Deliverables: Identification of needs and costs associated with interoperability among CSUs. This is a desirable goal since, with interoperability, CSU students and faculty will be able to locate information resources across the entire system. Interoperability will enable libraries to share resources. Consortia of libraries can agree to allow patrons to order resources without staff intermediation, where copyright allows.

Cost: Direct cost: \$50,000; additional costs include minimal library staff time to conduct evaluation and time of committee to oversee project. Future costs: Note that this is only the first stage of a more costly project--that of bringing the OPACs up to the standards of interoperability and of purchasing and installing hardware and software as recommended by the consultant.

Opportunity costs: Cost of staff time needed to carry out interoperability functions is considerable. Costs of collection duplication. (Currently it is difficult for library patrons to identify and access items held by other CSU libraries. This results in some unneeded duplication among collections.)

Priority: AA (underway)

•Goal A, Strategy 2: Coordinated CSU Access to Government Documents

Plan: Mount two pilot projects to demonstrate feasibility of providing electronic access to government documents. The projects will combine indexing, abstracting, and scanning images of existing print documents with indexing and providing pointers to gopher-served or web-served documents already existing in electronic formats. Harris [Sonoma] and Dusenbury [Chico] will

coordinate the project and direct the two centers that will provide trial databases and full-text documents.

Status: Project can be begun when funds are identified.

Outcomes/Deliverables: State and local government documents, which are in great demand and short supply could be located and accessed with ease. Instead of having each CSU library duplicate the current effort of providing access to these important documents, the effort could be concentrated at a few campuses with the results made available to all. Additionally, the documents would become available to community users.

Costs: Direct costs: \$32,407 for both pilots for two years (See Appendix 2). Additional costs: Substantial staff time for scanning, indexing, and maintaining databases. Future costs: If the projects are successful, the service can be offered as a subscription service, with the goal of recovering staffing costs. However, the equipment and disk space would have to be expanded according to the number of users. It is improbable that all costs associated with the project could be recovered. *Opportunity costs:* Current methodologies are very time consuming and redundant. Results are difficult to use and of limited availability.

Priority: A

• **Goal A, Strategy 3: Form an Ariel Electronic Delivery Network among the 22 CSU Campuses.**

Plan: Establish an electronic document delivery network among the 22 CSU campuses, using the *Ariel* hardware and software developed by the Research Libraries Group. Schmidt [San Jose] will coordinate the project.

Status: Project can be completed quickly, upon funding. Technology is ready to use, staff are in place.

Outcome: This equipment and software will allow campuses to move high resolution scanned images of documents such as those produced by the government documents project and those produced for interlibrary loan (where copyright or contract permits) between and within campuses, without costs or delays caused by mailing.

Cost: \$140,000 (see Appendix 3) *Opportunity costs:* Immediate replacement of 20 Interlibrary Loan G-4 FAX machines @8,000 each (\$160,000).

Priority: A

• ***Goal A, Strategy 3: Systemwide Committee for Cooperative Collection Development and Distance Learning Support (CDDL Committee)***

Plan: Form a new committee charged to select and target collections for scanning and sharing among several or many CSU campuses. Identify means to satisfy library needs of distance education users. This committee will cooperate closely with the Electronic Access to Resources Committee (EAR) chaired by directors Pollard [Fullerton] and Amrhein [Stanislaus].

Status: Committee can meet the first time in the Spring of 1995. Reid [San Marcos] and Post [Chico] will coordinate first meeting.

Outcome: The committee will identify collections where mutual benefit can come to two or more campuses through cooperative collection development and sharing of electronically stored images of library materials. Shared materials will offer unique potential for use by students at distance learning sites.

Cost: Direct cost: \$21,000 for Spring 1995, through Spring 1996. Additional cost: Staff time. Opportunity costs: Without discussion and coordination of collection-sharing programs, duplication of materials (and material costs) will continue to be necessary to provide access to CSU students and faculty.

