



Transformative Collaboration

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Executive Director



Outline

Consortia

Sharing tools

Sharing people

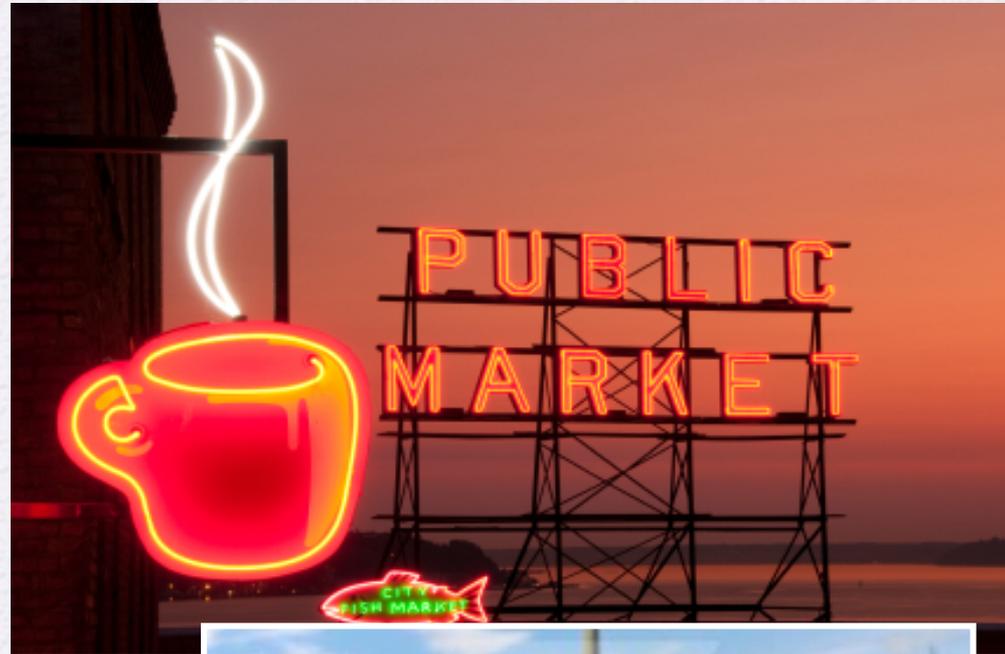
Preparation for transformation

Final thoughts

Where I am from



Where I am from



Eugene, Oregon



Consortia

... where we have been

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

Going farther ...

- *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*

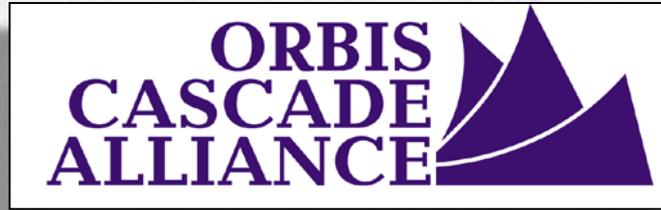
Going farther ...

- *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 People

*= Shared Integrated
Library Systems (SILS)
= Collaborative
Workforce*



38 Members

Private & Public
Colleges, Universities,
Community Colleges in
Oregon, Washington,
and Idaho

