

**Electronic Access to Resources (EAR) Transformation Task Force Report
June 1, 2020**

Task Force Members

Carlos Rodriguez, COLD Vice Chair, CSU Los Angeles
Jennifer Fabbi, COLD Past Chair, CSU San Marcos
Cesar Caballero, EAR Chair, CSU San Bernardino
Del Hornbuckle, EAR Vice Chair, CSU Fresno
Kathlene Hanson, EAR Member, CSU Monterey Bay
Mark Bilby, EAR Member, CSU Fullerton
Eddie Choy, SDLC
Esther Kim, SDLC

Contents

[Background](#)

[EAR Transformation Task Force Scope](#)

[Engaging Stakeholders](#)

[Additional Activities](#)

[Conclusion](#)

[Appendices](#)

Background

In June of 2019 the California State University System (CSU) Council of Library Deans (COLD) established the COLD E-Resource Purchasing Exploratory Task Force (CERPE) to investigate the current practice of purchasing CSU e-resources through the Systemwide Digital Library Content Program (SDLC), and to determine if using alternative purchasing channels might provide better options. The SDLC has two major components: The Electronic Core Collection (ECC), where the licensed content is funded by the Chancellor's Office (CO), and the Opt-in Subscription Program, where individual subscribing libraries pay for the licensed content. CERPE engaged the consulting firm, CDygart Solutions, to assist them in this undertaking. One of the findings and recommendations of the consultant was to reinvent EAR to better support and collaborate with SDLC.

EAR Transformation Task Force Scope

As a follow up to the report generated by the CERPE Task Force, COLD charged a new task force with the goal of developing a collaborative and inclusive process to create an updated governance structure and communication framework for its long-standing Electronic Access to Resources Committee. This structure is to ensure strategies and decisions regarding ECC and Opt-in Licensing programs are proactive and meet the current and future needs of all CSU Libraries. The objectives of the EAR Transformation Task Force were to:

- Review effectiveness of current EAR Charge and Membership Structure + Charter
- Explore other e-content and open access opportunities that can be included as part of the scope
- Review the current process for how ECC and Opt-In and decisions are made
- Review e-Resource Librarian and Collection Development Librarian networks and their relationship with EAR
- Review decision-making responsibilities of EAR, SDLC and COLD
- Review the level of communication between EAR, SDLC, COLD and individual campuses
- Review and recommend the level of coordination and communication between consortium and individual campus e-resource license negotiations
- Review SDLC workflows
- Review other library consortia governance structures for e-resource licensing & responsibilities

Engaging Stakeholders

The hallmark of the EAR Task Force is the process it used to engage current and past EAR members, COLD, and members of the CSU collection development community in gathering

feedback and ideas for the evolution of EAR. To accomplish this, the Task Force used a survey and an open meeting structure.

Survey Findings and Recommendations

A survey was conducted in February 2020 to ascertain whether the recommendations made in the CERPE Report were consistent with stakeholder priorities for the transformation of EAR & SDLC and in order to aid in forming a basis for a new governance structure for EAR (Appendix A). This governance structure refers to the evolution of the EAR Committee as the CSU Shared Resources and Digital Content Committee (SRDC).

Stakeholders were asked to prioritize a series of statements with regard to relative level of importance in three broad categories drawn from the CERPE report: communication, planning and roles. The survey was sent to a large number of stakeholders representing librarians, staff, and administration in collection development, electronic resources management, acquisitions, and subject area liaisons through various existing listservs and via CSU library deans. SDLC staff, present and past EAR Committee, and COLD members also responded. Sixty-seven stakeholders completed the survey, and there were additional partially completed submissions with usable data that was incorporated into the analysis of findings. This report provides a summary of the most highly prioritized statements with regard to the categories. Appendix B is a pdf of the EAR Transformation survey instrument.

In essence, 360 degree communication between stakeholders before recommendations or decisions, as well as transparency around cost, is clearly valued by stakeholders who completed the survey. The higher ranked priorities for communication are: 1. the pricing formula for opt-ins be transparent; 2. SDLC ask campus stakeholders about their interest in a new product before negotiating, and 3. EAR provide a review of any new product before it is considered as an opt-in. There are some differences in priorities between differently sized campuses. Larger campuses find it of less importance that SDLC ask campus stakeholders about their interest in new products before they negotiate new opt-ins. Medium and small campuses are less interested in EAR conducting reviews of new products before negotiation with the vendor or publisher commenced.

With regard to planning, having information (i.e. usage data for renewals, title lists for new products and renewals) and more lead time to decide whether to subscribe to an opt-in are valued by stakeholders who completed the survey. With regard to ECC content, stakeholders indicate that it should be derived from CSUs' collective common curriculum and reviewed regularly to assure continued fit. Smaller campuses value receiving subscription memos for every product whether or not they subscribed more highly than medium or large campuses,

while medium campuses find it less important to have more lead time than small and large campuses.

Commonly held high priorities with regard to roles are that EAR members have collections experience and that an EAR member should liaise with COLD. In tandem, it was of lowest priority with regard to roles that Chair and Vice-Chair of EAR be Library Deans. Stakeholders who completed the survey also indicated that one of the roles of the committee, in general, should be to provide reviews of products, particularly of new ones, and that this should occur in advance of negotiating with vendors. Licensing expertise was also of high priority, as was having a liaison from the Affordable Learning Solutions (AL\$) initiative on EAR.