Priority: A

Goal B.: Instruction

• ***Goal B, Strategies 1,2,3,5: Information Competency Planning***

Plan: Hold two retreats (one in North; one in South) where CSU faculty, librarians, computing and media professionals, and student leaders from each CSU campus can discuss new instruction methodologies for ensuring information competency, and the ramifications for information services. Harris [Sonoma], Fowler [Humboldt], Blackman [Dominguez Hills], and Martell [Sacramento] will coordinate meetings.

Status: Considerable discussion is needed before competency goals and objectives can be identified and methodologies designed. Activities must be coordinated with TASK 6 of CLRIT and

with the Institute for Teaching and Learning, the Statewide Faculty Senate, the campus Faculty Senates, and the Associated Students on the campuses.

Outcome: If planning is successful, no student will graduate from the CSU without becoming information literate.

Cost: Direct cost: \$25,000 Additional costs: Staff time.

Priority: C

• ***Goal B, Strategies 1,2,3,5: Speakers for the Institute for Teaching and Learning (ITL)***

Plan: Fund one or more speakers each year to participate in the activities of the Institute for Teaching and Learning, discussing means for integrating the teaching of information competencies into the curriculum. The Chair of COLD will coordinate with Patricia Hart of ITL. ITL will invite speakers and determine programs.

Status: ITL is willing and interested. Program can begin upon identification of funding. Activities must be coordinated with the Task 9 Committee of CLRIT.

Outcome: If programs are successful, faculty will adopt new information technologies which will ensure the success of the prior strategy.

Cost: \$5,000/year.

Priority: B

• ***Goal B, Strategy 4: Release Time for Discipline Based Faculty to Integrate Information Technology into the Curriculum***

Plan: Establish a matching fund for buying faculty release time to develop/redesign courses to incorporate information competency and technology in instruction. Campus to pay for half the costs of release time, and the program will match what the campus pays, up to a predetermined limit. Chair of COLD to coordinate with Patricia Hart of ITL.

Status: Campus administrations must have sufficient lead time to plan for matching funds. Applications must be solicited and screened. Earliest action would be Spring semester of 1996. Activities must be coordinated with the Task 9 Committee of CLRIT.

Outcome: At least twenty new course designs would be produced. More classes would use potentially valuable information technologies.

Cost: Direct costs: TBD, COLD will work with ITL to develop a budget request for faculty released time in 1995-96. Additional costs: Hardware, software and network costs of teaching and learning applications.

Priority: C

Goal C: Human Resources

• Goal C: Strategy 1

Plan: Provide training opportunities for all information professionals on all CSU campuses. Training will focus on current information technology and its use in the university environment. Smith [IRT] to coordinate.

Status: Such training is already under way at some campuses and complete at others. However, the need is an ongoing one. And there are some campuses that still have a pressing need for such training. No action can be taken, however, until a training plan is in place and trainers have been identified and contracted. This activity needs to coordinate with the joint SUNY/CUNY/CSU Committee.

Outcome: Training of Library Faculty and Staff will ensure that all librarians and other information professionals are up to date in the use of the latest information technologies.

Cost: *Estimated to be:* \$25,000

Priority: B

Goal D.: Infrastructure

• Goal D: Strategies 1 and 3: Status of Library Buildings

Plan: Compile information on status of existing library addition/renovation plans. Hersberger [Bakersfield] will coordinate.

Status: Project to begin Spring 1995.

Outcome: A depository of available documents relating to cabling, electronics, workstations, and other library information

technology. This information will be available to CSU Telecommunications Council.

Cost: No direct costs.

Priority: A

• ***Goal D, Strategy 2: Needs Assessment for Intrabuilding Telecommunications Cabling and Electronics***

Plan: Working within the campus telecommunications master planning and budgeting process, implement the intrabuilding cabling and electronics infrastructure in compliance with *Leveraging the Future* standards.

Status: Project can begin as soon as campus master planning is completed and funds are identified.

Outcome: Telecommunications needs that are specific to libraries and library services will be identified and addressed.

Cost: Funding will be provided through the campus telecommunications master planning process.