Serving 280

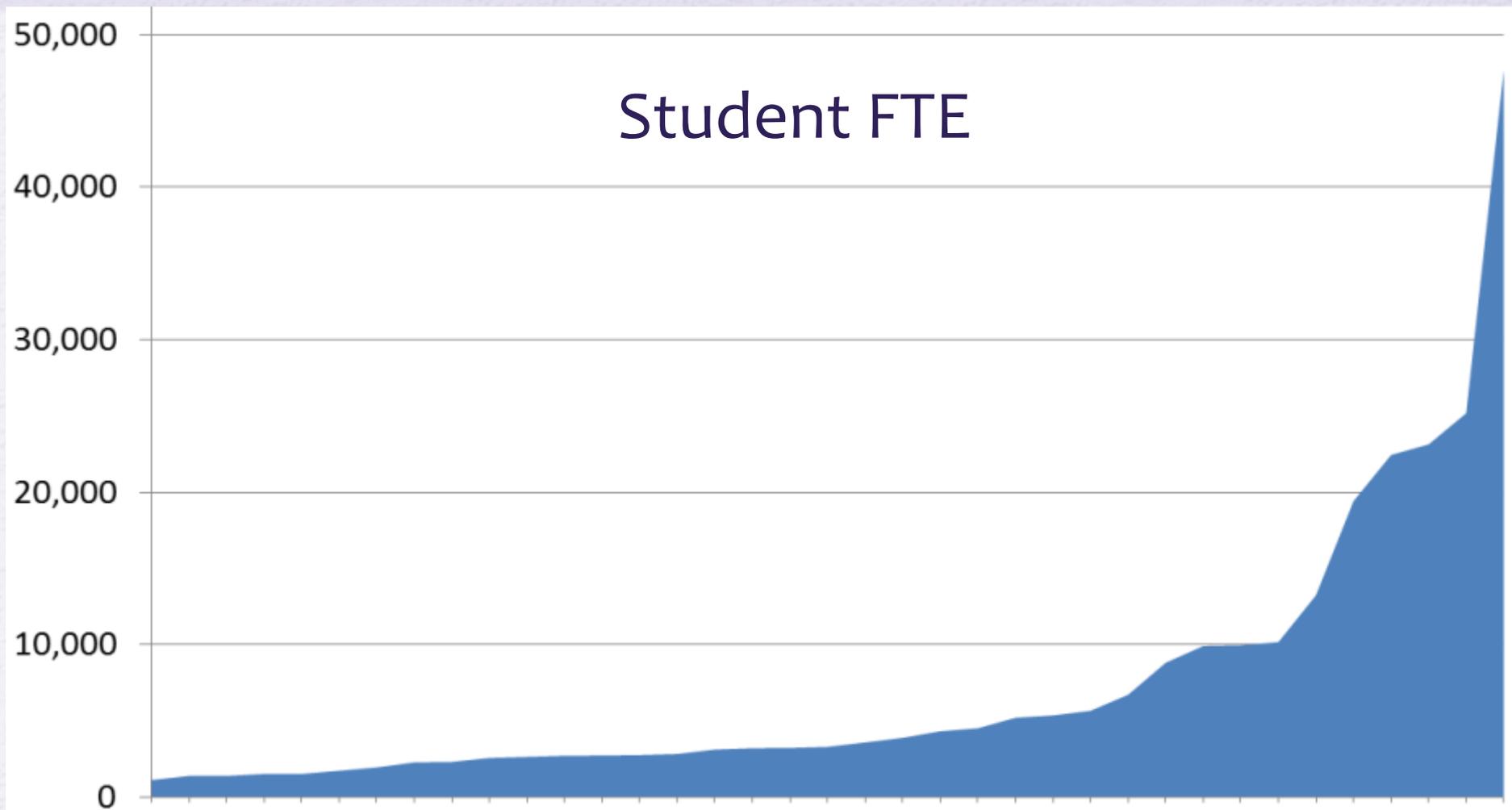
Colleges, universities,
archives, museums in
Oregon, Washington,
Idaho, Montana, Alaska,
Hawaii, and Utah

Non-profit corporation

10 staff

No central funding

Diversity!



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!

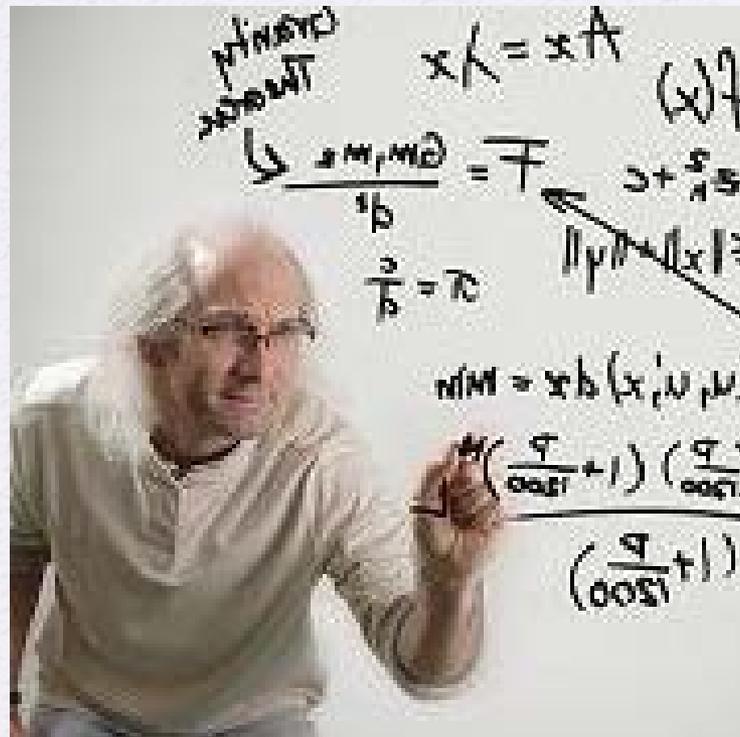
We did it!