Stakeholder Meetings

To share the results of the EAR transformation survey with stakeholders, the EAR Transformation Working Group hosted two Zoom meetings, one on March 11, 2020 (in-person meeting rescheduled because of event cancellations due to COVID-19) and one on March 27, 2020. Invitations to participate in the Zoom meetings were sent to stakeholders via email messages to COLD, EAR, CSU Collection Development Network, ULMS Steering Committee, and the subscription memo campus contacts. Over 75 people participated in the two Zoom meetings. At the meetings, an overview of the survey structure and the three themes (communication, planning, and roles) was presented. Results ranked by importance and size of campus were shared for the three themes (see presentation in Appendix C). A summary of the survey comments was also shared. Following the presentation, participants were asked to share their feedback related to the survey results. The EAR Transformation Working Group was particularly interested in knowing: 1. whether their top priorities were represented in the survey results; 2. whether they agreed with the top priorities; and 3. if they noticed areas that were missing or not represented in the survey questions or results. Below is summary of some of the feedback the Task Force received:

- Differences in priorities may also exist based on campus collections budget differences.
- The general consensus is that campuses would like more information about resources before we conduct a trial, make a cancellation, or renew.
- Question: Would an EAR Liaison to COLD have as much influence on COLD as a member of COLD?
- Recommendations may need to be phased over time rather than all addressed immediately.
- There is not a clear understanding or formal communication between vendors, SDLC, and campuses.
- Communication between campuses that are negotiating independently from each other (often for the same resource) must be improved.

- Items not addressed in the survey: size of EAR committee (more than 8 reps for 23 campuses is desired); formalize the relationship between EAR and the CSU Collection Development Managers and articulate their role; EAR's philosophy and its approach to strategic planning (these tend to change with each new chair.
- Many stakeholders voiced support for each campus having a representative on EAR.
- Some expressed concern that it may be hard to find people willing to serve, especially for smaller campuses.
- An idea to have one representative from each campus and a steering committee emerged.
- There should be proactive budget development from year to year.
- EAR and COLD should receive a proposed budget for the coming year.
- Interest in intracampus collection development efforts especially around the ECC.
- Identify core curriculum e-resource collection across the CSU and prioritize ECC around these collections.
- It is good to explore the formalization of the collection development librarian network and its role with EAR (with respect to decision making), yet maintain informal discussions of the CD Librarians.
- The actions/work of the CD Group and EAR impact each other.
- The CD Group and EAR are essentially the same thing.
- Need clarity on who makes decisions (i.e., collection development and EAR)

At the end of the stakeholder meetings, next steps were shared that included: 1. Sharing survey results and feedback received from stakeholders; 2. Reviewing communication and decision making workflows for ECC & Opt-ins; 3. Environmental scans of other library consortia; and 4. Sharing a draft of an updated governance structure with stakeholders with an opportunity to discuss and share feedback.

Additional Activities

Workflow Analysis

To provide more clarity in communication between groups and the roles of each, current workflows for SDLC and EAR were analyzed by a task force subgroup. SDLC prepared workflow charts to facilitate the analysis. After workflow charts for the current state were prepared, these were shared with the EAR Transformation Committee for discussion and input. Revised flowcharts were prepared with input received, as well as with information from the survey. Copies of revised flowcharts are also appended to this report (see Appendix E).

Findings:

1. EAR participation and input was absent in most of the workflows.
2. EAR action is currently initiated only after being charged by COLD.
3. Information about new products is made available to campus CD personnel after negotiations by SDLC.
4. Opt-in subscription information and pricing is made available to CD personnel after negotiations.
5. EAR has not been charged with budget planning ahead of each fiscal year.
6. EAR has no decision-making authority, and only advises the COLD.

Recommendations:

1. Give SRDC (the acronym for the transformed EAR committee) a clear role in all workflows for input and participation.
2. Authorize SRDC to initiate action on items deemed important.
3. Provide SRDC with information about proposed new Opt-in products prior to negotiations.
4. Provide Opt-in renewal information to SRDC and CD personnel prior to negotiations.
5. Implement budgeting planning procedures.
6. Provide SRDC with some decision-making authority for items that do not need to be voted on by COLD.

Analysis of Other Consortia

To inform decision making, a task force subgroup reviewed other academic library consortia to learn more about their shared collection development governance structures. In reviewing the governance structures the group looked at the following elements: 1. charge/mission of the committee; 2. number of Institutions in the consortium; 3. number of institutions represented on the governance committee; 4. committee leadership; 5. term limits for members; 6. membership criteria; and (7) frequency of meetings (See Appendix D). The academic library consortia reviewed include:

- Florida Academic Library Services Cooperative (FALSC)
- The Virtual Library of Virginia (VIVA)
- The Greater Western Library Alliance (GWLA)
- The University of California (UC)

In reviewing the consortia, two (UC & GWLA) of the four consortia collection committees had all institutions represented. Also, all four consortial collection development committees had representatives other than library deans/directors. The terms were either two or three years. The membership criteria included expertise in a broad range of subjects such as collection

development and management, scholarly publishing, acquisitions practices, user experience, technology, collection analysis, and assessment.

