



# **I2NY:**

## **Envisioning an Information Infrastructure for New York State**

**May 2013**

A large, abstract graphic composed of overlapping, semi-transparent geometric shapes in shades of blue and grey, creating a sense of depth and movement. The shapes are layered, with some appearing to be in front of others, and they form a complex, multi-faceted structure.

# **Final Report 2013**

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## Preface

IN 2012, The New York 3Rs Association, Inc. engaged Tom Clareson, Senior Consultant for Digital & Preservation Services, LYRASIS, to work with library leaders throughout the state in the development of the “I2NY” project, formulating an Information Infrastructure for the State of New York. Clareson and a NY 3Rs Association Planning Committee designed a program that included a Summit on library and archival collaboration, a web survey on current trends and future needs of libraries and archives, and a series of meetings with leaders from the state’s library and archival community to gather and synthesize information for the development of a new collaborative framework for library and archival innovation and service delivery in New York.

### ***I2NY Mission:***

Ensure that all New Yorkers have seamless, unfettered, and affordable access to information, through the creation of a New York statewide information infrastructure that encourages collaboration and joint enterprises among the libraries and archives.

### ***I2NY Goals:***

- Introduce the concept of a New York Statewide Information Infrastructure among the state’s academic and research libraries and archives.
- Explore the current landscape for the creation, storage, and dissemination of information in New York.
- Explore existing exemplary models within and outside of New York State for the creation, storage, and dissemination of information.
- Develop a New York Statewide Infrastructure model that builds upon successful programs, creates alternative programs and services where needed, and encourages collaborations and partnerships among New York’s libraries and archives.
- Empower users with the ability to access and process information and resources in ways which are customized to their specific needs within a larger geographic framework.

## Executive Summary

Observers of library culture in New York State often note that academic and research libraries have historically existed in vacuums that create information silos. Similarly, some claim New York libraries lack an overall coordinated information infrastructure that reduces duplication, preserves historic content and ensures optimal storage of unique materials, preserves last copies of monographs, and ensures perpetual access to research developed by faculty and staff.

There is certainly great veracity to those observations, but they are not entirely true. Many academic and large public research libraries in the state are successfully exploring collaborative models for the creation, storage, curation, and dissemination of information to their users in a more cost-effective manner. Because there is so much new thinking taking place, it is now important to audit the current New York library landscape to formulate an overall framework that pulls together the information components that comprise library services into a cohesive infrastructure that enhances the development of collaborative opportunities and joint enterprises —an *Information Infrastructure*.

In response to this need, the NY 3Rs Association developed an Information Infrastructure planning process that included —these key components:

- A two-day I2NY Summit focused on library and archival collaboration (September 2012).
- A web-based survey distributed to academic, research, and large public libraries throughout the state focused on the technological and collaborative needs of these libraries as well as current practices (October, 2012).
- A focus group of school library system directors to query the needs of the state’s school libraries (February, 2013).
- A Reality Check focus group of library leaders to assess work to date, draft recommendations, and help determine future steps (May, 2013).

As the result of these processes, several I2NY initiatives were identified as being the highest importance. Those initiatives include:

- Immediate access to paid electronic journals, e-books, and other materials at the level of best value, and the development of a framework for a united and collaborative statewide group to pursue negotiations with vendors to achieve these access and value goals.
- Development of methods for greater collaboration among libraries of all types, including transactional exchange models, incentives to grow successful local or regional projects statewide, and greater support for the sharing of information about innovative projects and ideas.
- Innovative development and deployment of staff to deal with the new technologies and the changing expectations of users.
- Connecting library services to patron and student outcomes at every level of school and academic libraries, and in public libraries for lifelong learners and researchers.
- Improved communications across all library types through a number of avenues, including continuing the work begun at the I2NY Summit, development of working groups to facilitate particular projects.

Respondents consistently requested more clarity around what is meant by “New York Information Infrastructure.” For the purposes of this report and all activities moving forward, we are defining *Information Infrastructure* as a series of processes, relationships, and tools that:

- Improve the ability to electronically share information, services and expertise from one user, location, region, and/or library, to another user, location, region, and/or library over an openwork structure or foundation comprised of interconnected networks.
- Foster connections among people or groups with similar interests.
- Leverage existing local assets, services, data sets, information resources, and expertise by connecting them to other assets, services, data sets, information resources and expertise through a statewide network to enhance collaboration.
- Encourage shared staffing and services virtually and in-person through an openwork structure or foundation.

## Collecting Data

There have been several published reports on the changing role of academic libraries in research and instruction. ACRL has produced white papers on a variety of topics, the most recent of which having focused on the intersection of scholarly communication and information literacy and the value of academic libraries.

Another report, “The Idea of Order: Transforming Research Collections for 21<sup>st</sup> Century Scholarship” from the Council on Library and Information Resources, Washington D.C, June 2010 ([www.clir.org/pubs/reports/pub147/pub147.pdf](http://www.clir.org/pubs/reports/pub147/pub147.pdf)) examined the concept of a research library being all-digital, the cost of keeping a book, and the use and value of a large scale text digitization project to contemporary humanities scholarship.

There is one report that generated a great deal of discourse – the 2011 report, “Redefining the Academic Library: Managing the Migration to Digital Information Services” from the Advisory Board Company, Washington, DC. The report, commissioned by college provosts, challenged academic institutions to rethink and redefine the academic library.

The report found that due to a confluence of changes in technology, user expectations and demands, and budget pressures, the academic library’s traditional role as physical repository is decreasing. Large physical collections are no longer sustainable due to budgetary constraints, documented usage, and the changing landscape of scholarly research. Traditional library metrics no longer measure an academic library’s success or value to funders and their constituency. Major obstacles to a redefined academic library include the inflexibility of complex licensing, usage restrictions on ebooks, legal constraints surrounding copyright, declining user demand for traditional library services such as reference, large commercial online competitors, and rising costs of journals and databases.

The report pushes the “Just-in-case” to “Just-in-time” library model – not a new concept for libraries. It recommended several strategies that academic libraries can deploy to avoid obsolescence.

- Leverage digital collections by adopting ebooks, challenge the vendor’s stranglehold on usage restrictions, and adopt more patron-driven acquisition and delivery models;
- Rethink the scholarly publishing model by centralizing purchasing through consortial partnerships, investigate pay-per-article as an alternative to the “Big Deal,” support open access initiatives to disrupt the current publishing model by investing in infrastructure;
- Repurpose the library space to allow for collaborative learning spaces and optimize facilities and establish collaborative storage and collection development partners to avoid duplication and allow for higher demand activities;
- Redeploy library staff by shifting away from traditional activities and services such as cataloging and the traditional reference desk and move towards collaborative relationships and embedded librarians, sharing staff expertise with other departments or libraries particularly those with specialized knowledge and experience.

Many New York academic libraries are already implementing several of the recommendations from this report by redefining their current library practices and increasing their collaborative partnerships. The ConnectNY and IDS Project initiatives are two examples of libraries working together to provide innovations in service delivery. “The Power of SUNY Libraries” strategic plan

(<http://sclد.wordpress.com/2011/04/18/the-power-of-suny-libraries-adopted-41511/>) provides directions for SUNY Libraries to implement the vision of “SUNY libraries (working) together to provide quality services and to expand access to emerging and recorded knowledge in support of teaching, learning, research, economic development and public service, “ and promotes “working actively with public and private sectors of higher education...” Still, there is no overreaching infrastructure to support collaborations on a state wide level.

According to the December 12, 2012 Ithaca S+R report “Supporting the Changing Research Practices of Historians” by Jennifer Rutner and Roger C. Schonfeld (<http://www.sr.ithaka.org/research-publications/supporting-changing-research-practices-historians>), researchers interviewed for the report utilize the same underlying research methods that they have in the past (organize and manage research notes and use of primary resources), but the day-to-day research practices of interacting with archival materials have fundamentally changed. The use of digitized finding aids, digitized collections, and digital cameras have altered the way historians interact with primary sources. As one respondent put it *“the publisher then digitized the entire collection. Immediately, I went from traveling to see this material to being able to search everything from my computer.”* The report also found that the challenge now for many researchers is to “gain intellectual control” over the content they have collected throughout their research process.

While the interviewees viewed the library in a collections-centric way and valued their digitization efforts and online finding aids, on-site visits to archives remain a vitally important part of nearly every history research project. The report found that historians were concerned about whether librarians, in particular, had sufficient command of the field to provide more focused support for their research. An additional concern the historians expressed was adopting new practices and tools and incorporating technology into their research indicating a need, perhaps, for additional support libraries can provide through training and instruction or the sharing of staff with a specific subject expertise.

The report provided recommendations to several audiences: archives, libraries, providers of digital and digitized sources, providers of citation and research notes management systems, history departments, scholarly societies, and funders. For the libraries and archives, the list below is a summary of the recommendations to both of these groups:

- Online finding aids
- Continue digitization
- Cross institutional discovery tools
- Cultivate collection expertise
- Allow digital cameras and scanners in reading rooms
- Provide training to PhD students
- Provide secondary sources in digital format
- Provide access to collections not available locally
- Pool staff expertise from other institutions and make accessible to others
- Digitize other formats such as audio, video, oral histories, etc.
- Improve discovery services
- Include foreign language materials in digitized collections

- Google is an important tool to this group so libraries and archives should coordinate their digital efforts to compliment rather than compete with Google.

In 2012, the New York State Board of Regents endorsed a comprehensive plan for libraries titled Creating the Future: A 2020 Vision and Plan for Library Service in New York State. This document provides a broad range of recommendations pertinent to the I2NY initiative, including

- The development of a statewide/national digital library of shared use, freely accessible digitized books and research materials through the *HathiTrust* and similar organizations. Active participation by New York's libraries in the Digital Public Library of America and the Internet Archive's Open Library initiative, in order that New York's freely available but disparate content can be accessed by all our residents.
- The acceleration of digitization of special collections and their integration into curricula; and making those materials freely available for research.
- The publication of academic research generated by faculty that would be universally available at no cost to the user.
- Leadership in the preservation of digital resources and advocacy for open access and reduced copyright restrictions in the support of digital preservation. The continuation and strengthening of collaborations with other communities in support of life-long learning, information literacy and research.
- Collaboration among all academic libraries in the development of print repositories designed to reduce redundancies within collections while maintaining high levels of access and stewardship.
- Advancement of the primary role of academic librarians in fostering the integration of information literacy competencies into teaching and learning on their campuses to support student academic achievement and to prepare students for the global information economy that will shape their professional and personal lives.

These reports and others provide a broad picture of how libraries are changing and how they need to change in order to meet the challenges of user needs and expectations, competition, increased costs and decreased funding. Data gathered from the I2NY Summit, the Survey, and the focus groups provided insights into how these same environmental factors are affecting New York's libraries and archives.

### **The I2NY Summit**

The NY 3Rs Association, Inc. sponsored the New York Information Infrastructure (I2NY) Summit, an interactive two-day discussion and learning event, focused on meeting the needs and expectations of New York's library and archival users through collaboration. The conference was held in Saratoga Springs, NY, on September 23-24, 2012.

At the Summit, library, archival, and information leaders from around the state explored existing programs and services, and discussed desired components and enhancements which could lead to a statewide information infrastructure. Eighty-eight library directors and top administrators from representative New York libraries participated in the Summit, including Executive Directors from the New York Regional Library Councils (NY3Rs), the State Library, New York State Higher Education Initiative (NYSHEI), New York Library Association (NYLA), City University of New York (CUNY), State University of New York (SUNY), Public Library System Directors Organization (PULISDO), IDS Project, ConnectNY, and several subcontractors that support and implement statewide programs.

The I2NY Summit featured both programmatic and discussion group activities. The first day of the event featured presentations to set the context of the I2NY activity and to feature new and important information initiatives within the state.

Opening speaker, Sheryl Knab, Executive Director of the Western New York Library Resource Council (WNYLRC) spoke on building connections, collaborative initiatives, and resource and expertise sharing. She posited that many of the library and archival initiatives discussed at the Summit can scale from local to statewide. Knab suggested that the group undertake five steps:

1. **Discovery** –identifying existing collaborations which can be scaled up. Knab mentioned some current New York models of collaborative library and archival activity, and pointed to national models such as the California Digital Library, Orbis Cascade Alliance, Florida Virtual Campus, Utah Academic Library Consortium, and Massachusetts Library System.
2. **Defining Challenges** – Knab suggested that the group “create an environment of trust by rethinking the obvious, laying old theories to rest, and developing new approaches to collaboration.” Doing so, she asserted, would require the group to “overcome institutional, geographic, and philosophical barriers that prevent collaboration across regions, library types and disparate organizations so we can adopt ‘my library is your library’ as a new paradigm of service.” She also urged the group to “put away legacy services that hurt access” and adopt new access methods to get materials into the hands of the users quickly by considering issues of access vs. ownership, buying vs. borrowing, considering the costs of sharing and storing a title, and considering collaborative methods to reduce costs and improve services.
3. **Identifying Stakeholders** – the I2NY collaborative environment of academic, public, and research libraries across the state recognizes that the beneficiaries of their work are first and foremost New York State residents. Cultural heritage institutions (including school libraries, corporate libraries, public library branches, and other small repositories) also stand to benefit from scaled coordination between libraries throughout the state. Knab urged development of a plan including priorities, immediate actions, and future developments through the Information Infrastructure. Through this collaborative work, individual institutions and the overall collaborative can demonstrate their value to their constituents.
4. **Testing Ideas** – encouraging regional, multi-regional, and multi-institutional pilot projects to explore the best service models for New York State libraries.
5. **Implementing What Works on a Larger Scale** – assessing which programs can be expanded to become part of a statewide New York Information Infrastructure.

The I2NY Summit featured five brief presentations on new and noteworthy information initiatives from around the state. Each of these projects presented the possibility of scaling up to statewide level and beyond.