Priority: B

Goal E: Administration

• ***Goal E, Strategies 3 and 4: Coordination with IRT and Other Entities re Goals and Objectives of Library Strategic Plan***

Plan: Members of COLD Executive Committee (Reid [San Marcos], Alldredge [Hayward], Martell [Sacramento], and Harris [Sonoma]) and members of Finance Committee (Walch [SLO], Alldredge [Hayward], Hersberger [Bakersfield], and Schliefer [Pomona]) will meet with Tom West and other IRT staff on a regular basis to ensure collaboration and coordination on strategic plan objectives. IRT staff will see that CLRIT and its sister councils are kept informed of all pertinent activities. In addition, COLD members sit on the CLRIT, the Telecommunications Council, the IRM Committee, AIRC, and other systemwide committees.

Status: In progress.

Outcome: Improved communication and cooperation among and between CSU information entities.

Cost: No direct cost.
Priority: AAA

Goal F: Funding

• ***Goal F, Strategy 1: Creation of an "Action Entity"***

Plan: Recommend and define an "action entity" to provide flexibility for funding elements of library strategic plan. Seek proposals from potential action entities.

Status: Schmidt [San Jose] and Walch [SLO] will present recommendations at the April 1995 COLD meeting. A proposal from CLASS will be heard.

Outcome: Uncertain at this time.

Cost: Uncertain at this time.

Priority: A

COSTS FOR YEARS 1 and 2 of STRATEGIC PLAN

See budget attached, as Appendix 4.

Appendix 1

RFP PURPOSE AND SCOPE OF WORK

A. THE NEED TO SHARE CSU INFORMATION RESOURCES

The CSU Libraries and other campus entities spend over thirty million dollars per year adding information to an existing base of information worth hundreds of millions of dollars. Yet each year the amount of new scholarly information available to faculty and students shrinks due to rising information prices. The purpose of this consultant's report is to assist the CSU in planning a strategy that will greatly increase the information readily available to CSU faculty and students through enhanced systemwide sharing of information. This strategy will require the creation of a unified information access system (UIAS) that provides equity of access to all CSU information resources, both networked electronic formats and traditional (print or other physical media).

The consultant's task is to examine methods of providing Library users with an electronic interface that will search for information across the array of electronic text, image, video etc. resources as well as online catalogs indexing traditional library resources (books and journals), located throughout the CSU. Enhanced sharing of existing resources (electronic and paper) at individual campuses can only be accomplished if all of those resources are visible to all CSU students.

The unified access system will allow any CSU student or faculty to do two things:

- First will be to search all CSU collections, both physical and electronic, with a single search entered in an easy to use interface, which can also be used to browse Internet resources and search non CSU bibliographic sources.
- Second will be to facilitate access to these materials, by automatic retrieval and display of electronic resources, easily created lists of search results for local library materials, or with suitable controls, the automated ordering of materials from other libraries when local collections or electronic resources do not meet the user's need.

All of the above should be possible from one graphical user interface with one set of search commands/structures at any computer on the CSUNet. The system must include authentication software that can verify the current standing of any user from any campus at any location. The plan must include a scheme for UIAS support to those with phone line connectivity to the network as well.

The functional description of the UIAS will have three main components: client software available at each user's computer, host computers needed to hold shared electronic databases for UIAS users, and the modification and upgrade as needed of all CSU integrated library systems so as to integrate them into the UAIS.

B. SCOPE OF WORK

The consultant will produce a report (see deliverables for a description) that specifies a strategy for CSU to achieve a UIAS that supports resource sharing among libraries. It must include campus specific plans for upgrade of existing automated library systems to fully support the uniform access strategy.

This report will be produced over six to nine months by the consultant and must provide an overall strategy that will be viable for five years from date of completion.

In order to provide the consultant's report with accurate information as to the status and plans of CSU libraries and other academic information systems, the consultant will work with a review committee composed of four library personnel, one computing center person, and one media specialist. The Council of Library Directors will appoint a project director to chair this committee and coordinate work with the consultant.

Also required is a selective and authoritative environmental scan of similar systems (e. g. Ohiolink); graphical client interfaces (e. g. TRW Smart Search); shared database servers (e. g. SUNY/IAC server) and the latest developments in integrated library automation systems.