Conclusion

The EAR Transformation Task Force has received a large amount of feedback through several mechanisms over the past 5 months. The proposed governance structure addresses the issues raised by stakeholders through the survey, feedback received at Zoom meetings, and feedback received from COLD, EAR and SDLC. The major issues discussed and recommendations that led to the updated governance structure include:

- Proactive collection development with opportunities to inform the decisions that impact all CSU Libraries
- Removing of the requirement for Chair and Vice Chair of EAR to be members of COLD
- Increasing the term limits of committee chair and vice-chair from 1 year to 2 years
- Improving communication/collaboration between SDLC and EAR
- Data-informed decision making that ensures that both ECC and Opt-In Resources support the core curriculum
- Providing support to SDLC in developing vendor relationships and licensing and negotiation
- In addition to serving as the primary advisory body for CSU shared collections, including explicit decision-making authority for items that do not need to be voted on by COLD

A Zoom Meeting will be scheduled for **Wednesday, June 10, 2020, from 11am – 12pm** to discuss and receive feedback on the proposed governance structure for the SRDC. The Task Force will include the feedback received in the final governance structure that will be reviewed and voted on by COLD at its June 22, 2020 meeting.

If approved, the Task Force recommends putting the new governance structure in place by **August 1, 2020**.

Appendices

- A. Proposed Governance Charge
- B. EAR Transformation Survey
- C. Stakeholder Meeting Presentation
- D. Environmental Scan - Academic Library Consortia (Shared Collection Governance Structure)
- E. Proposed new workflows

Appendix A

CSU Shared Resources & Digital Content (SRDC) Committee

Final Draft - June 1, 2020

Statement of Purpose

- Support cooperative and collaborative collection development and management across the CSU Libraries in support of the core curriculum
- Develop sustainable shared collection development and management strategies to ensure the richest and relevant collections within existing financial resource constraints and allowing for emerging and diverse formats and license and access models
- Facilitate communication and collaboration between SDLC and the CSU Libraries
- Support sustainable, transparent, and open licensing models and ensure CSU authors retain maximal rights and distribution in transformative agreements whenever possible
- Advise COLD on all matters related to CSU-wide collection development and management

Scope

- Collection Development associated with content in any format acquired or licensed that affects a minimum of 7 campuses.
- Collection Management associated with system-wide collection & digital content initiatives or projects

Primary Responsibilities

- Coordinate system-wide activities related to ECC & Opt-in content selection and deselection
- Communicate ECC and Opt-In decisions and activities approved by COLD to the CSU Libraries
- Recommend strategies and procedures for assessing the value of shared resources and digital content in support of the needs of CSU faculty, students and researchers
- Develop and recommend policies and procedures that impact CSU acquired or licensed content

Secondary Responsibilities

- Support CSU Affordable Learning Solutions (AL\$) Program
- Collaborate with Accessible Technology Initiatives(ATI) for reviewing accessibility of Opt-In and ECC packages

Membership & Organizational Structure

- One representative per campus – appointed by Library Dean
 - 2-year term without term limits.
 - Membership Criteria: expertise and experience in collection development, e-resource management, and/or acquisitions.
 - Campuses may designate a proxy to serve as a representative.

- Steering Committee (8 members)
 - Co-Chairs nominated by the members of SRDC and approved by COLD
 - 2-year term
 - Co-Chair(s) may serve up to two (2) consecutive terms and may serve again after a hiatus in service.
 - Two (2) at-Large Members selected from SRDC
 - One (1) from Large Campus (over 20,000 FTE)
 - One (1) from Small/Medium Campus (less than 20,000 FTE)
 - At-Large Members may serve up to two (2) consecutive terms and may serve again after a hiatus in service.
 - Two (2) COLD Liaisons (staggered 2-year terms)
 - COLD Liaison in their 2nd year will be the COLD Liaison
 - SDLC Director or designee (permanent member)
 - COLD Scholarly Communications Committee Liaison (2-year term)

- Subcommittees (members from SRDC and beyond)
 - Collection Licensing & Negotiation
 - 5 members – nominated by Library Dean
 - Members may be staff, faculty or MPP
 - 2-year term (staggered)
 - May serve up to two (2) consecutive terms and may serve again after a hiatus in service.
 - Provides direction and supports SDLC in license negotiation
 - Collection Analytics
 - 5 members – nominated by Library Dean
 - Members may be staff, faculty or MPP
 - 2 year term (staggered)
 - May serve up to two (2) consecutive terms and may serve again after a hiatus in service.
 - Provide annual ECC & Opt-In collection usage and OA analysis
 - Vendor Liaison/Contact
 - Each ECC & Opt-In vendor will have one CSU Liaison/Contact
 - 2-year term
 - May serve up to two (2) consecutive terms and may serve again after a hiatus in service.
 - In collaboration with SDLC, maintains relationship with vendor and establishes clear communication to ensure there is mutual understanding of needs and issues.

Appendix B



Default Question Block

EAR Transformation Survey

The CERPE Report

Recently, the CSU Council of Library Deans (COLD) commissioned a report by an outside consultant to aid in their review of the CSU E-Resources Purchasing Program, also called the [CERPE report](#). One of the major findings of this report was as follows, “COLD’s Electronic Access to Resources Committee (EAR) should be reinvented to better support and collaborate with Systemwide Digital Library Content Team (SDLC). The reinvention of EAR should be a collaborative process, with SDLC, COLD, current EAR members, and other electronic resources and collection development librarians across the system having input into the process.”