- Shared Collection Repository Working Group at University of Buffalo
- Migrating Media - The Upstate Preservation Network
- [Manhattan Research Library Initiative \(MaRLI\)](#)
- [2CUL](#), Columbia and Cornell University Libraries collaboration
- [NY3Rs Demand-Driven E-Book Pilot Project](#)

The majority of the I2NY Summit schedule was devoted to group discussion in developing plans and priorities for future activities of the New York Information Infrastructure project. The Open Space Technology meeting methodology ([http://en.wikipedia.org/wiki/Open-space\\_technology](http://en.wikipedia.org/wiki/Open-space_technology)) was used to facilitate the planning process. Open Space uses a self-organizing approach to meeting planning, with the participants setting the agenda, leading discussions, and developing recommendations. Facilitated by consultants Liz Bishoff (The Bishoff Group) and Tom Claerson (LYRASIS), the discussion at the meeting was based on a central question: How does the New York library and archival community create a New York Information Infrastructure?

More than fifteen self-directed discussion groups at the I2NY Summit yielded nearly 120 recommendations for future statewide action. Following recommendation development, of those 120+ recommendations, summit participants voted the following as the top priority activities:

1. Develop a framework for statewide negotiations, inclusive of goals, stakeholder involvement and boundaries for terms (common principles)
2. Leaders continue conversation about achieving common goals/objectives. Stakeholders include NY 3Rs (Regional Library Councils), State Library, SLSA (School Library System Association), NYSHEI (New York State Higher Education Initiative), NYLA (New York Library Association), CUNY (City University of New York), ConnectNY, SUNY (State University of New York), IDS (Information Delivery Service), PULISDO (Public Library System Directors Organization)
3. Build a transactional model by which libraries can trade, barter, or sell services and staff time to each other
4. NY3Rs take a leadership role in convening library, cultural heritage, economic positions in regions to develop an action plan that will lead to robust library/information delivery systems
5. Create a clearinghouse for initiatives & ideas and sharing
6. Develop a Return on Investment (ROI) model for each type of library (public, academic school, etc.)
7. Identify major challenges/opportunities that require federated IDM to solve
8. Develop best practices—identify structure, roles, training, processes for creating, preserving, discovering and distributing content, including templates for success
9. Develop collection practices including last copy, service and delivery policies (e-delivery?), de-duplication

### **I2NY Summit Evaluation**

Over half of the attendees at the I2NY Summit (45 people) completed an evaluation of the event. Participants were asked which presentations they found helpful. Sheryl Knab's opening remarks and the lightning round presentations on MaRLI and 2CUL were rated "most helpful." One respondent felt that the first day's presentations "set the stage for the thinking and brainstorming the next day."

The most prevalent comments when meeting attendees were asked "what significant insights or information will you take away from the I2NY Summit Meeting" were on both the number of recommendations generated, but also on "the lack of knowledge among the attendees of what is already going on around the state." Of all of the questions asked in the evaluation, this one generated the most positive comments, including: *"After 35+ years in the field, I'm still struck with the amount of work there is to do, prompted by the new needs of each successive generation (of users and of technology) – and yet how universal and pervasive the themes still are. The most important step forward*

*all of these changes have wrought is the renewed emphasis on collaboration and cooperation at all levels and among and across all sections of information seekers and providers. It also seems to me that the 3Rs are incredibly well-positioned to carry this standard forward for the State, and should use every muscle to do so."*

## **I2NY Survey**

The second phase of this project included the distribution of a web-based survey on current and future library services to meet the needs and expectations of New York's library and archival users. The survey was distributed to 436 institutions within the state via New York's nine 3Rs regional library councils, and 134 surveys were returned, for a response rate of 31%.

The survey focused on online library services, important services to patrons/users, collection types held by responding institutions and their preservation management concerns, use of offsite storage services, collaboration with other libraries or organizations, sustainability issues of collaborative/statewide projects, implementation of patron-driven purchasing programs for print and e-book resources, support for self-publishing and local publishing, and important components and benefits of a statewide information infrastructure.

The survey respondents represented a healthy cross-section of the diverse member library types in the 3Rs council memberships.

- 4-year Academic libraries, with 37 or 27.8% of the total respondents
- Academic libraries in community colleges 26 or 19.5% of the respondents
- Special libraries (22 or 16.5%)
- Academic Research libraries (18 or 13.5%)
- Archives (4 or 3%)
- Public Library Systems (3 or 2.3%)
- Public libraries (2 or 1.5%)
- Twenty-one institutions categorized themselves in the "Other" category; the largest respondent groups among these were medical/hospital libraries (5 respondents) and 2-year for-profit colleges (3 institutions)

The I2NY Survey provides some clear direction on the actions which many New York libraries and archives would like to take as well as directions for the NY3Rs in moving the information infrastructure initiative forward.

Key areas for cooperation highlighted in the survey results include:

- Improving access to electronic resources through united statewide negotiation for electronic resources and licensing agreements that produce economies of scale; statewide portals to paid databases and digitized collections; electronic and physical delivery; and direct patron and universal access;
- Training/re-training/re-purposing of staff; and
- Demonstrating the value of library services to funders: through information literacy instruction, connecting and assessing library services in relation to student outcomes, and the development of other models that show a return on investment.

New avenues of communication among all library and archival types which have been created as a result of the I2NY project must continue to be expanded and enhanced to meet the challenges of information stewardship and delivery in the immediate future and beyond.

### **Top Responses for Shared Components of NYS Information Infrastructure**

Group leverage power in license negotiation and purchasing was by far the top response, which makes sense for an important statewide service, and is related to the needs expressed in Question #5 (Access/best pricing, etc.). Professional development and training, provision of statewide portals, and a focus on student learning outcomes also ranked high (1.84) as important components of a statewide information infrastructure. The focus on connecting library services to student learning outcomes was ranked as important or very important (1.97) by nearly three quarters of academic respondents and was particularly highly rated among four-year academic and community college library respondents. This was further affirmed in responses to Question #5, which rated “information literacy instruction” (certainly related to student outcomes) highly. Additional priorities that could be the basis for future initiatives include:

- Statewide portal to digital collections (1.97)
- Statewide portal to paid databases (1.99)
- Universal access (2.02)
- Information exchange (2.05; highest ratings among community college libraries)
- Increasing patron/user knowledge about library services (marketing) (2.10)
- Leaders of all types of library organizations work together to achieve common goals and involve all stakeholders (2.15)
- Assessing the value of library services for funders (2.15)
- Coordinated collection management (2.64)
- Development of a clearinghouse for existing projects and services, to promote collaboration (2.69)
- Statewide federated identity management system (i.e., having a common set of policies, practices, and protocols in place to establish user identities and enforce rules about access to digital resources across organizations) (2.81)

### **Other Constituencies: School Library System Directors Focus Group**

In order to include the viewpoints of leaders from the school library community on New York’s information infrastructure needs, project consultant Tom Claeson conducted a telephone focus group with selected School Library System Association (SLSA) leaders in February, 2013.

While noting that the school library systems across New York State are different from each other in many ways, and there are a limited amount of programs that are similar “across the board,” the I2NY planning group felt it was important to have their perspective discretely represented in this conversation. The SLSA representatives spoke of trends in the school library systems in New York, 37 of which are organized within Boards of Cooperative Educational Services (BOCES). Many school library activities are provided through cooperative service agreements, or “Co-Sers,” which focus on activities such as library automation and management, online databases, and instructional media, although different districts may have different Co-Sers.

An example of a successful collaborative program of note from the school library system environment is “SCORE” (SLS Consortium of Online Resources for Education) which provides for coordinated negotiation

and consortial purchasing of e-book and online resources for K-12 schools. A majority of New York's school library systems have been participating in this model of collaborative statewide activity for the past 5-6 years.

When asked about the most important services to their patrons/users/audiences, the school library system representatives echoed much of what was discovered in the Summit and the Survey:

- Professional development
- Access to paid electronic databases
- Best pricing and licensing for databases
- Information literacy instruction
- Training (computer, information resources) for support staff

The school library system representatives noted NY 3Rs Association leadership on work to increase borrowing privileges, with a goal of allowing high school students to borrow materials directly through academic libraries. Another area of note is the work being done under a SUNY grant to look at trans-literacies, including the development of a badging system for information literacies.

The focus group closed with a discussion on the sustainability of collaborative initiatives, and the aforementioned SCORE project was noted as a good model of sustainability. In general, the school library system representatives noted stable, predictable funding for innovative programs is critical. While school libraries may not always be able to afford to develop large-scale collaborative projects on their own, mutually beneficial relationships around innovative collaborative projects greatly increases the projects' likelihood of success.

## Data Analysis

Across all of the information-gathering methods (summit, survey, focus groups, etc.), there were some key issues that appeared as universal needs in the development of New York's Information Infrastructure:

**Access** to e-resources, including databases and ebooks at a reasonable price was a top concern and the desire for a **framework for statewide vendor negotiations a top priority**. Development of a framework for statewide vendor negotiations, inclusive of goals, stakeholder involvement, and boundaries for terms/common principles, could result in a coordinated and united statewide method of negotiation for electronic resources and licensing agreements, and was seen as a way to achieve cost-containment through group purchasing. This need is borne out by one of the strongest comments from the Summit: *"Far and away, the need for New York State librarians of all types and all organizations to join together in addressing the unsustainable price increases for scholarly content,"* and receives further emphasis from the School Library System discussion of the inaccessibility of important content due to publisher limitations.

Access is also the underlying component of other important needs/concerns articulated by the participants:

- Immediate access to resources
- Coordinated delivery, including direct delivery to patrons – print and electronic
- Universal access
- Access to digital materials, including audio and video.
- Statewide discovery system
- Statewide portal to digital collections
- Preservation of print and digital resources

**Developing a cadre of quality library workers** was a key issue identified across all data components. Maintaining and enhancing the library and archives staff to make a growing array of library and archival services available to patrons was seen as key. Training and re-training, particularly through a coordinated, statewide approach, is seen as a way to help libraries and archives address the growing workflow and workload issues resulting from technological advancement and growing patron expectations. Training was the one component of a statewide information infrastructure widely agreed upon by the survey respondents.

Adoption of innovative uses of staff (as exhibited in the 2CUL initiative) or even new approaches such as building a transactional model by which libraries can trade, barter, or sell services and staff time to each other are ways to enhance the staffing available to libraries and archives.

**Assessment** of how well library services are connected to patron needs and student outcomes was seen as important at every level of school and academic libraries, and is also important in the public library for lifelong learners and researchers.

**Continue the work begun at the I2NY Summit** through group discussions and a range of other methods of communication was identified as a key priority at the Summit (and evaluations), in the I2NY Survey, and in the focus group discussions. Summit recommendations included the NY3Rs taking a leadership

role in convening library, cultural heritage, and economic leaders in regions to develop an action plan that will lead to robust library/information delivery systems. The will to continue this important work is strong – many participants left the Summit with, as one attendee stated, *“a renewed sense of hope in the collective wisdom and spirit of cooperation among the libraries in New York.”*

The need for greater funding for libraries was a strong and consistent message in each of these discussion settings. Programmatically, libraries and archives cannot rely simply on gaining more money/funding, especially from cash-strapped governments or parent institutions. For that reason, the I2NY initiative is looking, through its methods of collaborative work, at ways to use *current funding* more effectively and efficiently, including ways to repurpose funding. As one I2NY participant noted: *“Sustainable funding models for the New York library community may include shared services, collaborations, and economies of scale; none of these require increased funding.”*

## Next Steps and Strategic Directions

A number of programmatic activities can be used to address the major needs identified in the Summit, survey, and focus group results. These needs fall into three major areas: **Access, Training, and Assessment**. Each of these on their own includes several complex components lending themselves to “solutions” that would help meet user demand/need.

### Access

- Collaborative purchasing - best prices for e-resources including e-books
- Shared e-book collection
- Shared print books via a repository
- Enhanced resource-sharing
- Enhanced delivery including direct delivery to patron
- Universal access
- Discovery system
- Virtual reference
- In-person reference and one on one consultations

### Training/Re-training

- Coordinated approach to training and professional development
- Shared staffing arrangements or staffing “exchanges”

### Assessment

- Connecting library services to student outcomes
- Information literacy
- Assessing and reporting the value of library services for funders

Many, if not most, of the programmatic responses listed above are already being addressed by consortia within the State, but these consortia are working in isolation. Building I2NY activities on that existing collaboration makes sense. One suggested path is to identify those areas above of greatest importance and/or for which significant work is already underway. I2NY can create Working Groups that can bring together those interested in addressing these programmatic responses.

### Activities of Working Groups

The Working Groups should be convened and led by the NY 3Rs Association, but should consist of an “alliance of the willing.” The Working Groups should develop a business plan to move the initiative forward. Steps could include:

- Conducting market research: What is already being done on this issue and by whom
- Determining what is not being done, but is desired
  - Partner input
  - User focus input
- Convening meetings of potential partners
- Determining the benefits for the partners to work together (for those consortia or groups already engaged in “solutions”)
- Determining how to expand to bring benefits to others (for those currently outside the consortia or group)

- Discovering a way for increased collaboration
  - Include financial projections
  - Resources needed
- Developing a path for implementation and a time frame.

