Transformative Collaboration

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Outline

Consortia
Sharing tools
Sharing people
Preparation for transformation
Final thoughts
Where I am from
Where I am from
Eugene, Oregon
Drivers of growth over the last 25 years

- Technology creating business opportunities
  - Internet: R&D toy → Production
  - Client/server: Specialized → Standard Web browser
  - Electronic Resources: CDROM → locally loaded → cloud
  - Resource sharing: ILL → Patron driven

- Economic pressures
- Expectations
How bold are today’s consortia?

- Opt in/out
- Buying club
- Accommodate all needs
- “We are all different”
- No need to change
- Additive services ... on top of what we do now
- No need to question legacy operations
- Seldom challenging the status quo
“Deep Collaboration ... contributing substantial levels of personal or organizational commitment, including shared authority, joint responsibility, and robust resources allocation, to achieve a common or mutually-beneficial goal.”

Valerie Horton
Going “All-in” for Deep Collaboration,
Collaborative Librarianship, Vol 5, No 2
• Clearly defined, shared vision
• Greater level of engagement, time commitments
• Higher levels of responsibility, risk, and commitment
• Significant imagination and perseverance
• Ability to adapt and change
• Reciprocity and congeniality
• Negotiation and compromise
• Shared power and decision-making
Going farther ...

- Closely matched mission
- Commitments that are hard and expensive to break
  - Financial
  - Legal
  - Workflow
  - People
  - Emotion
  - Identity
- Seeing the future as something we will face together
- Marriage .... not just dating
Transformative Consortia

... an example

Two transformative initiatives

- Shared Tools = Shared Integrated Library Systems (SILS)
- Shared People = Collaborative Workforce
38 Members
Private & Public Colleges, Universities, Community Colleges in Oregon, Washington, and Idaho

Serving 280
Colleges, universities, archives, museums in Oregon, Washington, Idaho, Montana, Alaska, Hawaii, and Utah

Non-profit corporation
10 staff
No central funding
Diversity!

Student FTE
Shared ILS
Why?

Not an end in itself
... because of the past
... because of the future
Five big projects at once!

Legacy ➔ Next generation

37 ➔ 1

Shared Discovery

Development Partnership

Collaborative workforce
Timeline

2008-10  Investigating options and models
2010     Total cost of operation study
2011     Request for Information, writing RFP
2012 Jan – July  RFP, demos, negotiation, cost models, council vote
2012 Aug – Dec  Contract with Ex Libris signed, cohorts finalized, temporary project manager hired
2013 January  Kick Off Meeting
2013 June     Project Manager hired
2013 July    **Cohort 1 went live!** 6 members … including our largest
2014 January **Cohort 2 went live!** 11 members
2014 July    **Cohort 3 went live!** 10 members
2015 January **Cohort 4 went live!** 10 members

New Resource Sharing system went live! All 37 members!

We did it!
Collaborative Workforce
When is work ...

- Done by consortium staff?
- Done by library staff as part of membership expectations for contributed time?
- Done by library/consortium/vendor staff whose efforts are funded by the consortium?
- Designated as the sole responsibility of each member library?

How do we benchmark?

What is our business model?
Few do for all

Some do for all

All do

Don’t track

Paid thru consortium

Track and balance
Preparation for Transformation

• Organizational Culture
• Partners: libraries and vendors
• Buy-in and Expectations
• Governance and decision making
Organizational Culture
...Mission, vision, values

Exploration
Spirit of innovation
Challenge traditional thinking
Elevate our ability to deliver outstanding services
Open debate

Combined expertise
Strongly promote the success of students, faculty, staff, and researchers
Willingness to change
Strong and lasting personal and institutional commitments
Collaborate to Customize = Do things together where we are substantially the same

= Free up resources so members can fully realize their unique qualities
Work Smart

Work and partner at the appropriate scale: local, regional, national, international

- Maximize impact
  - Do things once
  - Do things the same
  - Do things together

- Invest in staff training, development, and expertise
- Leverage financial resources

Design for Engagement

Collect wisely, share freely, and enhance the teaching, learning, and research environment

- Investigate, create, and implement discovery and resource sharing tools
- Expose and preserve unique collections
- Improve usability and reduce barriers to access
- Collaborate for shared access and shared collections
- Create and promote new models of publication and data curation
- Explore new models of pedagogy to advance learning and scholarship
Partners

- Member libraries
- Vendor ... commitment to outcomes
Buy-in and Expectations

- Openness
- Staff involvement
- Clarity of purpose
- Communication
- Administrative support for disruption
Governance and decision making
Takeaways

• Commitment … don’t go half-way
• Adopt common tools
• Do things once and together where it makes sense
• Wear fewer hats … 6 instead of 8?
• Develop greater expertise
• Enhance members’ ability to do what is truly local
Transformation

From 39 to

1 common set of tools
1 shared collection
1 workforce
Transformation

Today
Bold Not Boring
? Q/A ?