The Purpose of the Survey

The purpose of this survey is to determine what stakeholder priorities are with regard to the work of EAR and SDLC. We will be reaching out to you in other ways, as well. We are hoping to create outcomes to be incorporated into a new charge for EAR partially based on your responses here. The [current charge](#) can be found in [CSU Library Spaces](#) under [Council of Library Deans](#).

Instructions

The report had a number of themes drawn from a survey sent to campus stakeholders during the CERPE process. These themes mainly regard communication, planning, and roles of and within EAR and SDLC. Please drag and drop the sentences under each theme with the most important at top. We realize some of these may be of equal importance to you and some may not be important at all. However, we are looking for granularity with these responses, so as to better assess which items to prioritize. There will be a comment box

provided after each sort in case you wish to add anything regarding communication, planning and roles that is not already listed. Finally, we have a few demographic questions for you at the end. Thank you in advance for taking the time to complete the survey. We value your input. We will share our results.

Theme: Communication

Please drag and drop from most to least important. (required)

It is important to me that...

...EAR provide a review of new products being considered as opt-ins.

...EAR provide a summary of action items from meetings to campus library stakeholders.

...SDLC maintain a list to communicate with subscribed stakeholders.

...I see what each campus pays on subscription memos.

...EAR and campus library stakeholders have the names of decision makers (or point persons) for each campus library.

...pricing formula opt-ins be transparent.

...EAR maintain a list to communicate with subscribed stakeholders.

...the price be available in the subscription memos for new subscriber.

...SDLC and/or EAR communicate with campus libraries to gauge adequate interest in a product before initiating a trial.

...EAR meetings be recorded.

...EAR not recommend/advise COLD without input from campus library stakeholders.

...EAR business meetings be open to any interested stakeholders.

...there be enough campuses interested in a new product to make negotiating consortially worthwhile.

...SDLC ask campus stakeholders about their interest in new products before negotiating a new opt-in.

Please select the most appropriate description. (required)

- All of the above statements are important to me to varying degree.
- Some of the above statements are not important to me.

Please share any other thoughts you have to improve communication between COLD, EAR, SDLC, and campuses.

Theme: Planning

Please drag and drop from most to least important. (required)

It is important to me that...

... SDLC explore an annual renewal commitment process (similar to SCELIC).

...COLD stand by items recommended by EAR within the last three years to be removed from ECC should there be a budget shortage.

...SDLC provide campuses with more lead time with opt-in subscription memos.

...the time of year subscription memos are sent out remain the same from year to year.

...EAR explore open access publisher memberships for the system.

...usage data is provided in advance of renewals.

...EAR evaluate and recommend future funding for current open access collections for systemwide adoption.

...EAR explore data sets for possible opt-ins.

...our library is provided with an calendar of new opt-ins.

...our library is provided with title lists for products before making a decision.

...subscription memos for opt-in databases contain more information about the resources themselves, such as an EAR or other review.

...the ECC content derive from the CSU's collective common curriculum and reviewed on a regular cycle to assure curricular fit.

...EAR prioritize students' free access to textbooks and other curricular materials.

...campus libraries continue to receive a subscription memo for each offer.

Please select the most appropriate description. (required)

- All of the above statements are important to me to varying degree.
- Some of the above statements are not important to me.

Please share any other thoughts you have to improve the ability to plan for the future of ECC and opt in resources.

Theme: Roles

Please drag and drop from most to least important. (required)

It is important to me that...

...EAR membership include an expert in transformative agreements.

...EAR create licensing guidelines to share with SDLC.

...EAR has a liaison to COLD.

...Chairs of EAR serve for two years.

...members of EAR have experience working in collections.

...each member of EAR have limited consecutive terms.

...EAR have a member with licensing expertise.

...campus libraries choose different librarians to serve than the librarian who represented their campus library the last time they had an EAR representative.

...the Chair and Vice-chair of EAR be Library Deans.

...EAR membership include a liaison from the Chancellor's Office Affordable Learning \$olutions group.

...SDLC confer with in house legal consultant regarding licenses and accessibility requirements.

...EAR have a liaison from the COLD Scholarly Communications subcommittee.

...someone from SDLC attend library conferences with large exhibits to get to know the market and speak with vendors/publishers.

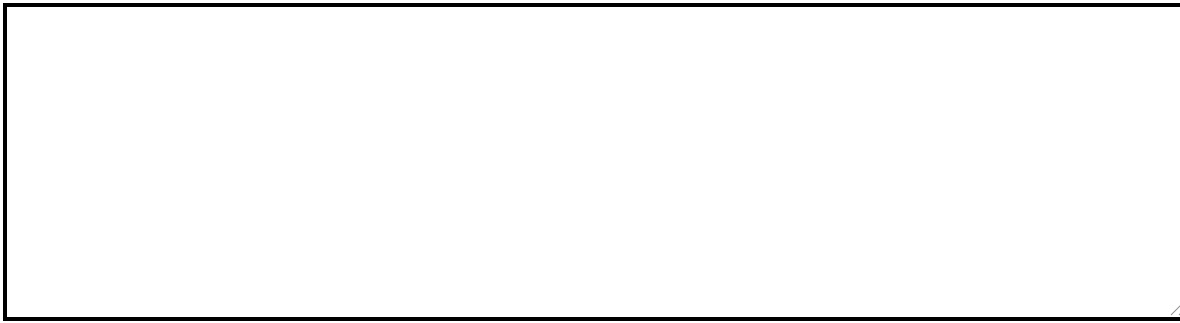
...EAR review new opt-ins before SDLC begins negotiations.