As part of the project, the consultant will be expected to gather by questionnaire, site visit, or a combination of both, information on the state of each campus' integrated library system. The consultant must examine at least the following options and relationships for sharing information that currently resides in individual campus on-line catalogs:

- Using a central host system such as Melvyl or a CSU managed one
- Using a broadcast system that employs the Z39.50 standard to link all twenty on-line catalogs
- Using a hybrid of the above two or other options as they may appear in the course of the investigation.

The report must specify functional requirements for a client interface that can be used on multiple platforms (Macintosh, Windows and Xwindows). As stated before it must provide easy single protocol access to a CSU library union OPAC as well as the wider universe of information which may include licensed or contracted data (e.g. CARL databases, CSU Specialty Centers) as well as other data available over the Internet (e. g. The World Wide Web). The consultant must examine various existing interfaces including those using HTML.

C. SERVICES TO BE PERFORMED

The consultant's work will include:

- acquiring a general understanding of the CSU environment
- working closely with the project administrator
- meeting a minimum of three times with the review committee
- gathering information on CSU library systems by questionnaire
- performing an environmental scan as described in scope of work
- presenting a draft report to the Council of Library Directors
- collecting and responding to feedback on the draft report
- presenting the final report to the Council of Library Directors and other related groups (e. g. Academic Information Resource Council).

The consultant's abilities will include:

- a proven understanding of the academic information environment
- a current understanding of library automation vendor abilities
- proven ability to plan for the automated networking of library systems
- the ability to gather, analyse and report relevant information
- the ability to conduct information gathering and sharing meetings
- the ability to present the report findings to a diverse academic audience.

D. DELIVERABLES

The consultant will produce both a draft and a final version of a report entitled Strategies and Plans for a Unified Information Access System for the California State University's Information Resources. This report will include the following sections and address all issues raised in the scope of work statement:

- A narrative section including a strategic goal statement, an environmental scan , an analysis of options, and recommended

strategies for achieving a UIAS for California State University information resources.

- A detailed implementation plan for the recommended solution with specific requirements including client software, database host hardware and software, and specific upgrade requirements for the integrated library system at each campus. The plan will include estimated costs and an implementation schedule for all elements.
- Functional requirements and a model RFP for systemwide client software, database host hardware and software, and local campus upgrade or replacement of integrated library systems, so they will support a unified information access system for CSU.

E. CSU RESOURCES

From CSU, the consultant can expect the following:

- interest and cooperation from libraries and other entities
- commitment to arrange calendars so the project can be completed in 6-9 months
- provision of existing information related to CSU's academic information resources.

Appendix 2

Goal A Strategies 2 and 5

Government Information Gateway for the CSU

Purpose: to provide a central location for access to government information rather than having all campuses invest resources in developing local solutions. Will address U.S. documents including cartographic materials and GIS issues and California documents..

Problem: Presently each campus has to locally develop a gateway to government information in print, on CD-ROM and available via the Internet. As more and more government information is released on CD-ROM each campus with a depository collection must develop a system to deal with hundreds of CD-ROM's. As more information is launched on the Internet, each campus must develop a local system to organize these resources into a user friendly system of information rather than a morass of stuff. Access to government information in this environment is an ideal project for cooperation throughout the system.

U.S. Documents

Methodology and funding:

1. Sponsor two meetings (north and south), one day, one representative from each campus, two COLD members (Chair of EAR and Information Resources Goal Leader), and one representative from IRT. Task: to discuss the needs of the campuses for government information, outline possible solutions (or examples of successful solutions in other states or institutions), and elect three people to the Project Steering Committee. (94/95 funding--\$2500)

2. Steering Committee Meeting: 9 member (3 from each regional meeting, COLD reps and IRT rep) Steering Committee meets with a nationally recognized expert on government information for three days to develop proposal for funding and implementation. Based on the regional meetings this group is tasked to develop the proposal, funding requirements and a timeline for implementation. Discussions should include, but not be limited to, developing a systemwide gateway (e.g. Mosaic) to organize Internet resources, providing systemwide access to government information on CD-ROM, a systemwide database of cartographic materials and a system to access and reproduce them. This work should be coordinated with the consultant's report for Strategy A to ensure that the documents solution is compatible with the catalogs proposal. (94/95 funding--\$5000)

Total funding for U.S. docs--\$7500

Timeline: COLD reps will bring forward to COLD for endorsement to be presented for funding to CLIRIT for 96/96 funding cycle.