### **Possible Scenarios**

To further these discussions and provide an idea of what could be accomplished, a list of possible projects or pilots has been compiled:

#### **Access: Reducing Costs**

1. Aggregate purchases for maximum discounts through the development of a statewide acquisitions cooperative.
2. Pursue open access vigorously and determine methods to reward participants;
3. Reduce dependence on the "big deal" by pursuing an article-on-demand model as an alternative. Develop a purchase on-demand pilot for on-demand journal articles by working with 2-3 publishers that agree to a short term feasibility study and business model that tests the benefits to both the library and the publisher. This would include reasonable purchase rates per article and a willingness to work with large and small libraries (perhaps even multi-type).
4. Challenge illegal confidentiality agreements and red-lining\* by vendors. Use available methods for making vendor pricing more transparent.
5. Educate purchasers of their rights, options, historical pricing, and other matters through statewide training and awareness.
6. Reward publishers' and aggregators' good behavior by giving them more business.
7. Develop a statewide e-textbook model that can be utilized by more than one campus.
8. Expand the NY3Rs and ConnectNY E-book patron driven models to leverage greater buying power
9. Investigate shared technology applications such as collaborative e-books servers, streaming audio and video servers, online scholarly repositories, and shared virtual services for special collections.
10. Increase physical access to collections by expanding the use of libraries borrowers' cards.

*\*Redlining: refusal of vendors to participate in collaborative or aggregated demand purchases*

#### **Training/Retraining: Shared Expertise**

1. Create a central knowledge base of individuals across the state with subject and sub-field expertise that is managed in a distributive model but sits on a separate platform.
2. Create a system for sharing expertise, through which an individual with expertise in a subject field spends a few a few hours or a few days providing assistance in-person or virtually at another institution on a rotating basis as a consultant, adjunct, or part-time staff member. Example of model: IDS Mentor Program.
3. Outsource a specific task or group of tasks to other organizations better equipped to handle volume: cataloging, information services, acquisitions programs, accounting, managing continuing education, etc.

### **Assessment: Connecting Library Services to Student Outcomes**

1. Establish a state-wide High School to College Continuum committee to review current information literacy programs offered by academic libraries and high schools throughout the state to identify best practices, collaborations, and models as they address Common Core learning standards.
2. Establish a state-wide group to develop a set of standardized information literacy outcomes and work to develop a common instructional assessment program that connects to student retention and student achievement after college.
3. Partner with ACRL and others to develop a statewide initiative to assess the value of academic libraries in New York State.

### **Conclusions**

Like many others throughout the country, New York libraries and library systems have been tasked with providing more essential services with less financial resources; an equation that is simply unsustainable. Instead, we must focus on doing *more* with *more*, a plan of action that requires scalable models of collaboration that help identify and address inefficiencies, remove barriers to cooperation, and prove that working together ultimately improves the services we provide to our constituent communities. To do so also requires diligent examination of and experimentation with the numerous opportunities for collaboration that have been outlined herein. We hope this report sparks numerous conversations in that spirit and provides a roadmap for realizing a true information infrastructure for New York libraries.

## **Reality Check Meeting Report From Tom Clareson, 5/17/13**

On May 13-14, 2013, Consultant Tom Clareson of LYRASIS and the Executive Directors of four of the NY 3Rs councils met with twelve library leaders from across New York to review the Final Report of the I2NY Project and to discuss and plan projects related to the findings of the report.

There were no changes suggested to the project report during the discussion, but there were some areas in which meeting participants expressed concern that more emphasis was not given by I2NY Survey respondents and in the project report. In particular, the group at the meeting was interested in work on patron-driven acquisition and open access issues. These and other topics were discussed during the meeting.

### **Collaboration**

Discussion at this “Reality Check” meeting touched a number of times on potential collaborative projects in New York among various library types, or among libraries and other types of cultural heritage institutions. The group discussed moving from some current “silos” in library practice to a collaborative working methodology, and came up with a number of points on this topic:

- New York Libraries should build on contracts that are already in place. Delivery (ELD) was an example discussed here.
- The group must address political barriers.
- Institutions interested in collaboration must align collaborative projects with local (campus or city) priorities.
- Models of collaboration discussed included inter-institutional combined technical services work, the SCORE project among school libraries, and the 2CUL project between Cornell University Libraries and Columbia University Libraries.
- An important area for collaboration is in licensing and contracting issues.

One way to move collaboration forward quickly is by the development of “affinity groups” to focus on a specific area of library practice, or on development of groups to address specific projects. Affinity groups were seen as a way to “aggregate intent” and move projects or ideas forward.

### **Key Topics**

Discussion of collaboration led directly into conversation on the cost of E-Access/E-Access Issues. Key topics in this discussion were: aggregating demand, terms and legal conditions, confidentiality, educating purchasers, the need for transparency from vendors, developing a “Library Negotiation Toolkit,” and the work that school libraries in New York have done to address this issue via the SCORE project

Participants felt that the lack of standing for Patron-Driven Acquisition (PDA) in the survey results did not reflect the level of implementation and success which NY pilot projects on this topic have been experiencing. Discussion on PDA centered on establishing definitions for Patron-Driven Acquisition, consideration of the formats in which material is acquired, concerns among some libraries about the loss of control when PDA is implemented, and potential staff redeployment allowed by PDA. It was mentioned that PDA might free up funding which could be spent for other library activities.

In discussion of open access issues, there was commentary on the fact that the survey results did not focus strongly on open access, although again, there are some successful open access projects and initiatives in New York State. While the group felt that open access issues may not be an area where libraries have complete control over the issue, many organizations within New York State are already participating in this type of activity, and there is an opportunity for libraries to establish themselves in a leading role.

Additionally, the group felt that there are opportunities for many types of libraries, including academic and public libraries, in fulfilling the “library as publisher” role. The library’s role might include providing aid to authors – services including editing and peer-review, and opportunities for collaboration among libraries and other partner groups abound.

Digital projects lend themselves to collaboration between all types of cultural heritage institutions (academic libraries, public libraries, museums, archives, and even collaboration with for-profit organizations). However, there are platform issues, considerations about discovery layers, harvesting practices, digital preservation issues (including preservation of large and small datasets), institutional repository implementations, and interest in a New York Statewide newspaper digitization project with a broad scope comparable to NY newspaper microfilming initiatives.

### **Priorities**

At the end of Day 1 of the meeting, the group identified some priorities for additional discussion and project planning. In some cases, two issues were drawn together into a single priority for action. These priorities served as the areas of focus for discussion and project planning on Day 2 of the meeting.

1. E-Resources Negotiations and Patron-Driven Acquisition issues
2. Digital Collections
3. Library as Publisher and Open Access Issues

### **Patron-Driven Acquisition**

There is already activity occurring in this area through the NY3Rs E-book Project. The group suggested marketing/packaging information about this project to build further awareness and understanding.

### **E-Resources Negotiation**

A number of project ideas were generated on this topic:

- A working group will be developed to study if pricing reflects actual costs of publication and distribution, plus reasonable profit.
- A “manifesto” will be developed which suggests specific licensing terms that should be included in future contracts.
- A Library Negotiation Toolkit will be developed, and will include templates of library agreements; it will include information on SERU (Shared Electronic Resource Understanding, a NISO-recommended practice) and will be available to all libraries in New York through the NY3Rs Association.
- E-resources negotiations shall continue to be a central topic in education and information sessions within the New York library community.

### **Digital Collections**

Discussion focused on the creation of a New York statewide service hub for the Digital Public Library of America (DPLA). Steps to reach this goal will include a Statewide Digital Summit, Regional Promotion/Education, work focused around DPLA Metadata and the DPLA Application Profile, continued regional support for digitization activities, outreach and communication to partners, and identification of sponsors/funders. The group at the meeting feels this initiative needs to be a grassroots effort which is inclusive to smaller cultural heritage organizations.

### **Library as Publisher/Open Access Issues**

This small discussion group saw the role of libraries moving from transactional to transformational by working in the area of "Library as Publisher." Libraries can cultivate the creative process (culture and research), and library activity on this topic will improve the quality of publication and research, and add to the public record. The group suggested inserting the library as early as possible into the creative process. A first action step is to create an affinity group around this topic. Additionally, work in this area can build upon already-created tools, such as the Library as Publisher Toolkit. In the area of Open Access, the group suggested initial steps including assessment of the need for research data infrastructure for libraries without it, and, through education, gaining national public access policy awareness.

Following the conclusion of the May 13-14 meeting, NY3Rs representatives will be in contact with meeting participants and other library leaders in New York to establish formal working groups on these projects. While NY3Rs organizations will assume a coordination/facilitation role, it was understood by the group that these projects will be most successful through the continuing participation of many members of the library and cultural heritage communities.

# Appendices

Supplemental  
Reports

## Appendix A: I2NY Summit

The New York Information Infrastructure (I2NY) Summit, an interactive two-day discussion and learning event, focused on meeting the needs and expectations of New York’s library and archival users through collaboration.

Although many important and innovative projects and programs exist in New York, New York State lacks an overall coordinated information infrastructure that reduces duplication, preserves historic content, preserves last copies of monographs, ensures perpetual access to research developed by faculty and staff in New York’s academic institutions, and ensures optimal storage of unique and historical resources. The Summit was the kickoff event for a year-long effort designed to develop a statewide “information infrastructure” – a framework for the creation, storage, and dissemination of information. At the Summit, library, archival, and information leaders from around the state explored existing programs and services, and discussed desired components and enhancements which could lead to a statewide information infrastructure.

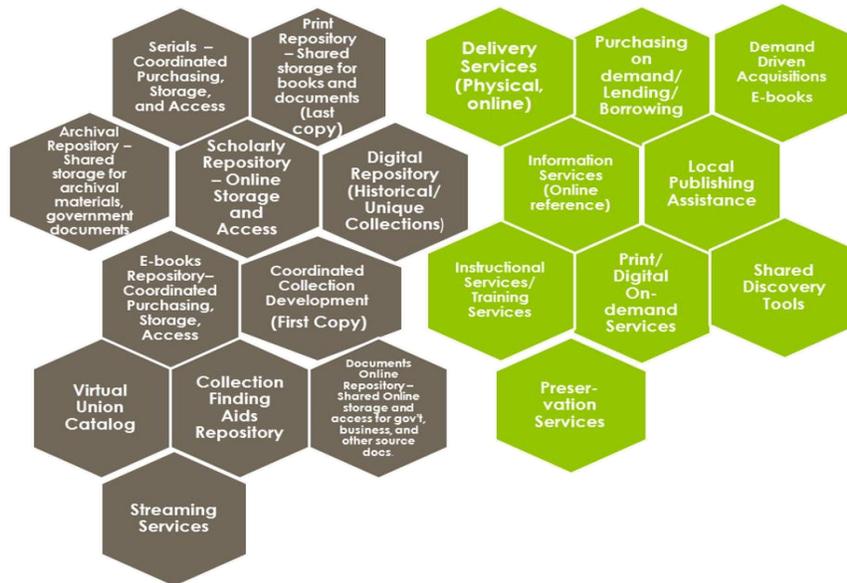
Eighty-eight library directors and top administrators from representative New York libraries participated in the NY 3Rs Association Summit on the future of the New York Information Infrastructure (I2NY), held in Saratoga Springs, NY, on September 23-24, 2012. Stakeholders for the New York Information Infrastructure include the New York Regional Library Councils (NY3Rs), State Library, School Library System Association (SLSA), New York State Higher Education Initiative (NYSHEI), New York Library Association (NYLA), City University of New York (CUNY), State University of New York (SUNY), Public Library System Directors Organization (PULISDO), IDS Project, ConnectNY, and several subcontractors that support and implement statewide programs.

### Summit Day 1: Setting the stage

The I2NY Summit featured both programmatic and discussion group activities. The first day of the event featured presentations to set the context of the I2NY activity and to feature new and important information initiatives within the state.

Sheryl Knab, Executive Director of the Western New York Library Resource Council (WNYLRC) kicked off the meeting with a presentation on building infrastructure. She reminded the group that many of them arrived at the meeting via important infrastructures – the New York State Thruway and other interstate highways. The conference room in which the Summit was taking place was supported by infrastructure – from underground utilities to the infrastructure of the hotel building in which the meeting was being held. She also showed a beehive as an example of an infrastructure, later showing a beehive diagram labeled with important library and archives activities which the I2NY initiative supports.

## New York State Collaborative Information Infrastructure Components



Knab spoke of building connections, collaborations, and sharing – of resources, repositories and expertise. Some of the library and archival initiatives to be discussed at the Summit could move from local to global, she claimed – coordinated local activities becoming bigger than the project is on its own. In creating the vision for the New York Information Infrastructure, Knab suggested that the group undertake five steps:

**Discovery** – learning “who is doing what now,” identifying existing collaborations which can be scaled up. Knab mentioned some current New York models of collaborative library and archival activity, and pointed to national models such as the California Digital Library, Orbis Cascade Alliance, Florida Virtual Campus, Utah Academic Library Consortium, and Massachusetts Library System.

**Defining Challenges** – Knab suggested that the group “create an environment of trust by rethinking the obvious, laying old theories to rest, and developing new approaches to collaboration.” She asked the group to “overcome institutional, geographic, and philosophical barriers that prevent collaboration across regions, library types and disparate organizations so we can adopt ‘my library is your library’ as a new paradigm of service.” She also urged the group to “put away legacy services that hurt access” and adopt new access methods to get materials into the hands of the users quickly by considering issues of access vs. ownership, buying vs. borrowing, considering the costs of sharing and storing a title, and considering collaborative methods to reduce costs and improve services.

**Identifying Stakeholders** – the I2NY collaborative environment of academic, public, and research libraries across the state recognizes that the beneficiaries of their work are all New York State residents, as well as all other types of cultural heritage institutions, including school libraries,

corporate libraries, public library branches, and other small repositories. Knab urged development of a plan including priorities, immediate actions, and future developments through the Information Infrastructure. Through this collaborative work, individual institutions and the overall collaborative can demonstrate their value to their constituents.

Testing the Ideas – encouraging regional, multi-regional, and multi-institutional pilot projects to learn what are “the best service models for New York State libraries.”

Implementing What Works on a Larger Scale – assessing which of the tests and pilots work, and can be expanded into a program or service and added to the statewide New York Information Infrastructure.