Alma Primo

Collaborative Workforce

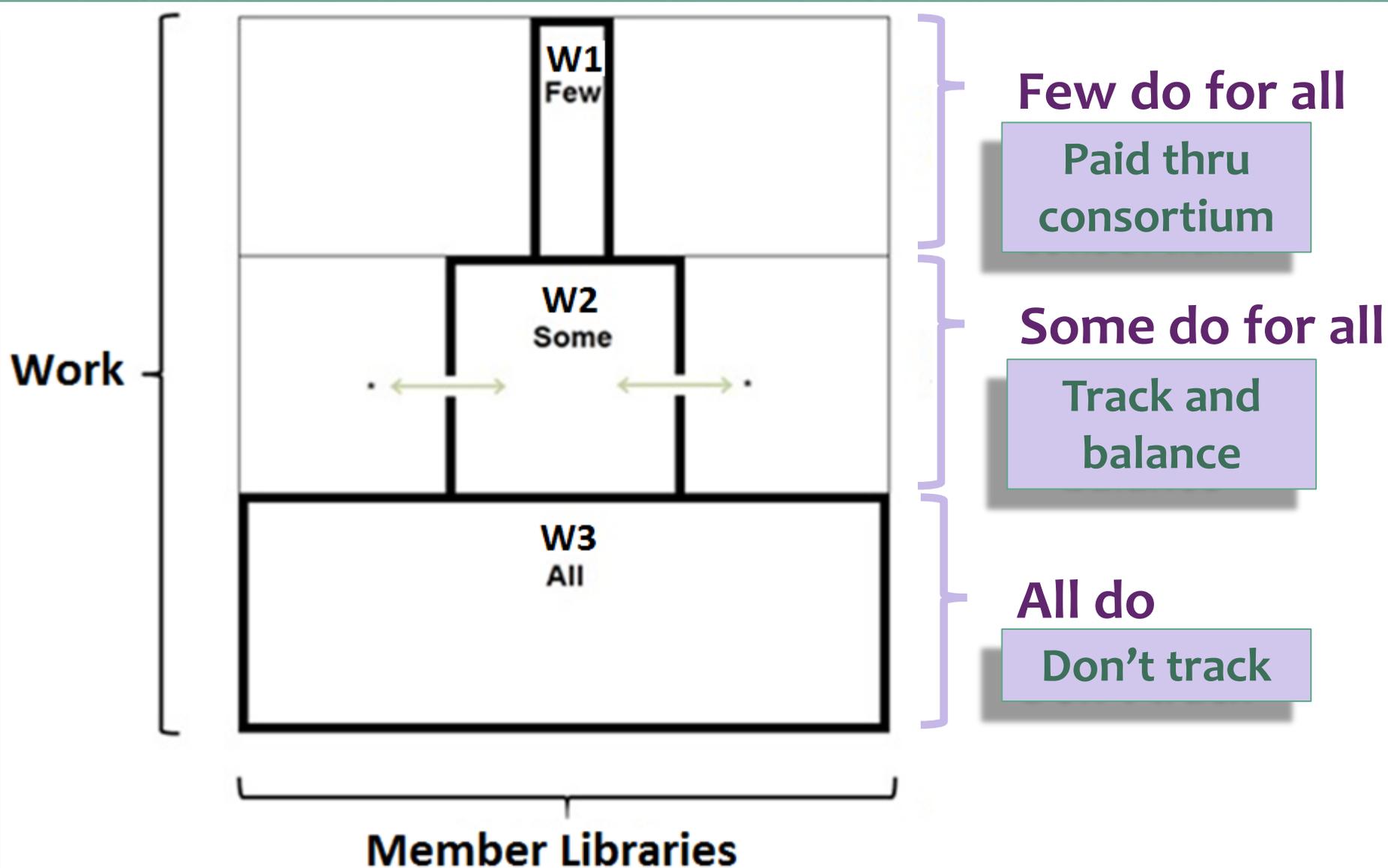


When is work ...

- 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?