California Documents: The project would combine indexing, abstracting, and scanning images of existing print documents with indexing, abstracting, and providing pointers to gopher-served documents already existing in electronic formats. The California State Document part of the project would require a Mac 7100 with at least one gigabyte of storage space, AppleSearch software, Mac HTTP 2.0 software, and 120 hours of programmer time. Cataloging and indexing would be performed by the project center [at Sonoma], and the resulting documents would be made available over the CSUNet, as a subscription service. Older documents would be scanned on demand.

Cost: California Documents: \$8500.

Total request 94/95--\$16,000

PROPOSAL FOR DOCUMENT DIGITIZE CENTER
Salazar Library, Sonoma State University
December 1994

AMOUNT REQUESTED: \$16,907
Beginning Date: January 1995
Ending Date: December 1995

Proposal Narrative:

1. Need for the Document Digitize Center

Many CSU resources such as special collections of manuscripts, photographs, and printed works still exist only in paper form. To digitize these resources identified by participating CSU campuses and make them electronically accessible would directly benefit CSU students and faculty, and users on a national level. A CSU digitize facilities center can also focus on utilizing the latest technologies for digitizing, storing, retrieving and sharing its unique collections.

This is a proposal for funding support to establish a new document digitize center at Salazar Library of Sonoma State University. Funds would be expended for development work and operation staffing, as well as for necessary equipment and software. On-going funding support for future operation and expansion would be sought from CSU system and other sources including the services the Center provides to non-CSU users.

2. Tasks to be accomplished

- Scan printed text, manuscripts, and graphic material to generate their digital representation.
- Apply OCR (Optical Character Recognition) to the image of printed text document.
- Make the digitized material available for participating CSU campuses to load on their machines.
- Mount selected digitized material on Sonoma State's computer and make the database searchable via Internet.
 - Catalog digitized documents and generate citation records.
 - Index citation records.
 - Link full-text document and graphic image file to the corresponding citation record.
 - Provide easy-to-use search tool to retrieve citations, full-text documents, and graphic image files.

3. Plan of action

Sonoma State will establish a digitize center upon the availability of the funds.

- Staff: the library's systems coordinator and 2 student assistants. Cataloging personnel will be involved at a later point.
- Space: will be reserved also.
- Computer power: Sonoma State will provide VAX computer power and disk space as it sees fit.
- Equipment: a Macintosh and an IBM PC with a flat-bed scanner for each.
- Software: OCR, word processor, and database construction tools.
- Research & Development: Sonoma State will take advantage of the latest technologies in digitizing materials and setting up Z39.50 client/server architecture based special databases.

4. Anticipated results

The production of digitized records and files is anticipated to start shortly after the initial equipment and software are purchased. Image files will be provided to participating CSU campuses in the formats of TIFF, PIC, GIF, BMP, PCX, EPS, JPEG, etc. OCR processed files will be provided in the formats of Word, WordPerfect, and ASCII. Both Macintosh and PC are supported.

Sonoma will build databases for selected material that is digitized. The databases will feature citation/full-text/image, author/title/subject/key-word, and a Z39.50-compliant server. The databases will be in place approximately 9-12 months after the Digitize Center is established. Once in place, any Macintosh/PC/X-Window machine that has a Z-39.50-compliant client software will be able to access the databases.

5. Plans for securing external funding

As the Digitize Center evolves, more funds will be needed. Sonoma State will seek to commercialize our digitize services to business community and the public. Other funding sources will be aggressively sought too.