Following Knab’s kickoff presentation, the I2NY Summit featured five brief presentations called “Lightning Rounds” on new and noteworthy information initiatives from around the state. Each of these projects presented the possibility of scaling up to statewide level and beyond.

**“The Shared Collection Repository Working Group” (Karen Senglaup, University at Buffalo):**This group shares concerns of not having enough collection space, and have looked at collaborative work to develop a last copy repository based at the University of Buffalo’s high-density storage facility. Senglaup described activities including overlap and gap collection analyses, storage of materials, delivery of materials, and planned activities such as digitization and print-on-demand. The development of collective policies and a collaborative collection will allow the institutions to “refresh the repository” both in their home collections, and in the joint last-copy repository.

**“Migrating Media – The Upstate Preservation Network” (Carolyn Tennant, Hallwalls Contemporary Arts Center, and Tammy McGovern, Migrating Media):**Tennant and McGovern spoke of the role of libraries, including the Albany Public Library, in the development of an experimental television video history project, which is looking at the preservation of community video and art and technology programs, especially those on U-Matic video.

**“MaRLI” (Jenny Engstrom, New York Public Library):**The Manhattan Research Library Initiative or MaRLI project is an example of “extreme sharing,” said Engstrom, allowing registered faculty and graduate students from Columbia University, New York University, the City University of New York (CUNY) and independent scholars from the New York Public Library to have borrowing privileges from Columbia, NYU, and NYPL. The goal of the project, recently extended to September 13, 2013, is to provide “barrier-less access,” discovery, and delivery of materials. Project working groups on Access, Collections, Digital, and Models have developed joint licensing agreements and are developing policies. Piloting has been extremely important to this effort, which has received excellent feedback.

**“2CUL” (Rob Cartolano, Columbia University):**Pronounced “Too Cool,” and utilizing the acronyms for Columbia University Library and Cornell University Library, this “transformative and enduring partnership” is working on building collections and resource sharing between the two libraries. The initiative has a wide variety of goals, including generation of new resources and permanent selective integration of certain activities in the two libraries. By 2015, consolidation of library management systems, integration of technical services, and development of a “collective collection” are planned. “Early wins” include shared specialist librarians and successful joint vendor negotiations.

### **NY3Rs Demand Driven E-Book Pilot Project (Jennifer Smathers, SUNY College at Brockport):**

This initiative, involving 17 academic and public libraries, has grown out of a WNYLRC project and now includes members of other regional library councils. Smathers described working with nine publishers and the Ebook Library (EBL) on the pilot goal of testing “a New York State multi-type consortial model for facilitating e-book access in a demand driven environment and to test access/purchase models that meet the needs of current participating libraries and future participating libraries as well as publishers.”

Keynote speaker, Deanna Marcum, Managing Director of Ithaka S + R, and one of the best-known figures in library collaboration from her work at the Library of Congress and the Council on Library and Information Resources (CLIR) gave the audience a panoramic view of successful collaborations in the library field. Starting with the Farmington Plan, (a cooperative acquisitions agreement which ran for 30 years among research libraries to assure access to international publications of research value regardless of war or other world events), Marcum established a timeline to the present day to discuss the establishment of the Commission on Preservation and Access, the Digital Library Federation, the United States Newspaper Program and its digital counterpart, the National Digital Newspaper Program, WEST (the Western Regional Storage Trust), and the ANVIL Academic Publishing program (a project of CLIR and the Oberlin Group libraries where libraries will become digital publishers of humanities materials). All of these projects required collaborating institutions to “put up some of their own money” and to invest their own resources. Marcum noted that there are “so many opportunities like these to imagine what our users truly need from us (to be able) to do their work,” and said that what mattered most in her examples, and what will matter for the New York Information Infrastructure initiative, is the strong commitment of the participants.

### **Summit Day 2: Envisioning and Prioritizing the Future of the New York Information Infrastructure**

Day two of the I2NY Summit was devoted to group discussion to developing plans and priorities for future activities of the New York Information Infrastructure project.

To facilitate the planning process, the Open Space Technology meeting methodology ([http://en.wikipedia.org/wiki/Open-space\\_technology](http://en.wikipedia.org/wiki/Open-space_technology)) was used. Open Space uses a self-organizing approach to meeting planning, with the participants setting the agenda, leading discussions, and developing recommendations. Facilitated by project consultants Liz Bishoff (The Bishoff Group) and Tom Claerson (LYRASIS), the discussion at the meeting was based on a central question:

How does the New York library and archival community create a New York Information Infrastructure? Through working in more than fifteen self-directed discussion groups during the day, the New York Information Infrastructure Summit participants developed nearly 120 recommendations for future statewide action. Following recommendation development, the meeting participants voted on their top priority recommendations. The recommendations receiving the most “votes” as priorities from the I2NY meeting are listed below; full lists of recommendations appear in Appendix A (as developed by the discussion groups) and Appendix B (grouped by common themes and goals) of this report.

#### **Top Nine Recommendations**

- Develop a framework for statewide negotiations, inclusive of goals, stakeholder involvement and boundaries for terms (common principles) (17 votes)
- Leaders continue conversation about achieving common goals/objectives. Stakeholders include NY 3Rs (Regional Library Councils), State Library, SLSA (School Library System Association),

NYSHEI (New York State Higher Education Initiative), NYLA (New York Library Association), CUNY (City University of New York), SUNY (State University of New York), IDS (Information Delivery Service), PULISDO (Public Library System Directors Organization) (16 votes)

- Build a transactional model by which libraries can trade, barter, or sell services and staff time to each other (15 votes)
- NY3Rs take a leadership role in convening library, cultural heritage, economic positions in regions to develop an action plan that will lead to robust library/information delivery systems (15 votes)
- Create a clearinghouse for initiatives & ideas and sharing (13 votes)
- Develop a Return on Investment (ROI) model for each type of library (public, academic school, etc.). See Cultural Data project model. (11 votes)
- Identify major challenges/opportunities that require federated IDM to solve (10 votes)
- Develop best practices—identify structure, roles, training, process for creating, preserving, discovering and distributing content, including templates for success (9 votes)
- Develop collection practices including last copy, service and delivery policies (e-delivery?), de-duplication (9 votes)

### **Closing Remarks**

Project Consultant Tom Clareson and Rochester Regional Library Council Executive Director and Chairperson, NY3Rs Association, Inc. Kathy Miller provided a brief summary of events at the end of the I2NY Summit. Clareson highlighted key points from the Opening Remarks, Lightning Round sessions, and Keynote Presentation to emphasize designing projects to meet user needs, and committing to collaborative work for the improvement of services to library and archival constituents. Both Clareson and Miller discussed a statewide survey (scheduled for November–December 2012) of NY3Rs members to further prioritize the information infrastructure activities needed in New York. Miller ended the program noting two key points: First, some of the activities mentioned in the I2NY Summit discussion groups’ recommendations are already being done, but institutions and collaboratives need to communicate regularly about their initiatives and advances so that others in the state may learn from their efforts. Secondly, echoing Marcum, Miller noted that libraries “cannot just attend, but need to participate” in the future work of the New York Information Infrastructure initiative.

### **Future Goals**

Following a review by the Summit Planning Committee of more than one hundred recommendations developed at the Summit meeting, a set of future goals, derived from the leading discussion themes of the meeting, was developed. These goals, which will be the focus of group activity in 2013 and beyond, include:

- Leverage the power of the group to develop a framework for statewide negotiations (on library products and services), based on a set of common principles.
- Expand stakeholder and library leader collaboration and communication to realize common goals/objectives.
- Support sharing of innovative projects and ideas through clearing house or other strategies
- Create an environment that enables innovative uses of library staff
- Expand knowledge of the information infrastructure through a statewide advocacy program
- Identify major challenges and opportunities that require federated identity management (IDM) to solve

- Develop a cadre of quality library workers to support the New York Information Infrastructure
- Create quality content for the New York Information Infrastructure through shared best practices
- Assure the information needs of New Yorkers through coordinated collection development strategy
- Develop a strategy for capturing, preserving, and ensuring long-term access to digitized and born-digital materials to build a New York Digital Library

### Summit Evaluation

Over half of the attendees at the I2NY Summit (45 people) completed an evaluation of the event. Participants were asked which presentations they found helpful. Sheryl Knab’s Opening Remarks and the Lightning Round presentations on MaRLI and 2CUL were rated “most helpful.” One respondent felt that the first day’s presentations “set the stage for the thinking and brainstorming the next day.”

When asked about projects which they heard about during the Summit, or which they were already aware of which might be considered for scaling up statewide, there were a wide variety of responses. Respondents wanted more information on digital initiatives, specifically on the NYHeritage.org project. Some respondents’ comments reflected “an interest in archives and archival materials that did not find expression at the Summit.”

One respondent noted “the comment that seemed consistent through all of the groups was for some sort of inventory, registry, clearinghouse, or repository for projects of all kinds going on statewide.”

A telling note in the context of library budget levels was that “if current national and statewide distribution of content and creation of content had adequate resources, we might be having a different discussion. Just as examples: NOVEL NY, DHP, New York Heritage, Chronicling America, etc., as well as library systems.”

Another important comment here was that “collaborative, coordinated contracts with all vendors would be a big asset to a small library. ILS vendors are walking all over us. Setting up some sort of coordinated contracts with all libraries who use a particular product/vendor would not only improve the cost of the products, but would improve service/support from the ILS vendors. Support seems to be an ever-present issue.”

Several participants mentioned the IDS project as a statewide project example. Other projects mentioned by at least one respondent for consideration for wide adoption included:

- The SUNYOne project, and sharing of technical services between several SUNY campuses
- The eXtensible Catalog project
- An RPL/MCLS incubator project focused around content creation and self-publishing with SUNY Geneseo, via a grant from RRLC
- Syracuse University’s “collapse” of staff titles and roles
- Local staffing of Hudson Valley public libraries
- Activities of the Catholic Resource Research Alliance

When asked how productive the Open Space Technology meeting concept used on Day 2 was in developing a strategic direction, 40.9% (18) said it was highly productive and 52.3% (23 respondents) said it was somewhat productive. There were many comments that it was “an interesting format – very

conducive to the interchange of ideas among participants,” and that participants were “pleasantly surprised by the discussions” after being “skeptical at first.” One respondent expressed concern that the brainstorming exercise “may have generated some creativity, but led to too many suggestions” (this concern may in part be addressed by the grouping of the suggestions done by the project planning committee after the event). An important comment to consider in follow-up activity to the Summit was that one participant’s rating of the productivity of the meeting methodology is “contingent on our actually following through on the recommendations.”

The most prevalent comments when meeting attendees were asked “what significant insights or information will you take away from the I2NY Summit Meeting” were on both the number of recommendations generated, but also on “the lack of knowledge among the attendees of what is already going on around the state.” Of all of the questions asked in the evaluation, this one generated the most positive comments, including:

*“There may now be a real opportunity for New York State libraries to break down the barriers between their own specialized groups in order to provide core information resources and services across the state. We have to maintain the momentum, though.”*

*“I think the Summit was an excellent opportunity for all of us to be reminded that we are not that different, and now is the time to work together to accomplish what we need for the 21<sup>st</sup> century.”*

*“There is tremendous potential.”*

*“After 35+ years in the field, I’m still struck with the amount of work there is to do, prompted by the new needs of each successive generation (of users and of technology) – and yet how universal and pervasive the themes still are. The most important step forward all of these changes have wrought is the renewed emphasis on collaboration and cooperation at all levels and among and across all sections of information seekers and providers. It also seems to me that the 3Rs are incredibly well-positioned to carry this standard forward for the State, and should use every muscle to do so.”*

*“Apparently collaboration fatigue can be overcome; individuals can look up from the day-to-day to bring optimism and energy to the ‘big’ goals such as universal access.”*

*“Desire of groups to cross boundaries and work together (public college/private college/public library/museum, etc.); recognition that we cannot do this alone; librarians are not territorial – we see the value in collaboration in terms of advocacy, messaging, strategy development, and risk taking.”*

*“The willingness of librarians across the state to improve services through cooperation and collaboration, be it top down or grass roots development.”*

*“I leave with a renewed sense of hope in the collective wisdom and spirit of cooperation among the libraries in New York.”*

There were also two major concerns surfaced by respondents to this question:

*“New York State is ill-prepared for the impending digital storage crisis and the management of its digitized, historical assets.”*

*“Far and away, the need for New York State librarians of all types and all organizations to join together in addressing the unsustainable price increases for scholarly content.”*

Summit participants have many communications channels from which they can learn about innovations in the New York State library and archives community. The most popular vehicles were networking with colleagues (35 respondents or 85.4%), conferences (26 or 63.4%), listservs (25 or 61%), other professional development events (17 or 41.5%), and professional literature (10 or 24.4%). The NYLA Conference, and the NYLINE and Regional Library Councils’ listservs were the most oft-mentioned communication methods.

To follow up on the question about current communications channels, participants were asked about new or alternative communications methods that could help them to learn about New York library and archives innovations, collaborations, or partnerships. An I2NY listserv, alerts from I2NY partner institutions, further use of 3Rs listservs, a statewide clearinghouse on information infrastructure issues, a statewide blog, and online meetings or Twitter feeds were suggested. However, many respondents felt that they are already overwhelmed by listservs, blogs, etc., so judicious use of communications channels is highly suggested.

This type of Summit meeting (bringing together library and archival leaders from a variety of institutions across the state) was seen as helpful to participants and their institutions in rethinking services, programs, and/or operations and exploring collaboration further. Participants felt “energized by the Summit”, and feel that “the face-to-face discussion was the most beneficial part of the meeting.”