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

C to C

**Collaborate
to**

=

Do things together where we are substantially the same

Customize

=

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

- 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**

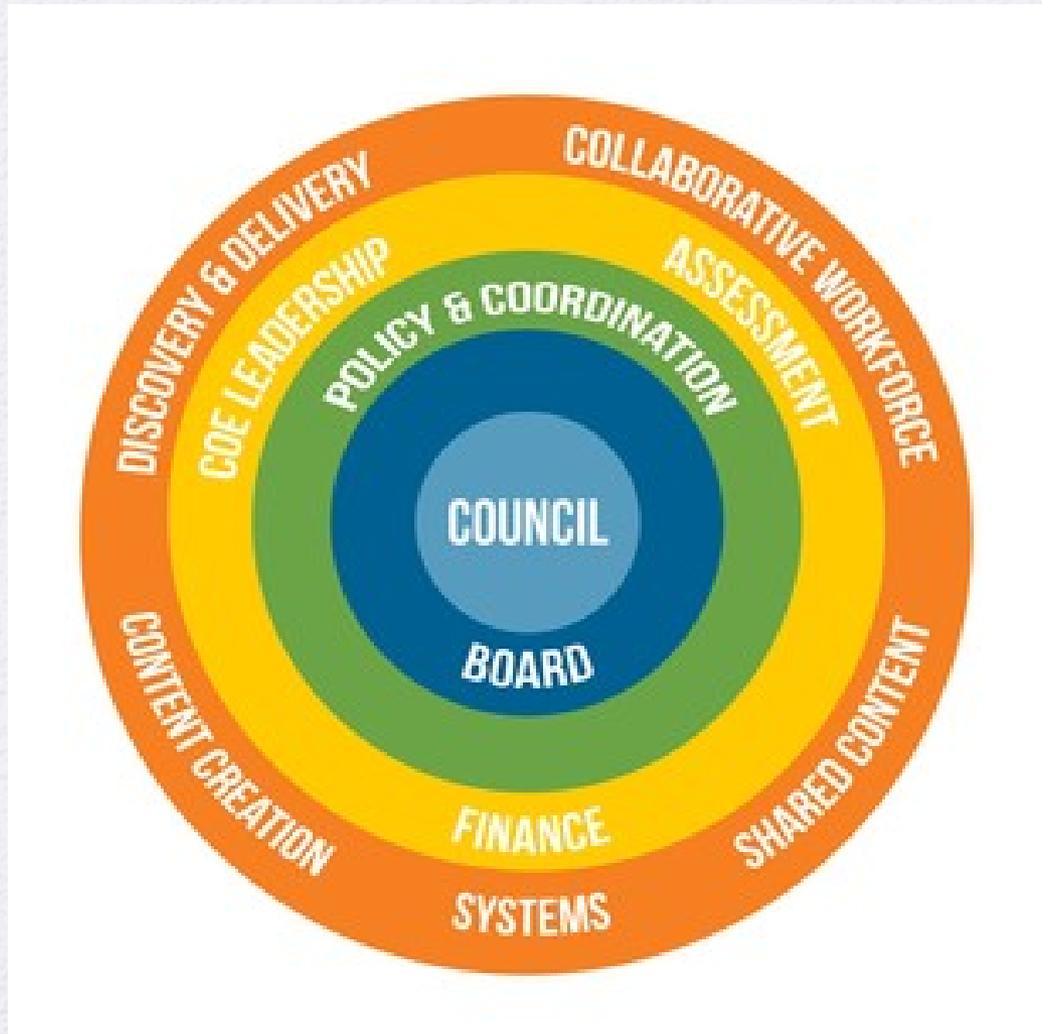


- **Vendor ... commitment to outcomes**

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

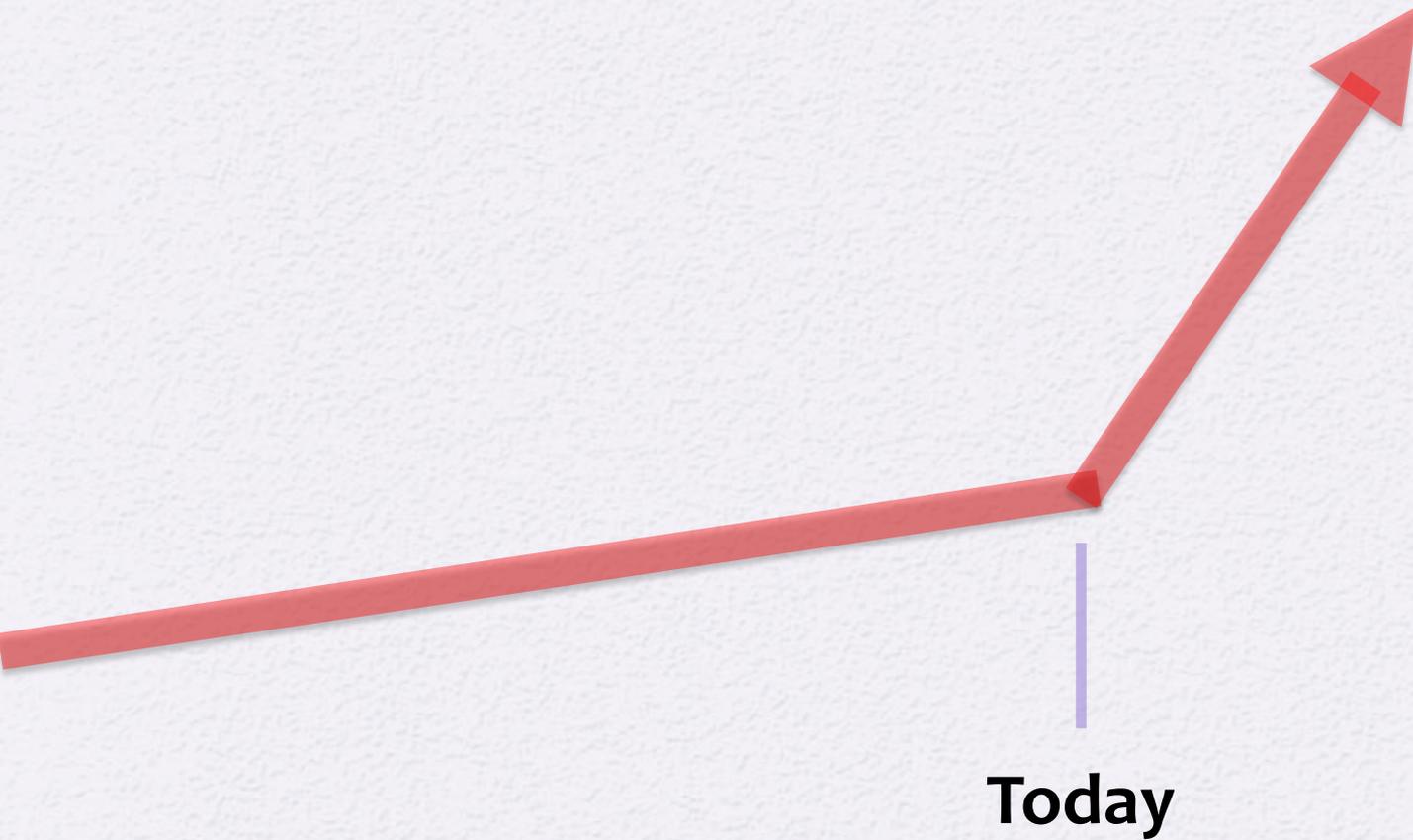
From 39 to

1 common set of tools

1 shared collection

1 workforce

Transformation



Bold Not Boring



? Q/A ?