...EAR ask SDLC to initiate systemwide trials for potential new opt-ins after reviewing them.

Please select the most appropriate description. (required)

- All of the above statements are important to me to varying degree.
- Some of the above statements are not important to me.

Please share any other thoughts you have to improve role definition between COLD, EAR, SDLC, and campuses.



Questions

(Responses to the questions are required, except for your email address.)

Please select your campus.

- | | | |
|---------------------------------------|--|--|
| <input type="radio"/> Bakersfield | <input type="radio"/> Los Angeles | <input type="radio"/> San Diego |
| <input type="radio"/> Channel Islands | <input type="radio"/> Maritime Academy | <input type="radio"/> San Francisco |
| <input type="radio"/> Chico | <input type="radio"/> Monterey Bay | <input type="radio"/> San José |
| <input type="radio"/> Dominguez Hills | <input type="radio"/> Moss Landing | <input type="radio"/> San Luis Obispo |
| <input type="radio"/> East Bay | <input type="radio"/> Northridge | <input type="radio"/> San Marcos |
| <input type="radio"/> Fresno | <input type="radio"/> Pomona | <input type="radio"/> Sonoma |
| <input type="radio"/> Fullerton | <input type="radio"/> Sacramento | <input type="radio"/> Stanislaus |
| <input type="radio"/> Humboldt | <input type="radio"/> San Bernardino | <input type="radio"/> CO or Systemwide |
| <input type="radio"/> Long Beach | | |

The group I most closely affiliate with is:

- Acquisitions Librarians/Library Staff
- Collection Development Librarians/Library Staff
- Council of Library Deans (COLD)
- Electronic Access to Resources (EAR) Committee
- Electronic Resources Librarians/Library Staff
- Liaison Librarians
- Library Administration
- Systemwide Digital Library Content (SDLC) team
- Other

Were you familiar with the CERPE Report before filling out this survey?

- yes
- no

If yes, how did you learn about the report?

- COLD
- Collection Development List
- EAR
- SDLC
- ULMS Acquisitions List
- ULMS Electronic Resources List
- Other

Have you served on EAR?

- yes
- no

If yes, how many times?

- once
- twice
- more

Feel free to leave your email address, if you wrote comments and don't mind us getting in touch with you. Your email address is not required.


Appendix C

EAR Transformation Update

March 27, 2020

EAR Transformation Working Group


- Carlos Rodriguez, COLD Vice Chair, CSU Los Angeles
- Jennifer Fobbi, COLD Past Chair, CSU San Marcos
- Cesar Caballero, EAR Chair, CSU San Bernardino
- Del Hornbuckle, EAR Vice Chair, CSU Fresno
- Mark Bilby, EAR Member, CSU Fullerton
- Kathlene Hanson, EAR Member, CSU Monterey Bay
- Eddie Choy, SDLC
- Esther Kim, SDLC



1

EAR Transformation Plan


GOAL: Collaborative and inclusive process that will create an updated governance structure and communication framework that ensures strategies and decisions regarding ECC and Opt-in Licensing programs are proactive and meet the current and future needs of all CSU Libraries.



2

EAR Transformation


Step 1: Establishing priorities based on feedback from stakeholders



3

Survey


- ❖ COLD E-Resource Purchasing Exploratory Task Force Report
- ❖ Themes
 - Communication
 - Planning
 - Roles
- ❖ Respondents asked to rank actions by importance



4

Survey Demographics

- ❖ 67 completed surveys (use of some data from incomplete surveys)
- ❖ All campuses and SDLC represented
- ❖ Affiliations represented:
 - Collection Development Librarians & Staff
 - Electronic Resources Librarians & Staff
 - Acquisitions Librarians & Staff
 - Liaison Librarians
 - EAR Committee members
 - Library Administration




5

Theme One: Communication

Ranked Higher

1. It is important to me that the pricing formula for opt-ins be transparent.
2. It is important to me that SDLC ask campus stakeholders about their interest in new products before negotiating a new opt-in.
3. It is important to me that EAR provide a review of new products being considered as opt-ins.
4. It is important to me that EAR not recommend/advise COLD without input from campus library stakeholders.
5. It is important to me that SDLC and/or EAR communicate with campus libraries to gauge adequate interest in a product before initiating a trial.
6. It is important to me that pricing be available in the subscription memos for new subscribers.



6


Small Campuses

Communication

- It is important to me that EAR provide a review of new products being considered as opt-ins.

Planning

- It is important to me that campus libraries continue to receive a subscription memo for each offer.
- It is important to me that SDLC explore an annual renewal commitment process (similar to SCELCL).