Twenty-six respondents (61.9%) would “absolutely” attend future meetings in this format; 15 or 35.7% would “perhaps (attend a future meeting) depending on the agenda,” and only one participant said they were not interested in future meetings. When asked how often this type of meeting should take place, 25 or 59.5% of respondents said every year, and 15 or 35.7% said every two years.

Ninety percent (36) of respondents felt they were the best person to represent their institution at the Summit meeting. A few suggested more technologically-engaged or collections-oriented staff, and others noted that their Deans or Directors could not attend the 2012 meeting due to conflicts, but should be invited to such meetings in the future.

There were some specific questions in the survey related to development of a statewide information infrastructure that builds upon existing collaborations and partnerships, and allows for the development of new ones that don’t currently exist. While a few respondents were unsure of “what the definition of an information infrastructure is,” the majority agreed that “building upon existing collaborations ... is a good idea.” A sampling of the comments includes:

*“We are already doing so many things collaboratively, it only makes sense to build on the successes of our current projects.”*

*“It is necessary and essential. We are often duplicating existing initiatives, and that redundancy diverts attention and funds from ‘smaller’ projects that many wither due to lack of knowledge of partnership opportunities.”*

*“It’s not going to happen on its own. It’s going to require work, communication, investment, and compromise.”*

*“Data collection/sharing will become a requirement for continued thriving.”*

*“If we don’t (develop a statewide information infrastructure) then another entity will step in to do that. Why should that be the case when we already have a reasonable base for infrastructure in the 3Rs?”*

*“This state is very uncoordinated compared to others; improvements can be made.”*

*“We need to lead by example – no barriers, no fears, willing to give up something (autonomy, etc.) for the greater good/greater impact.”*

Two respondents commented on issues of “geography” in collaboration:

*“Is focusing on the state an unnecessarily restrictive geographical boundary?”*

*“I think that collaborations and partnerships are important, but I don’t think that any particular geographic construct is important when selecting partners. The problem is that we think we need to focus on finding partners within the state because New York makes it so difficult for state institutions to mingle money with institutions outside the state.”*

Respondents were asked what the “most urgent next steps in developing an information infrastructure in New York State” are:

*“Keeping momentum going,” “more leadership from the State Library and NY3Rs,” development of an implementation plan or action agenda, and a clearinghouse of information/inventory of projects were all mentioned. Three specific comments deserve attention:*

*“Bring some leaders in the profession together to define what we mean by ‘information infrastructure’ and, within that definition, define the organizations that would have a large role. All of the individuals invited do not have to be from New York. Go after expertise wherever it can be found.”*

*“ONE person has to lead for the State. The ONE person ... needs to pull together NYSHEI, State Library, ConnectNY, NY3Rs leaders into a room ... and work out how we work together.”*

*“We need to gather information about what structures are already in place and then begin creating a multi-tiered map of the infrastructure (or lack thereof) that currently exists. Once we can see and understand the systems, we can begin to build the connectors that are necessary.”*

The final question on the evaluation asked for further feedback on the I2NY Summit. An excellent follow-up suggestion that built on some of the geographical themes of the respondent’s comments was that “allowing for regional breakout sessions or sessions for like institutions” should be considered as a future step for the I2NY project.

## Full Summit Recommendations

### *Recommendations Receiving Most Votes*

- Develop a framework for statewide negotiations, inclusive of goals, stakeholder involvement and boundaries for terms (common principles) (17 votes)
- Leaders continue conversation about achieving common goals/objectives. Stakeholders include 3Rs, State Library, SLSA, NYSHEI, NYLA, CUNY, SUNY, IDS, PCLCSDO (16 votes)
- Build a transactional model by which libraries can trade, barter, or sell services and staff time to each other (15 votes)
- NY3Rs take a leadership role in convening library, cultural heritage, economic positions in regions to develop an action plan that will lead to robust library/information delivery systems (15 votes)
- Create a clearinghouse for initiatives & ideas and sharing (13 votes)
- Develop a Return on Investment (ROI) model for each type of library (public, academic school, etc.). See Cultural Data project model. (11 votes)
- Identify major challenges/opportunities that require federated IDM to solve (10 votes)
- Develop best practices—identify structure, roles, training, process for creating, preserving, discovering and distributing content, including templates for success (9 votes)
- Develop collection practices including last copy, service and delivery policies (e-delivery?), de-duplication (9 votes)

## Discussion Group Summaries and Recommendations

### Needs Statement

Mike Nyrges, Mid-Hudson Library System, Leader

Summary: This group discussed the needs of New Yorkers and how this project can respond. Highlight what is unique making it discoverable. Include local history/heritage, making local global. Educate public on value add. Support equity of access, universal access and ease of access. I2NY levels the playing field. Includes communities without resources. Supports economic development in the state, especially important to communities with dying industries. Provide discovery including content that supports business. Guide public to expert sources. Appeal to state's sense of pride in progress, appeal to people's egos. Provide instructional/educational content that supports 'P-20' lifelong learning, workforce development. Make content available irrespective of a person's ability to pay—print and digital. Libraries connect people to people and people to content. Facilitates libraries as contributors—content creators; supports local institutions that are closest to their community's needs.

### Recommendations:

- I2NY will support the creation of new business, workforce development and healthy communities (4 votes)
- I2NY will provide universal access, including educational and instructional content that supports P-20, life-long learning and the people's university (2 votes)
- I2NY facilitates content creation, preservation and discovery
- I2NY leverages economies of scale to reduce local cost

### Role of small institutions

Ann Tenglund, St. Bonaventure College, Leader

Recommendations:

- Create mechanisms for collaboration on projects, grants, publications
- Create mechanisms for sharing resources, special collections, and staff expertise
- Continue intra-region communication while developing statewide contacts
- Work with SUNY/CUNY for joint contracts
- Develop voice for smaller institutions

**Data and Tech Standards**

Rob Cartolano, Leader

Summary-Tech standards: Discussed basis of problem, including shared research projects, shared access to services, common licensing, groundwork for new services, electronic document & deliver—e-resource lending, shared staffing. Need authentication systems to interoperate with federated IDM. Key constituents include SUNY, CUNY, 3Rs, state government, public libraries and library systems, private institutions (colleges, universities, medical), school library systems, museums, historical societies, etc. Consider strategies for getting everyone to use Federated IDM. National federated IDM has 500+ members. Build services on top, need to get IT on board. Is there any way to get Race to the Top funds to implement statewide? Build infrastructure on top of open standards. Need to get a common level of understanding.

Summary-Data management: Discussed need to identify what's already being done. What are the incentives? What are the problems we are trying to solve? CIO needed for IT support—cloud service—we provide organization of information/data. 3-5 years, have a trusted preservation solution. Convert time from traditional content handling to producing content. Collaborate on producing, preserving, distributing content—a collaborative framework. Need to manage learning objects. Institution and federation of library content that is discoverable, useful and affordable. Public libraries can support author programs, local authors, media producers, community history.

Recommendations

- Determine key constituents interested in building federated Identity Management (IDM)
- Identify major challenges/opportunities that require federated IDM to solve (10 votes)
- Key constituents to review technical options, best practices and determine strategy to provide best value (6 votes)
- Create a white paper for education and awareness building (2 votes)

**Engage LIS/Education and continuing education to get people with right skill sets in our libraries**

Colleen Cuddy, Weill Cornell Medical College, Leader

Summary: The group discussed a wide variety of issues. Participants shared problems associated with level of knowledge and expertise, including recent graduates who don't have the right skill set. They discussed the need to address both the technical skills as well as the 'softer skills'. Shared experience with internship program, particularly where there is deep experience with real world projects. Discussed need to work more closely with LIS programs on creating compelling proposals. Also suggest that LIS programs coordinate with one another on who offers which classes. The core courses are offered regularly, however specialized courses are offered less often. Exploring options offered by IMLS L21 grants could support development of internship program. Explore option of creating best practices for

practicum/internships to get students working with librarians on projects. 3Rs might be able to facilitate development of local internship programs in coordination with LIS programs. Need internships for every discipline. Define internship program roles and responsibilities of LIS and host institution. Need strong communication between school and host. Management of program needed, (ex. J. Lominger competency framework). Preparation of mentors/internship supervisors is needed.

Current IMLS website talks about library careers, see how to include NY specific information on jobs and internships in that program. NYU competency matrix tied to performance conversation (communication, teamwork, etc.). Need for people with management experience, as it is not LIS ED issue—lots of CE opportunities, but people who could benefit from it don't take the courses either due to time, cost, or don't see the need. Need to determine the value of NYLA certification or NYSLA portfolio. Consider management training models used in private sector (Xerox), leadership Academy, in-person full day classes over period of time. Recruiting from diverse/underserved groups to librarianship is needed.

Based on the school, libraries are aware of the strengths of the student.

#### Recommendations:

- Establishment of internship/fellowship best practices (baseline competencies → soft skills) (3 votes)
- Clearinghouse for internships/professional development opportunities
- Scalable, replicable regional leadership institute (soft skills review/strengthen (6 votes)
- NY State-level agreement for cross matriculation of different schools, focus on specialties
- Work together (3Rs and schools and libraries) to craft IMLS or other grant proposals to support training/education to reach entire state (both students & professionals)

#### **Breaking the traditional definition of libraries**

Andrew White, Stony Brook University, Leader

Summary: group identified several 'big' questions:

- What is the value of the MLS? Is it centered in the needs of the new model? Are these the employees libraries really need?
- What's the relationship between the physical and the virtual?
- We must address information stuff. If we don't have it, are we still a library? What should we be digitizing/doing/collecting/buying/renting?
- How do we bridge the gap between public perception and our new reality? How do we change our operation to live up to the new reality and user needs?

We have defined 'library' in an analog and print world. That world is gone. Our mission is still the same: libraries are places—physical or virtual—where ideas are exchanged and created. In the old model we were ubiquitous. How do we get there now? What's our new value proposition? Need constant, responsive, change.

#### Recommendations:

- Hire more diverse staff (diversity of skills, interests, & perspectives)
- Reconsider every library's mission in light of the big changes and questions
- Invest in data driven decision making in new and responsive ways to assess services, performance and user needs (2 votes)

- Focus on quick responses & nimble decision making
- Build upon the value of trust to create collection plans that focus on sharing rather than owning

### **Governance**

Pam McLaughlin, Syracuse University, Leader

Summary: In these recommendations, we want to create a process that fosters discernment of needs and creation of projects to which organizations can affiliate. We need to be idea/project driven. No new formal structures are needed; facilitators for chosen action—state library, NY3Rs.

#### Recommendations:

- Create a mechanism for communicating
- Create a mechanism for engaging interested organizations
- Identify and deconstruct successful and unsuccessful projects, supporting plan to replicate
- Create a clearinghouse for initiatives & ideas and sharing (13 votes)
- Create a shared set of principles of information sharing
- Flexible and inclusive structure
- Evaluate roles of existing statewide organizations with room to reinvent when and if necessary (1 vote)

### **What is our role in Future of Content?**

Cyril Oberlander, Leader

Summary: Discussed keys to successful development of future content, including best practices—how do we digitize, store and preserve collections; inventory of current practice; development of a shared vision and strategy. Workflow changes needed reflecting shift of culture. Technology isn't primary mission, but need critical mass of technologists. Digitization, slow; content selection traditional. Considered the following initial recommendations: Develop best practices/approach collaboratively; cooperate on workflow technologies frameworks; create templates—book, data; inventory current practices; and develop a shared vision and strategy from buying content to distributing content.

#### Recommendations:

- Develop best practices—identify structure, roles, training, process for creating, preserving, discovering and distributing content, including templates for success (9 votes)
- Content: unique, community sources including data sets, research data, local history/heritage, cultural resources, learning resources/objects, lectures/video. Retain ownership of produced content—perpetual access. (2 votes)
- Collaborate with historical societies, IT organizations, business, government, libraries and authors/content creators
- Develop expertise both inside libraries through retraining/repurposing staff; changing culture within organizations
- Leverage evolving technology, such as cloud and preservation. Build/partner to build

### **Create a unified, private, public, SUNY/CUNY, 3R's approach**

Kenneth Schlesinger, Lehman College, CUNY, Leader

Summary: Discussion was wide ranging including expanded understanding of OGS procurement guidelines, diminishment of regional identity via technology, governance structure, access can trump governance issues, competing and overlapping structures, knowledge and understanding of shared

services, leadership of various groups emphasizing commonalities. Accept trade-offs, trust and fear due to loss of control. Lack of understanding of structures and mission—fractured. Pockets of best practices and initiatives. Concentrate on strengths—partner with other institutions. Determine what we want to share, consider a barter system that will be grassroots-based. Understand that we can't be all things to all people. Articulate the ROI to legislators. State library assumes leadership role. Can we benchmark other state models? Strengths of New York State—compelling message.

#### Recommendations:

- Ensure understanding of statewide OGS procurement guidelines
- Leaders continue conversation about achieving common goals/objectives. Stakeholders include 3Rs, State Library, SLSA, NYSHEI, NYLA, CUNY, SUNY, IDS, PCLCSDO (16 votes)
- Achieve common objectives
- Identify grass roots programs, e.g. as initial model for collaboration
- Investigate statewide cost saving initiatives
- Redeploy assets into service improvements via a sustainable model

#### **What is the need for a NY Digital Library/digital plan?**

Kenneth Schlesinger, Lehman College, CUNY, Leader

Summary: Group began by trying to answer the question—no competition with Google. Needs that are met include local history, K-12, born digital content, access, clearing house. How do we build a NYDL? What does a statewide digitization plan look like? Digital library would include finding aids for content that already exists, be a clearing house for born digital and digitized content. How will preservation/migration issues be managed? Define best practices as part of workflow. Create long term access. Do we need a survey? What is out there? What do people want? What do people need? Benchmark other state digital library initiatives. Who will do this? How do we do it? Platform-agnostic built on common standards (description and tech), advise and support, assume responsibility for long-term flexible planning. How will all this be funded? Partnering with library schools. Stress collaboration and communication.