BUDGET REQUEST:

1. Student Assistants 500 hrs. x \$6.50/hr	\$3,250
2. Equipment	
• PowerMac 7100/66 16/500	\$4,000
• Apple Color OneScanner	\$900
• Compaq Pentium-90 16/720	\$3,900
• HP ScanJet IICX	\$1,000
3. Software	
• OmniPage Std for Mac	\$330
• OmniPage for Windows	\$329
• Word 6.0 for Mac	\$99
• WordPerfect for Windows	\$99
• Database construction tolls	?
4. Misc. and unexpected	\$3,000
TOTAL BUDGET REQUEST	\$16,907

PROJECT TIMELINE:

TARGET DATE	TASK	PERSON RESPONSIBLE
Month 1-2	Purchase equipment & software Prep & physical setup	Project Director
Month 3	Accept digitize requests Start digitize operation	CSU Project Director

Month 4	Start working on database design	CSU Project Director
Month 5	Develop citation and full-text database	Project Director
Month 9-12	Database complete	Project Director

Appendix 3

ARIEL FOR WINDOWS - RLG's Windows-based Document Transmission Software

Ariel is an innovative new document transmission system from the Research Libraries Group. Using commercially available hardware and RLG's Ariel software, users can scan articles, photos, and similar documents, transmit the resulting electronic images through their Ethernet LAN over the Internet to each other's Ariel workstations, and print them on a laser printer.

The system, which is optimized for the Internet transmission, is faster, more reliable, and less expensive to use than fax and produces images of greater resolution and quality.

Ariel for Windows includes many features designed to let your document transmission tasks easier and more efficient and cost-effective:

- * User-friendly Windows interface makes Ariel a snap.
- * Ariel lets you put your equipment where it does the most good. Keep your scanner in the stacks, your PC at the interlibrary loan desk, and your printer wherever you please. If they're on your Windows-based network, they'll work together with Ariel.
- * Lets you work with a wide range of popular printers and scanners, even scanners with document feeders.
- * More storage capacity and shorter transmission times
- * Opens a new world of connectivity with FTP file transfer -- the Internet standard.
- * Lets you print on letter, legal, or A4 paper no matter what the size the original, for effortless international transmissions.
- * Works in the background while you get the rest of your work done.
- * Imports the TMFF document files created by other programs so you can use the images you've already scanned.
- * Lets you forward documents you've already received to other Ariel sites.
- * Flexible "address book" means good-bye to re-keying.

- * Integrated intelligent logging helps you keep track of what you've done and when you've done it.
- * Plenty of online help when and where you need it.
- * Powerful file management options let you send your files when you want . . . and build an archive of frequently used files.

Purchase hardware and software plus installation support and training for Ariel Document Transmission Workstations for all CSU Libraries. Ariel Workstations are capable of sending and receiving documents using the internet. Such workstations would facilitate resource sharing among CSU Libraries (as did the upgrade to Group IV fax years ago) AND between each CSU Library and another library on the internet.

Budget

Software: 50 copies \$12,500
Two copies for each of the 22 campuses (including MB and Maritime Academy) A copy for the Chancellor's Office, a copy for special locations, e.g. Moss Bay Lab

Hardware: 22 units (1 per campus), each campus can elect to fund a second configuration

486/33 minimum w 8MB RAM, minimum 80 MB HD, minimum 1 disk drive, 3 expansion slots, DOS 5.0 or later, Windows 3.1 or later, Winsock 1.1 compliant DLL (Trumpet recommended), Std Ethernet transceiver cable (required for 10Base5 but not for thin Ethernet 10Base2 or 10BASET)

		2500 X 22	55,000
Scanner	HP IICx	1000 X 22	22,000
Printer	HP Laser Jet 4	1400 X 22	30,800

Subtotal: Software and hardware	120,000
Tax @ 8.25%	9,900

Travel for training and installation
1 day per campus plus airfare: 5,500

Estimated Total Req'd 140,000

Appendix 4

**CSU Library Strategic Plan
2-Year Budget**

Project	Funding Requested	
	1994/95	1995/96
Interoperability	50,000	TBD
US Documents	7,500	8,000
Calif. Documents	8,500	8,407
CDDL Committee	7,000	14,000
Ariel Document Delivery	140,000	0
Info. Competency	25,000	0
Speakers for ITL	5,000	5,000
Faculty Released Time	0	TBD
Training for Library Staff	0	25,000
Needs Assessment/Telcom	0	0
Creation of Action Entity	0	0
Total	243,000	TBD