13

Small Campuses

Roles

- It is important to me that each member of EAR have limited consecutive terms.
- It is important to me that campus libraries choose different librarians to serve than the librarian who represented their campus library the last time they had an EAR representative.
- It is important to me that EAR create licensing guidelines to share with SDLC.
- It is important to me that EAR have a member with licensing expertise.
- It is important to me that SDLC confer with in house legal consultant regarding licenses and accessibility requirements.



14


Medium Campuses

Communication

- It is important to me that the price be available in the subscription memos for new subscriber.
- It is important to me that EAR provide a review of new products being considered as opt-ins.

Planning

- It is important to me that COLD stand by items recommended by EAR within the last three years to be removed from ECC should there be a budget shortage.
- It is important to me that SDLC provide campuses with more lead time with opt-in subscription memos.




15

Medium Campuses

Roles

- It is important to me that EAR ask SDLC to initiate systemwide trials for potential new opt-ins after reviewing them.
- It is important to me that EAR have a liaison from the COLD Scholarly Communications subcommittee.



16

Large Campuses

Communication


- It is important to me that SDLC ask campus stakeholders about their interest in new products before negotiating a new opt-in.

Planning

- No substantial difference

Roles

- No substantial difference




17


From Comments

Comments focused on the following themes:

- EAR Membership & Term Limits
 - EAR Chair does not need to be a Dean
 - Chair should serve longer than 1 year
- Qualifications & Background of EAR Members
 - Collection Experience and e-Resource is essential
- Close communication between SDLC, EAR and the campuses is needed




18




Questions for Discussion

- ❖ Are your top priorities represented here?
- ❖ What is missing?
- ❖ Do you agree with the top priorities?




19



Next Steps

- ☐ Share survey results and feedback received from stakeholders
- ☐ Review communication and decision making workflows (for ECC & Opt-ins)
- ☐ Environmental Scan of other library consortia
- ☐ Share draft of updated governance structure by mid-April



20

Appendix D

Environmental Scan - Academic Library Consortia (Shared Collection Governance Structure)

Consortia	Governance Structure	Charge/Mission	Number of Institutions in Consortium	Number of Institutions Represented on Governance Committee	Leadership	Term	Membership Criteria	Meetings
<p style="text-align: center;">California State University (COLD)</p>	<p>Electronic Access to Resources (EAR). Working groups may be created as needed.</p>	<p>(1) The EAR Committee was formed in 1990 to explore ways in which the resources of the CSU libraries could be maximized through shared acquisition of electronic resources and digital content; (2) The Committee works together to seek electronic resources and digital content that has value to the entire CSU system. It surveys the campuses to get input concerning the Electronic Core Collection (ECC) and new content that becomes available. It can also request trials for products that might be beneficial to the entire system;</p>	23	11 members (2 Library Deans, 8 Librarians and 1 CO Rep)	Chair and Vice-Chair	2 years (July 1 - June 30) - Staggered	At any given time, EAR does not have members from every CSU campus; however, the selection of EAR committee members by the Council of Library Deans (COLD) is based on a balanced representation of members from both northern and southern campuses and from large, medium, and small campuses	The Committee meets regularly throughout the academic year with one (1) in person meeting at the discretion of the chair(s). Regular business meetings are open to any interested party: and

Appendix D

Environmental Scan - Academic Library Consortia (Shared Collection Governance Structure)

Consortia	Governance Structure	Charge/Mission	Number of Institutions in Consortium	Number of Institutions Represented on Governance Committee	Leadership	Term	Membership Criteria	Meetings
<p align="center">Florida Academic Library Services Cooperative (FALSC)</p>	<p align="center">Collection Management & E-Resources Standing Committee</p>	<p>(1) Recommend which e-resources will be licensed for all college and university libraries; (2) Correlate available dollars with the ability to maintain subscriptions, and prioritize if funds will be insufficient to maintain current subscriptions; (3) Recommend more permanent committees and task forces necessary to analyze and build joint FCS/SUS library collections; and (3) Coordinate with relevant FALSC staff and other committees and report to the Executive Committee; and (5) Periodically review guidelines and processes relating to e-resources negotiations and procurement.</p>	<p>40 Public Colleges & Universities</p>	<p>12 Members (6 universities and 6 colleges), 1 Library Dean Liaison & FALSC Staff Liaison</p>	<p>Co-Chairs</p>	<p>2 years (January 1 - December 31) - Staggered</p>	<p>Unable to determine, but in reviewing membership roster, it appears that members are appointed based on their position responsibilities (many hold positions responsible for collections and/or technical services)</p>	<p>Currently, the Committee meets on the 2nd and 4th Mondays of every month</p>

Appendix D

Environmental Scan - Academic Library Consortia (Shared Collection Governance Structure)