Scope: Does NYDL include metadata or access to external resources? Does it include born digital? Catalog or repository or both? What is the selection criteria? Why do we need this? To bring together distributed collections; assist local institutions; smaller institutions contribute to a common platform/standard; valuable for multi-type libraries to create resources.

#### Recommendations:

- Create a survey/inventory for the state's existing collections (6 votes)
- Identify what exists
- Review other models/environmental scan of existing similar projects
- Develop professional development group
- Create a collaborative community for NY State to articulate users/contributors/trainers.
- Develop a mission statement and project scope
- Develop a strategy for capturing, preserving and ensuring long term access for born digital materials (3 votes)
- Identify stakeholders representing a diverse constituency (multi-type).

#### **Shared services/fewer libraries. Focus on unique special/archival collections**

Dan DiLandro, Buffalo State College, Leader

Summary: We all have uniqueness, we all have overlap. Why do we not share at the center? Let's help define the process before it becomes mandatory. This can be a key to maintaining relevance for libraries and library staff.

Recommendations:

- Each library should look for partners who have complementary strengths/services/resources
- Create a network to facilitate transfer, loan, or movement of archival collections to most appropriate home
- Build a transactional model by which libraries can trade, barter, or sell services and staff time to each other (15 votes)
- Create a clearinghouse of library staff expertise to shop for help
- Create a robust professional development program to support staff retraining
- Envision a new future for CCDA aid to reflect new collecting and sharing realities
- Commit to participating in shared 3R or system projects
- Begin all planning for sharing with a strong vision of what your library wants to be in the next 10 years

**Value of the Library**

Robert Hubsher, Ramapo Catskill Library System, Leader

Summary: Libraries have to prove their worth, demonstrate impact to government, community and parent institutions. What is ROI? What are measures of success? How do we tie student learning outcomes to life-long achievements? How do we make 'the sell' for libraries with limited dollars available? PR and promotion—the end product of marketing; need data to better understand outcomes. Libraries have lots of data but don't use it effectively. The ways we analyze data need to be defensible. Importance of relationship building—strategic relationships that create buy-in with stakeholders, allow them to realize the library's unique value. Design services based on real needs. Outreach to community/organization—where is the overlap/shared benefits? Quantifying outcomes in libraries is like quantifying outcomes in education—are there models to explore? Understand importance of storytelling. Create library champions who can articulate success for different audiences. Work with vendors to get meaningful data on e-resource usage, such as cost per download.

Recommendations:

- Develop a Return on Investment (ROI) model for each type of library (public, academic school, etc.). See Cultural Data project model. (11 votes)
- Develop recommendations or toolkit for outreach/assessment of stakeholder needs and perceptions about library services (1 vote)
- Develop guidelines for cultivating library champions/advocates (1)
- Create a clearinghouse to share this information

**Coordinated professional development for innovative library services through technology**

Recommendations:

- Coordinate professional development efforts (6 votes)
- Centralize listings/calendars
- Use train the trainer and online tools to overcome geography
- Incorporate tracking of participants that lead to certification

- Provide incentives for staff participation
- Identify training needs in common across library types
- Review the 3Rs coordination strategy
- Check Illinois L2 statewide schedule
- Add objectives, intended audience cost schedule in the listings
- Collaborative with Human Resources to track?
- Make sure the new knowledge translates to better/innovative services
  - Core competencies tracked by supervisors
  - Connect to institutional strategic plan
  - Make sure it's documented and shared with colleagues statewide and national
  - Connect to grant or project opportunities
  - Link training participants into ongoing communities of practice, cohorts, mentors
  - Highlight collaborative software
- Identify what library/IT staff are expected to teach their communities
- Build a training session materials archive, including date of session, software version, platforms
- Look into OCLC WebJunction membership for NYS
- Prioritize innovating thinking and change management in professional development programs
- Make sure professional development programs do not reinforce or cement current service models

### **Who will help us?**

#### **Patty Uttaro, Rochester Public Library and Monroe County Library System**

Summary: Need to identify organizations/individuals which can help us with funding, advocacy, and visibility. Reaching out to strategic partners (trade unions, IT industry, business leaders). What can we offer them? How do we avoid barriers to advocacy? Partner with other agency to do the advocacy—State Library. Need common articulation of message—too many messages that conflict, need to break down barriers among library types. Need to expand sphere of contact beyond libraries. Need to identify issues and follow through. Library as a utility—supplier of knowledge. We help people achieve great things. How do libraries contribute to quality of life? Need libraries to be out in the community—proactive. Desire for bigger role by State Library, especially for academics. Most effective advocacy is at the local level. Clearinghouse of partnership examples, maintained by the State Library. Role of State Library has been severely diminished due to budget cuts. Are there advocacy models that can be scaled statewide? Enhance NYLA's focus to better include academic and special libraries? Too many organizations—dilutes the process. Regional councils could take role of creating common message.

#### Recommendations:

- Use State Library as “bully pulpit” to deliver message
- Reach out to strategic partners outside libraries (trade unions, IT industry, business leaders) (2 votes)
- Develop clear and consistent message—“Just say know,” “The library is the answer”
- NY3Rs take a leadership role in convening library, cultural heritage, economic positions in regions to develop an action plan that will lead to robust library/information delivery systems (15 votes)

#### **Storage requirements:**

Summary: Issue of what to store and what to stop storing. Interest in developing a cross-state last copy policy, building on SCS analysis. Storage decisions need to be made cooperatively to achieve service goals and delivery. As cost of duplication is high, need an overlap analysis of print collections needed to address duplication issue. Need accurate metadata to make the matches. Need to consider whether a centralized or decentralized approach can be implemented. Need to explore format centric storage (photographic material that requires cold storage). Need to identify patron needs in regards to delivery in order to design a patron centric model. Identify what storage problems need to be solved—identify what's already being done, what other models exist (WEST). Is digitization part of last copy strategy? Politics is challenging.

Need to identify local project requirements associated with digital archiving. Consider if New York State wants to participate in national initiatives such as HathiTrust, DPN and APT. Should it be undertaken institution-by-institution or collectively? Evaluate cost effectiveness of shared infrastructure costs—it's not sustainable to do locally. Need to determine how to store, manage and preserve collectively. NYS has a number of advantages—low cost power, real estate, and network connectivity. Can this be tied to NYS economic development?

#### Recommendations: Print collections

- Assess projects in New York State
- Develop collection practices including last copy, service and delivery policies (e-delivery?), de-duplication (9 votes)
- Patron/stakeholder politics, access to more & cost savings

#### Recommendations: digital collections

- Assessment in NYS and nation
- Investigate whether/how NYS could/should build digital preservation capacity (cost effectiveness, public good)
- Challenge of specialized analog formats (requiring format centric storage)
- Plan for NYS digital preservation—address storage within NYS or elsewhere, greening opportunities (8)

#### **Communication—Yes we have a problem**

Mary Jean Jakubowski, Buffalo & Erie County Public Library System, Leader

Summary: Breaking down barriers is the responsibility of all—3Rs, Advisory Councils, local community, county library association. Have targeted messaging. 3R committee participation creates opportunity for networking, supports cross-pollination, continuing education opportunities. Resource sharing beyond materials—Queens Memory (a collaboration between Queens College and Queens Public Library); universal access card—InfoPass.

#### Recommendations:

- Encourage expanded communication by committee/Council members (3Rs)
- Hold annual meeting or summit to open communication
- Provide networking opportunities
- Create e-mail group, based on library role (reference, children's, etc.) to support communication
- Explore universal access card on local, regional and state level providing improved access
- Focus on specific area—information advocacy.

### **Build statewide system/respect local needs**

Jill Dixon, Binghamton University Libraries, Leader

Summary: Group discussed principles for building statewide system—smaller successes will lead to bigger projects; be open to experiments; don't duplicate effort; borrow widely; participate in national programs. Can don't vs. can do vs. must do. Any statewide solution should respect or incorporate local innovations/options. Leverage statewide buying power/pool resources; statewide databases for all of us vs. selected databases for subgroup based on interest. Shared services, shared expertise experiments.

#### Recommendations:

- Undertake an environmental scan identifying what can be done statewide and what cannot.
- Investigate scalability of existing resources/services
- Develop ongoing assessment of projects in light of changing needs
- Encourage proof of concepts (small scale projects)
- Clearinghouse of information sharing between all types of libraries—services and resources
- Encourage local innovation/experimentation—should be expected, encouraged and shared (2 votes)
- Build awareness of national initiatives.

### **Local History**

Elizabeth Dailey, Onondaga County Library System, Leader

Summary: Group summarized various programs for making local history materials available, including New York Heritage, DHP, Records Advisory Officers, Regional/institutional projects, Word on Women, Heritage Health Index, and Connecting to Collections NY. Group identified several questions that need to be addressed: How do we include non-members? How do we collect data about what is needed, both digital and analog, and what's 'out there'? What experience do we have with local historians and where do they fit in? Group identified current barriers—thrift, expertise, fear, disconnect of documentation strategy vs. collection development, uneven implementation, lack of support for DHP and broadband.

#### Recommendations:

- Advocate access to local history collections for both those that hold and those that seek via broadband
- Advocate for sufficient resources for existing programs (i.e. DHP) (3 votes)
- Encourage local material holders to partner with local libraries (1 vote)
- Advocate for NY State Archives to partner and identify with institutions
- As NYAC get out and broaden message
- Create an inventory of collections
- Create an inventory of activities. How does DHP serve different regions?
- Improve local history information infrastructure to maximize economic impact. (3 votes)
- Look for opportunities to connect heritage to tourism activities.

### **Publisher pricing is broken**

Summary: Group identified strategies for addressing the issue, including collaborative pressure, proposing new models, finding amicable partners, no more nondisclosure agreements, stand together-walk together, create a statement of values and intent, involve additional externals (ALA), stop the co-opting of open access, deal with tenure expectations.

### Recommendations:

- Develop a framework for statewide negotiations, inclusive of goals, stakeholder involvement and boundaries for terms (common principles) (17 votes)
- Identify cohort groups for statewide negotiations, as addenda to the above framework
- Build communication plan highlighting issues—top 10 list
- Begin publishing our own content
- Build a framework for supporting open access publishing in NY, include partnership with NY university presses.
- Create NYS library directors communication channel to facilitate collaboration (1 vote)
- Agree that the ‘Big Deal’ isn’t the only deal.

### **Summit Recommendations by Category**

- **LEVERAGE POWER OF THE GROUP:** Develop a framework for statewide negotiations, inclusive of goals, stakeholder involvement and boundaries for terms (common principles) (17 votes) [#112]  
  
4. I2NY leverages economies of scale to reduce local cost  
8. Work with SUNY/CUNY for joint contracts  
38. Ensure understanding of statewide OGS procurement guidelines  
**112. Develop a framework for statewide negotiations, inclusive of goals, stakeholder involvement and boundaries for terms (common principles) (17 votes)**  
113. Identify cohort groups for statewide negotiations, as addenda to the above framework  
114. Build communication plan highlighting issues—top 10 list  
118. Agree that the ‘Big Deal’ isn’t the only deal.
- **COMMUNICATIONS AND COLLABORATIONS:** Leaders continue conversation about achieving common goals/objectives. Stakeholders include NY 3Rs (Regional Library Councils), State Library, SLSA (School Library System Association), NYSHEI (New York State Higher Education Initiative), NYLA (New York Library Association), CUNY (City University of New York), SUNY (State University of New York), IDS (Information Delivery Service), PULISDO (Public Library System Directors Organization) (16 votes) [#39]  
  
7. Continue intra-region communication while developing statewide contacts  
9. Develop voice for smaller institutions  
26. Evaluate roles of existing statewide organizations with room to reinvent if necessary (1 vote)  
**39. Leaders continue conversation about achieving common goals/objectives. Stakeholders include NY 3Rs (Regional Library Councils), State Library, SLSA (School Library System Association), NYSHEI (New York State Higher Education Initiative), NYLA (New York Library Association), CUNY (City University of New York), SUNY (State University of New York), IDS (Information Delivery Service), PULISDO (Public Library System Directors Organization) (16 votes)**  
40. Achieve common objectives  
41. Identify grassroots programs, e.g. as initial model for collaborations  
42. Investigate statewide cost saving initiatives.  
43. Redeploy assets into service improvements via a sustainable model

- 44. Create a collaborative community for NY State to articulate users/contributors/trainers. [re: digital]
  - 58. Commit to participating in shared 3R or system projects
  - 59. Begin all planning for sharing with a strong vision of what your library wants to be in the next 10 years
  - 91. Encourage expanded communication by committee/Council members (3Rs)
  - 92. Hold annual meeting or summit to open communication
  - 93. Provide networking opportunities
  - 94. Create e-mail group, based on library role (reference, children's, etc.) to support communication
  - 96. Focus on specific area—information advocacy. [? Was this information literacy?]
  - 106. Encourage local material holders to partner with local libraries (1 vote) – local history
  - 107. Advocate for NY State Archives to partner and identify with institutions
  - 117. Create NYS library directors communication channel to facilitate collaboration (1 vote)
- CLEARING HOUSE: SHARING IDEAS/PROJECTS: Create a clearinghouse for initiatives & ideas and sharing (13 votes) [#30]
  - EXCHANGE/SHARE SERVICES AND STAFF: Build a transactional model by which libraries can trade, barter, or sell services and staff time to each other (15 votes) [#54]
- 5. Create mechanisms for collaboration on projects, grants, publications
  - 6. Create mechanisms for sharing resources, special collections, and staff expertise
  - 24. Create inventory of existing information infrastructure projects and organizations involved
  - 25. Using the inventory, deconstruct successful (and unsuccessful) projects, plan to replicate what has worked and invent new processes as needed
  - 27. Conduct needs assessment to identify new areas/potential projects
  - 28. Create a mechanism for communicating about existing projects and needs
  - 29. Create a mechanism for engaging interested organizations in participating in new projects
  - 30. Create a clearinghouse to share ideas for new initiatives (13 votes)**
  - 31. Create a set of shared principles project initiation and communication
  - 32. Structure should be flexible and inclusive
  - 44. Create a survey/inventory for the state's [digital] existing collections (6 votes)
  - 45. Identify what exists [digital collections]
  - 46. Review other models/environmental scan of existing similar project
  - 52. Each library should look for partners who have complementary strengths/services/resources
  - 54. Build a transactional model by which libraries can trade, barter, or sell services and staff time to each other**
  - 55. Create a clearinghouse of library staff expertise to shop for help
  - 63. Create a clearinghouse to share this information [re: advocacy/assessment]
  - 101. Clearinghouse of information sharing between all types of libraries—services and resources
  - 103. Build awareness of national initiatives.
  - 109. Create an inventory of collections [local history]
  - 110. Create an inventory of activities. How does DHP serve different regions?