Consortia	Governance Structure	Charge/Mission	Number of Institutions in Consortium	Number of Institutions Represented on Governance Committee	Leadership	Term	Membership Criteria	Meetings
<p>The Virtual Library of Virginia (VIVA)</p>	<p>Collections Committee. Subcommittees & Task Forces may be created as needed.</p>	<p>(1) To evaluate and recommend resources to the Steering Committee that meet the needs of faculty, students, and researchers at VIVA member libraries and that meet selection criteria for VIVA cooperative collection development; (2) To recommend collection development priorities to the Steering Committee; (3) To work as a support team with the designated VIVA purchasing agent and the VIVA Director for RFP’s and product negotiations; (4) To organize and offer training sessions for VIVA librarians and staff when new VIVA products are introduced or when major interface changes occur in an existing product; (5) For each VIVA-supported product, to identify someone from a VIVA institution who is willing to serve on a continuing basis as the primary contact for information to and from the vendor, and who will, as appropriate, send necessary information to the VIVA listserv about the product; (6) To assist VIVA in optimizing investments by analyzing access, distribution, and use of collections across the VIVA libraries; and (7) To convene a biennial VIVA Collections Forum.</p>	<p>70 (6 Doctoral, 9 comprehensives; 24 Public Community Colleges; 31 Private Colleges and Universities)</p>	<p>14 Members (6 Standing Members from Doctoral Institutions; 3 from Public Comprehensives; 2 from CC and 2 from Private); 3 Ex Officio Members (including VIVA Director and Library Director from one of the institutions)</p>	<p>Chair and Vice-Chair</p>	<p>3 years (July 1 - June 30) - Staggered</p>	<p>Membership composition will reflect expertise in a broad range of subjects: collection development and management, scholarly publishing, acquisitions practices, user experience, technology, collection analysis, and assessment. Selected by Director</p>	<p>As needed</p>

Appendix D
Environmental Scan - Academic Library Consortia (Shared Collection Governance Structure)

Consortia	Governance Structure	Charge/Mission	Number of Institutions in Consortium	Number of Institutions Represented on Governance Committee	Leadership	Term	Membership Criteria	Meetings
<p align="center">Greater Western Library Alliance (GWLA)</p>	<p align="center">Collections Committee</p>	<p>The Collections Committee identifies, evaluates, plans, implements, and assesses ongoing activities and/or one-time projects in which GWLA members can collaborate and leverage collective action to build sustainable collections and advance scholarly communication. In cooperation with the Program Officer for Resource Sharing, the committee shares responsibility for the following items related to collaborative acquisition and preservation of resources, and the development of sustainable scholarly communication, within the consortium: (1) Engages the membership and relevant organizations to share expertise, training and best practices in collections and collections-related scholarly communication activities; (2) Works with consortium staff to consider products, developing and applying acceptable licensing terms and conditions to products under consideration to achieve fair value and fair return; (3) Provides direction in license negotiations; (4) Identifies or develops appropriate collaborative strategies and commitments to ensure continued, sustainable access to research materials; (5) Advocates for a more open and sustainable scholarly communication system that generates high-quality, open, free and/or low-cost scholarly resources; (6) Works to increase awareness of and engagement in collections-related scholarly communication issues among GWLA members and their institutions. The Collections Committee is responsible for reviewing and making recommendations to the GWLA deans/directors on policies and principles related to the above.</p>	<p>39 libraries of selected R1 and R2 universities in the Midwestern and western regions of the United States</p>	<p>Each GWLA member library is represented on the committee by one (1) Dean/Director-appointed member with full voting privileges. Other representatives from member libraries may attend committee meetings and participate in discussion of committee business, but only one representative per member library may vote.</p>	<p>The leadership consists of a past chair, chair and vice-chair/chair-elect. The membership votes on the vice-chair in October/November, and the new leadership annually rotates into (or out of) office in January. The nomination of each proposed leadership member must be supported by their respective dean/director.</p>	<p>Unable to determine, but it appears that there are no term limits.</p>	<p>Unable to determine, but in reviewing membership roster, it appears that members are appointed based on their position responsibilities (many hold administrative positions responsible for collections and/or technical services)</p>	<p>The Collections Committee will hold at least one in-person meeting annually. Unable to determine if there are regular online meetings during the year.</p>

Appendix D
 Environmental Scan - Academic Library Consortia (Shared Collection Governance Structure)

Consortia	Governance Structure	Charge/Mission	Number of Institutions in Consortium	Number of Institutions Represented on Governance Committee	Leadership	Term	Membership Criteria	Meetings
University of California (UC)	Shared Content Leadership Group	<p>The UC Libraries Shared Content Leadership Group (SCLG) is charged by the Council of University Librarians (CoUL) to make decisions for the University of California in the areas of UC-wide collection development and management. SCLG reports to UC Libraries Direction & Oversight Committee (DOC) and is a component of the advisory structure of the University of California Libraries put in place by the Council of University Librarians in 2015. Engages the membership and relevant organizations to share expertise, training and best practices in collections and collections-related scholarly communication activities. Key Responsibilities include: Collection development issues, activities, and policies associated with content in any format acquired by whatever method or licensed, including financial decisions and implications. Collection management issues, activities, and policies, including criteria recommendations for UC-wide initiatives or projects associated with shared print, reformatting, preservation, and archiving of UC-wide content. Decisions regarding content that affect at minimum four UC campuses</p>	10	<p>All 10 UC Campuses are represented. In addition, a designated CDL representative whose portfolio includes management and oversight for UC-wide collections (currently, the Director of Collection Development & Management). There is also a representative from the Librarians Association of the University of California (LAUC).</p>	<p>The Chair is selected by the committee members</p>	<p>Unable to determine, but it appears that there are no term limits.</p>	<p>Each campus appoints one representative whose expertise and experience in collection development and management contribute to the UC-wide perspective for shared content and who has delegated authority to vote and make financial commitments for shared content acquisition.</p>	<p>Regular meetings are held by conference call on the second and fourth Fridays of each month.</p>

Appendix E

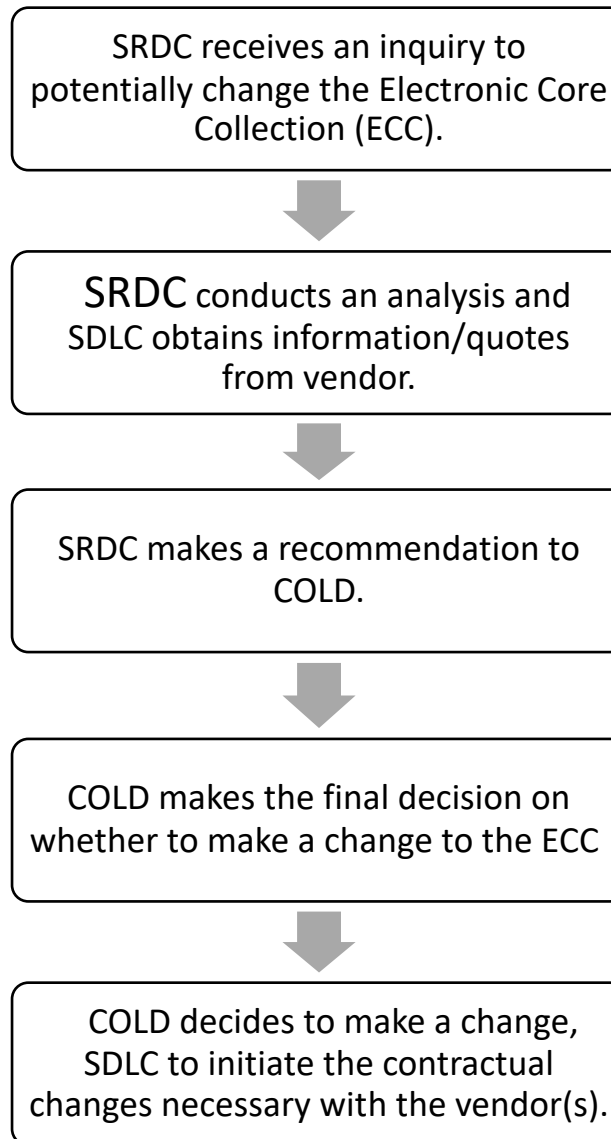
Proposed New Workflows

ECC Change Process

Annual Opt-In Renewals Process

New Opt-In Process

ECC Change Process Workflow (Proposed)



Annual Opt-In Renewals Process Workflow (Proposed)

C requests vendor proposals/quotes and provides campuses with prior year subscription and estimated current year costs:
For July 1 renewals, requests sent starting on Jan 1.
For Jan 1 renewals, requests sent starting on July 1.

Vendors submit proposal packages.
(Estimated time to complete: 1 week to 5 months)

DLC uploads usage stats to SDLC SharePoint site; reviews changes to title lists and uploads to SDLC site; forwards VPATs to ATI Dept.; reviews and conducts pricing analysis against prior years and negotiates pricing; and reviews changes to and negotiates contract/license clauses.

SDLC will involve SRDC for review and recommendation in the event of a significant change from the prior year license, such as: single vs multi-year, major changes to title list/content, unreasonably high increase, etc.
(Estimated time to complete: 1 week to 3 weeks)

SDLC creates and sends out subscription memos to campuses as each negotiation is completed with the vendors; pricing is calculated by reallocation formula if directed by COLD, otherwise as negotiated with vendor.
(Estimated time to complete: 1 week)

Campuses (including SRDC member in communication) respond to subscription memos with their opt-in renewal decisions.
(Estimated time to complete: 2 weeks to 3 weeks)

SDLC compiles a list of campus responses to send to each vendor for final confirmation prior to proceeding to contracting.
(Estimated time to complete: 1 week)

Finalize contracts and send out for signatures. Once contracts are fully signed, SDLC pays vendor invoices, issues CPOs and updates ALMA.

New Opt-In Process Workflow (Proposed)

New opt-in nomination for consideration by SRDC:
(i) by vendor, (ii) by campus (through SRDC), (iii) or by SDLC

SDLC to perform preliminary review to ensure that the vendor will meet the following minimum requirements:
(i) vendor willing to offer to all campuses, (ii) vendor willing to submit accessibility documentation, (iii) vendor willing to commit to pricing that is lower than or equal to pricing that campuses can obtain from any other sources.

SDLC forwards opt-in nomination to SRDC for review and recommendation.
SDLC is the primary contact to vendor for information needed by SRDC.
SRDC will work with campus libraries to solicit their input.

Based on SRDC recommendation, SDLC works with vendor to finalize the opt-in offer.

SDLC sends out subscription memo to document campus commitments.

Campuses respond to subscription memo with their opt-in decisions.

SDLC compiles a list of campus responses to send to vendor for final confirmation prior to proceeding to contracting.

Finalize contract and send out for signatures. Once contract is fully signed, SDLC pays vendor invoices, issues CPOs and updates ALMA.