- **ADVOCACY:** NY3Rs take a leadership role in convening library, cultural heritage, economic positions in regions to develop an action plan that will lead to robust library/information delivery systems (15 votes) [#83]

Develop a Return on Investment (ROI) model for each type of library (public, academic school, etc.).See Cultural Data project model. (11 votes) [#60]

**60. Develop a Return on Investment (ROI) model for each type of library (public, academic school, etc.).See Cultural Data project model. (11 votes)**

61. Develop recommendations or toolkit for outreach/assessment of stakeholder needs and perceptions about library services (1 vote)

62. Develop guidelines for cultivating library champions/advocates (1)

63. Create a clearinghouse to share this information [re: advocacy/assessment]

80. Use State Library as “bully pulpit” to deliver message

81. Reach out to strategic partners outside libraries (trade unions, IT industry, business leaders) (2 votes)

82. Develop clear and consistent message—“Just say know,” “The library is the answer”

**83. NY3Rs take a leadership role in convening library, cultural heritage, economic positions in regions to develop an action plan that will lead to robust library/information delivery systems (15 votes)**

105. Advocate for sufficient resources for existing programs (i.e. DHP) (3 votes)

111. Improve local history information infrastructure to maximize economic impact. (3 votes) for example: look for opportunities to connect heritage to tourism activities.

- **ID MANAGEMENT:** Identify major challenges/opportunities that require federated IDM to solve (10 votes) [#11]

10. Determine key constituents interested in building federated Identity Management (IDM)

**11. Identify major challenges/opportunities that require federated IDM to solve (10 votes)**

12. Key constituents to review technical options, best practices and determine strategy to provide best value (6 votes)

13. Create a white paper for education and awareness building (2 votes)

- **CONTENT CREATION:** Develop best practices—identify structure, roles, training, process for creating, preserving, discovering and distributing content, including templates for success (9 votes) [#33]

3. I2NY facilitates content creation, preservation and discovery

**33. Develop best practices—identify structure, roles, training, process for creating, preserving, discovering and distributing content, including templates for success (9 votes)**

34. Content: unique, community sources including data sets, research data, local history/heritage, cultural resources, learning resources/objects, lectures/video. Retain ownership of produced content—perpetual access. (2 votes)

35. Collaborate with historical societies, IT organizations, business, government, libraries and authors/content creators

36. Develop expertise both inside libraries through retraining/repurposing staff; changing culture within organization.

- 37. Leverage evolving technology, such as cloud and preservation. Build/partner to build
- 115. Begin publishing our own content
- 116. Build a framework for supporting open access publishing in NY, include partnership with NY university presses.
  
- NEW YORK DIGITAL LIBRARY
  - 44. Create a survey/inventory for the state's [digital] existing collections (6 votes)
  - 45. Identify what exists [digital collections]
  - 46. Review other models/environmental scan of existing similar project
  - 47. Develop professional development group [re; digital]
  - 48. Create a collaborative community for NY State to articulate users/contributors/trainers. [re: digital]
  - 49. Develop a mission statement and project scope [re: digital]
  - 50. Develop a strategy for capturing, preserving and ensuring long term access for born digital materials (3 votes)
  - 51. Identify stakeholders representing a diverse constituency (multi-type) [re: digital]
  - 87. Assessment in NYS and nation (digital collections)
  - 88. Investigate whether/how NYS could/should build digital preservation capacity (cost effectiveness, public good) (digital collections)
  - 89. Challenge of specialized analog formats (requiring format centric storage) (digital collections)
  - 90. Plan for NYS digital preservation—address storage within NYS or elsewhere, greening opportunities (digital collections) (8)
  - 104. Advocate access to local history collections for both those that hold and those that seek via sufficient broadband
  
- COORDINATED COLLECTION DEVELOPMENT: Develop collection practices including last copy, service and delivery policies (e-delivery?), de-duplication (9 votes) [#85]
  - 23. Build upon the value of trust to create collection plans that focus on sharing rather than owning
  - 53. Create a network to facilitate transfer, loan, or movement of archival collections to most appropriate home
  - 57. Envision a new future for CCDA aid to reflect new collecting and sharing realities
  - 84. Assess projects in New York State (print collections)
  - 85. Develop collection practices including last copy, service and delivery policies (e-delivery?), de-duplication (print collections) (9 votes)**
  - 86. Patron/stakeholder politics, access to more & cost savings (print collections)
  
- TRAINING/STAFFING/EDUCATION FOR THE PROFESSION
  - 14. Establishment of internship/fellowship best practices (baseline competencies including soft skills) (3 votes)
  - 15. Clearinghouse for internships/professional development opportunities
  - 16. Scalable, replicable regional leadership institute (soft skills review/strengthen (6 votes)
  - 17. NY State-level agreement for cross matriculation of different schools, focus on specialties

- 18. Work together (3Rs and schools and libraries) to craft IMLS or other grant proposals to support training/education to reach entire state (both students & professionals)
  - 19. Hire more diverse staff (diversity of skills, interests, & perspectives)
  - 47. Develop professional development group [re; digital]
  - 56. Create a robust professional development program to support staff retraining
  - 64. Coordinate professional development efforts (6 votes)
  - 65. Centralize listings/calendars
  - 66. Use train the trainer and online tools to overcome geography
  - 67. Incorporate tracking of participants that lead to certification
  - 68. Provide incentives for staff participation
  - 69. Identify training needs in common across library types
  - 70. Review the 3Rs coordination strategy [CE}
  - 71. Check Illinois L2 statewide schedule
  - 72. Add objectives, intended audience cost schedule in the listings [ce]
  - 73. Collaborative with Human Resources to track?
  - 74. Make sure the new knowledge translates to better/innovative services
    - a. Core competencies tracked by supervisors
    - b. Connect to institutional strategic plan
    - c. Make sure it's documented and shared with colleagues statewide and national
    - d. Connect to grant or project opportunities
    - e. Link training participants into ongoing communities of practice, cohorts, mentors
    - f. Highlight collaborative software
  - 75. Identify what library/IT staff are expected to teach their communities
  - 76. Build a training session materials archive, including date of session, software version, platforms
  - 77. Look into OCLC WebJunction membership for NYS
  - 78. Prioritize innovating thinking and change management in professional development programs
  - 79. Make sure professional development programs do not reinforce or cement current service models
- UNIVERSAL ACCESS
    - 2. I2NY will provide universal access, including educational and instructional content that supports P-20, life-long learning and the people's university (2 votes)
    - 95. Explore universal access card on local, regional and state level providing improved access.



## Appendix B: Focus Groups

### School Library System Directors

In order to determine the viewpoints of leaders from the school library community on New York's information infrastructure needs, project consultant Tom Claeson conducted a telephone focus group with selected School Library System Association (SLSA) leaders in February, 2013.

While noting that the school library systems across New York State are different from each other in many ways, and there are a limited amount of programs that are similar "across the Board," the SLSA representatives spoke of trends in the school library systems in New York, 37 of which are in organized within Boards of Cooperative Educational Services, or BOCES. Many school library activities are provided through cooperative service agreements or "Co-Sers," which focus on activities such as library automation and management, online databases, and instructional media, although different districts may have different Co-Sers.

The ways in which delivery of e-books, databases, and other online services is organized often differs between school library systems. Student portfolios are often handled on district-wide platforms and BOCES Blackboard systems; they are not usually offered through the school libraries. Digital systems and projects are just beginning to be adopted in school libraries – for instance, some schools are using Safari Montage to archive digital video productions; others are digitizing yearbooks or historical documents. Much of this work is being done as discrete digital projects rather than full-fledged digital programs which include digital repository development with full archiving capabilities. Streaming audio and video are offered through the Instructional Media Co-Sers in about half of the school districts, using systems such as Learn360, Discovery Systems, or Safari Montage.

A successful collaborative program of note from the school library system environment is the "SCORE" project (SLS Consortium of Online Resources for Education) which provides for coordinated consortial purchasing of e-book and online resources for K-12 schools. School library districts have banded together to hire a representative to negotiate with database vendors for discounted products and services. A majority of New York's school library systems have been participating in this model of collaborative statewide activity for the past 5-6 years, through their Online Co-Sers.

When asked about the most important services to their patrons/users/audiences, the school library system representatives unanimously cited:

- Professional development
- Access to paid electronic databases
- Best pricing and licensing for databases
- Information literacy instruction
- Training (computer, information resources) for support staff

The school library systems often receive or participate in regional grants, and work with NY 3Rs Association organizations to offer professional development opportunities in their regions. Other areas of collaboration include working with academic libraries to help "bridge the gap" between high school and college information use. This reflects the fact that those in the school library systems wear many hats – school librarians, educators, and certified administrators, with a focus in their work of supporting

school curricula. Another area of discussion in the focus group was the geographic variance between the types of library programs and services offered in districts which are rural and those that are urban.

Currently, there is not a great deal of school library patron-driven purchase-on-demand for print collections (the districts mostly do not deal directly with school library print collection purchases), and few districts support self-publishing or local publishing efforts. However, one need that was universally mentioned in the focus group is for coordinated on-demand purchasing of e-books in foreign languages.

The school library system representatives noted NY 3Rs Association leadership on work to increase borrowing privileges, with a goal of allowing high school students to borrow materials directly through academic libraries. Another area of note is work that is being done under a SUNY grant to look at trans-literacies, including the development of a badging system for information literacy.

The group felt that there is a need for advocacy at the state level to show that library services are not replicable through online education – there is a huge value-add through the work of school librarians. Staffing issues were mentioned, as materials in the libraries will not be fully implemented without the presence and work of school library staff. This is an area of concern across all of the school library systems in the state.

As with other groups surveyed, funding for school libraries is a large concern. But there was even more concern about, as one representative stated, “publishers with a stranglehold on materials offered via technology,” the effect of which is “crippling libraries from providing titles that students want to read” and will “continue the divisions between the haves (students who have other methods of access to e-books and e-publications) and the have-nots.” Some representatives noted a growing problem of educational curricula based on books which school libraries and districts cannot buy because of limitations set by publishers.

The focus group closed with a discussion on the sustainability of collaborative initiatives, and the aforementioned SCORE project was noted as a good model of sustainability. In general, the school library system representatives noted that while school libraries may not always be able to afford to develop large-scale collaborative projects on their own, these projects are not difficult to keep going once they are started, if there is a strong focus on the mutual benefits of the program. The group also stated the need for stable, predictable funding in sustaining innovative programs.

## Appendix C: I2NY Survey Results Report

### **Executive Summary**

Survey results can be found at: [http://ny3rs.org/wp-content/uploads/I2NY\\_SurveySummary\\_for\\_FR.pdf](http://ny3rs.org/wp-content/uploads/I2NY_SurveySummary_for_FR.pdf)

The New York Information Infrastructure (I2NY) initiative is a project of the NY 3Rs Association, Inc. In November-December 2012, as part of the I2NY project, a web-based survey on current and future library services to meet the needs and expectations of New York's library and archival users was distributed to 436 institutions within the state. Sent to members of New York's nine 3Rs regional library councils, 134 surveys were returned, for a response rate of 31%.

The survey looked at issues including currently-utilized online services, important services to patrons/users, collection types held by responding institutions and their preservation management concerns, utilization of offsite storage services, collaboration with other libraries or organizations, sustainability issues of collaborative/statewide projects, implementation of patron-driven purchasing programs for print and e-book resources, support for self-publishing and local publishing, important components and benefits of a statewide information infrastructure, and the most important issues for responding institutions as well as libraries and archives across the state.

While library and archival institutions within the state have a long history of collaboration, further development of cooperative initiatives and projects must happen in order to meet users' current needs for access to materials, while also preserving the material for use by future generations.

Key areas for cooperation highlighted in the survey results include:

- Access: through united statewide negotiation for electronic resources and licensing agreements that produce economies of scale; via statewide portals to paid databases and digitized collections; electronic and physical delivery; and direct patron and universal access
- Training/re-training/re-purposing of staff, and
- Demonstrating the value of library services to funders: through information literacy instruction, connecting and assessing library services in relation to student outcomes, and the development of other models that show a return on investment.

New avenues of communication among all library and archival types which have been created as a result of the I2NY project must continue to be expanded and enhanced to meet the challenges of information stewardship and delivery in the immediate future and beyond.

### **Introduction**

The New York Information Infrastructure (I2NY) project, an initiative of the NY 3Rs Association, Inc., is a year-long effort designed to develop a statewide "information infrastructure" – a framework for the creation, storage, and dissemination of information.

In September, 2012, a two-day summit brought together library and archival leaders in the state to learn about new innovations and discuss the components that would build and enhance an information infrastructure within New York State.

In November-December 2012, the I2NY survey was distributed to approximately 436 libraries and archives in New York State through their 3Rs regional library councils. 134 surveys were returned by the deadline of December 14, 2012, for a response rate of 31%.

The survey had a good distribution among the membership types of 3Rs Council institutions. In Question 1, the largest responding group was 4-year Academic libraries, with 37 or 27.8% of the total respondents. Academic libraries in community colleges accounted for 26 or 19.5% of the respondents. Other groups represented included Special libraries (22 or 16.5%), Academic Research libraries (18 or 13.5%), Archives (4 or 3%), Public Library Systems (3 or 2.3%), and Public libraries (2 or 1.5%). Twenty-one institutions categorized themselves in the "Other" category; the largest respondent groups among these were medical/hospital libraries (5 respondents) and 2-year for-profit colleges (3 institutions). In addition to reporting overall data trends, this document looks at key findings across the four largest institution types responding.

### ***Services Provided and Projected Service Needs***

The initial questions in the survey looked at the type of **online services institutions were providing**, whether they were locally managed or outsourced. Those institutions offering multiple services were allowed to indicate all of the offerings that they provide. Among the top service offerings from Question 4 were:

- E-books (80 or 80% of the respondents answering this question; top service offering among the largest institution types except special libraries)
- Streaming video (47 or 47%)
- Journal repository – online storage and access for journals and periodicals (43 or 43% including the majority of special libraries)
- Digital collections repository (42 or 42%, including nine special libraries)
- Streaming audio (37 or 37%)
- Digital Collections Archival repository – online storage and access for archival digital assets (TIFFS); access repository with online access for administration (36 or 36%)
- Document repository – online storage and access for government, institutional, business and other source documents (31 or 31%)
- Open Journals (24 or 24%)
- Scholar repository – online storage and access for journals and periodicals (20 or 20%)
- Scholarly publishing (10 or 10%)
- Open Textbooks (6 or 6%)

Other online services mentioned included preservation repositories with no public access and future offerings of scholarly repository services.

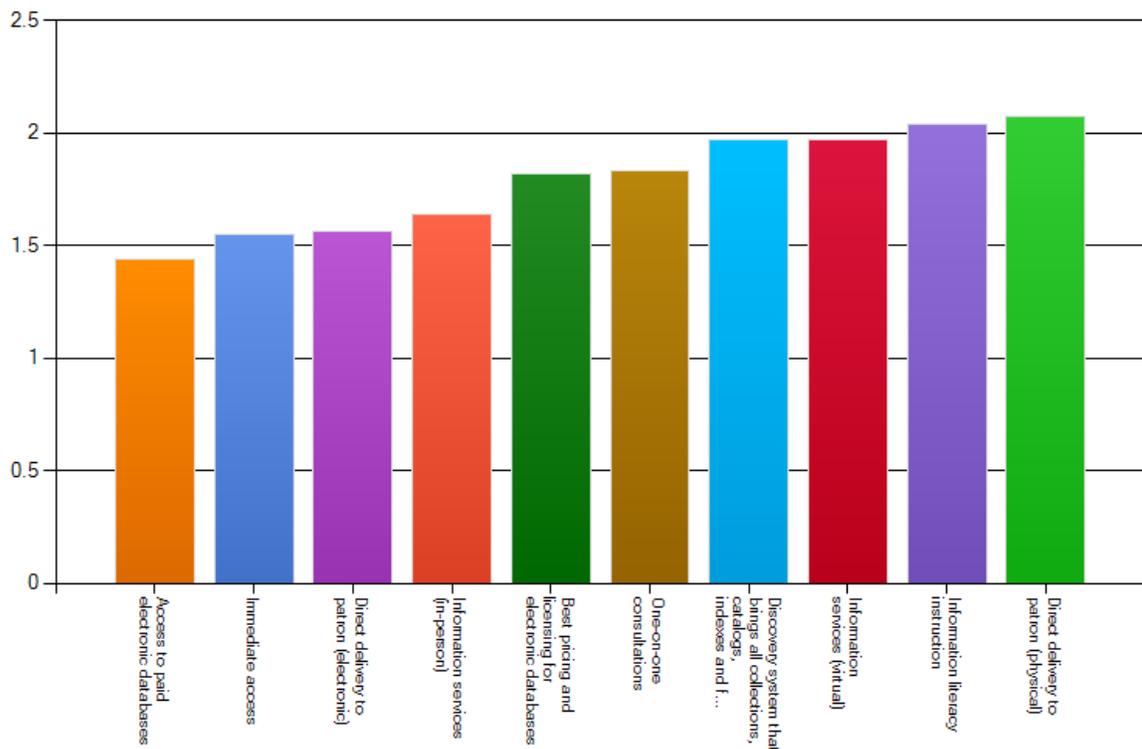
Next, the respondents were asked in Question 5, to rank the **importance to their patrons of a list of named services** (whether or not the institution was currently offering them). Respondents were asked to rank the services on a scale of 1 to 5, with 1 as the most important, and 5 as the least important. The services are shown in order of their “rating average” below; those with a rating of 1 or 2 are regarded as the most important services to patrons and are shown on the graph below; those with a rating of 3 or above may be considered as secondary in importance and are listed in italics but not represented on the graph. In essence, the highest-rated, most important service is shown on the left-hand side of the chart and other services are shown in ascending (i.e., less important) order from the top-ranked item.

The top-ranked services might be placed into two “groupings”:

- Immediate and economical access to electronic databases, and the closely related direct delivery to patrons;
- In-person and virtual information services and consultation.

Discovery systems bringing together all resources and Information Literacy also ranked high.

Please rank the importance of these services (whether or not they are currently offered by your institution) to your patrons/users/audience on a scale of 1 to 5 with 1 being the most important and 5 the least important to your patrons/users/audience.



**Most Important**

**Less Important**

- Access to paid electronic databases (1.44 rating average; highly rated across all of the largest institution types)
- Immediate access (1.55)
- Direct delivery to patron – electronic(1.56)
- Information services – in person (1.64; especially highly-rated among community colleges)
- Best pricing and licensing for electronic databases (1.82; highly rated across all of the largest institution types)
- One-on-one consultations (1.83)
- Information services – virtual (1.97)
- Discovery system that brings all collections, catalogs, indexes and finding aids together in one search (1.97)
- Information literacy instruction (2.04)
- Direct delivery to patron – physical (2.07)
- Training – computer, information resources, etc. (2.15)
- Online access to historical records and local resources (2.89)
- Print services on demand (2.97; low rated by special libraries)
- *Finding aids to special collections (3.00)*
- *Access to historical records onsite (3.04)*
- *Patron initiated purchase on demand – e-books (3.10; received lowest ratings from special library respondents)*
- *Patron initiated purchase on demand – print (3.25; received lowest ratings from community college libraries)*
- *Scholarly repository – faculty research (3.30; low ratings from community college libraries)*
- *Scholarly repository – student work such as theses (3.31; while rated high by academic research libraries, this was rated low by community college and special libraries)*
- *Publishing assistance – may include electronic and print, design, editing, copyright, etc. (3.72; rated low by both special and community college libraries)*

An additional comment of interest on this question was that for “Immediate access – Faculty have come to accept 24 hour turn-around for print from our high-density storage facility.”

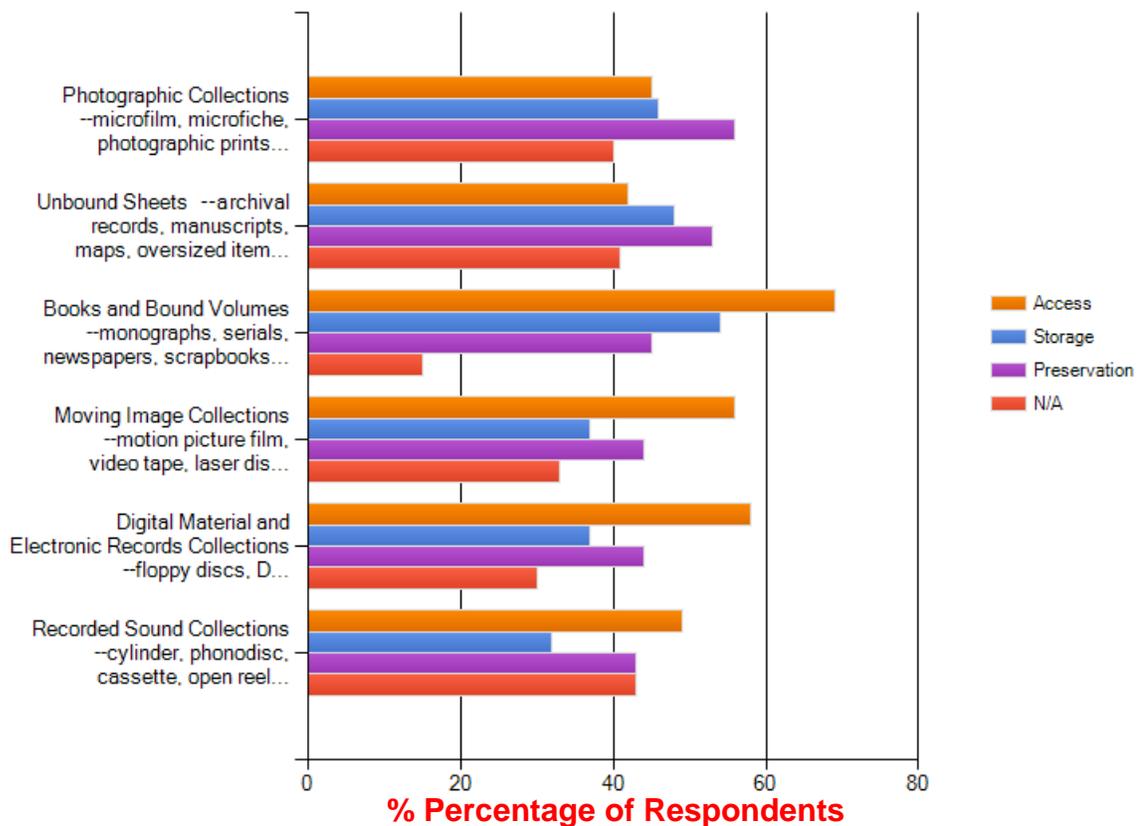
### Preservation, Access, and Storage Issues

A few of the questions on the I2NY survey dealt with preservation-related matters. The first of these queries (Question 6) asked, **for each format of collection their institution holds, what areas of concern** the respondent had. Institutions could choose “Access,” “Storage,” “Preservation,” or “Not applicable (to their institution),” and were able to indicate more than one area of concern per format type. There were a variety of answers, which can guide both individual and statewide action planning for these material formats.

The findings reflect access as a concern for key library holdings, preservation as an issue for materials which are most often held in libraries or special collections, and many of the more “museum-oriented” objects were seen as not applicable. In all but one case, storage was not seen as a primary concern. In addition, community colleges ranked access issues high for the four formats listed by that concern; none of the other formats were highly ranked as being applicable to this institution type.

The graph below shows the number of responding institutions which indicated access, storage, or preservation as concerns for the format type listed.

**For each of the collection types your institution holds, please rate what areas of concern you have about each type.**



Access as Key Concern: *Access as a key concern is consistent with the responses to Question 5 where immediate access to all kinds of materials was a high priority.*

- Books and Bound Volumes – monographs, serials, newspapers, scrapbooks, albums, pamphlets (69 respondents or 64.5% of those answering this question cited access as main concern for this collection type. This was the top choice among all of the largest institution types responding)
- Digital Materials and Electronic Records Collections – floppy discs, CD-R, DVD-R, data tape, online collections (58 respondents or 54.7% cited access; this format was also highly-rated by academic research libraries for preservation)
- Moving Image Collections – motion picture film, video tape, laser disc, CD, DVD, minidisk (56 respondents or 53.5% cited access)
- Recorded Sound Collections – cylinders, phonodisc, cassette, open reel tape, DAT, DVD, MP3 (49 or 45.8%; also highly-rated by academic research libraries for preservation needs)

#### Preservation as Key Concern

- Photographic Collections – microfilm, microfiche, photographic prints, negatives, slides, transparencies, daguerreotypes, ambrotypes, tintypes, glass plate negatives, lantern slides (56 or 52.3% cited preservation. This format was highest-rated for preservation by all of the largest respondent groups but community college libraries)
- Unbound Sheets – archival records, manuscripts, maps, oversized items, ephemera, broadsides, philatelic and numismatic artifacts, other paper artifacts (53 or 50% cited preservation as the main concern about this collection type. Preservation was rated particularly high by academic research and special libraries; storage was the largest concern about this format for the 4-year academic library respondents)

#### Not Applicable and Next Highest Concern Listed

Because so many of the responding institutions were libraries, there were a number of collection types that they said were not applicable to be rated for access, storage, or preservation concerns. In cases where “not applicable” was the highest-ranking choice, the next top concern in all cases but one was preservation. These collection types are listed below.

- Archaeological (98 respondents or 92.5% said not applicable; 8 or 7.5% said preservation was the next highest concern)
- Natural Science Specimens – zoological, botanical, geological, paleontological, paleobotany specimens (96 respondents or 91.4% not applicable; 9 or 8.6% preservation as next highest concern)
- Textiles/Costumes (94 or 87.9% not applicable; 12 or 11.2% preservation as next highest concern)
- Furniture (92 or 88.5% not applicable; 10 or 9.6% preservation as next highest concern)
- General objects – metal, glass, toys, etc. (87 or 81.3% not applicable; 20 or 18.7% preservation as next highest concern)
- Datasets – geospatial, numerical, other (83 or 79% not applicable; 17 or 16.2% access as next highest concern)

- Art objects – paintings, prints, drawings, sculpture, decorative arts including fine metalwork, jewelry, timepieces, enamels, ivories, lacquer (74 or 69% not applicable; 27 or 25.5% preservation as next highest concern)

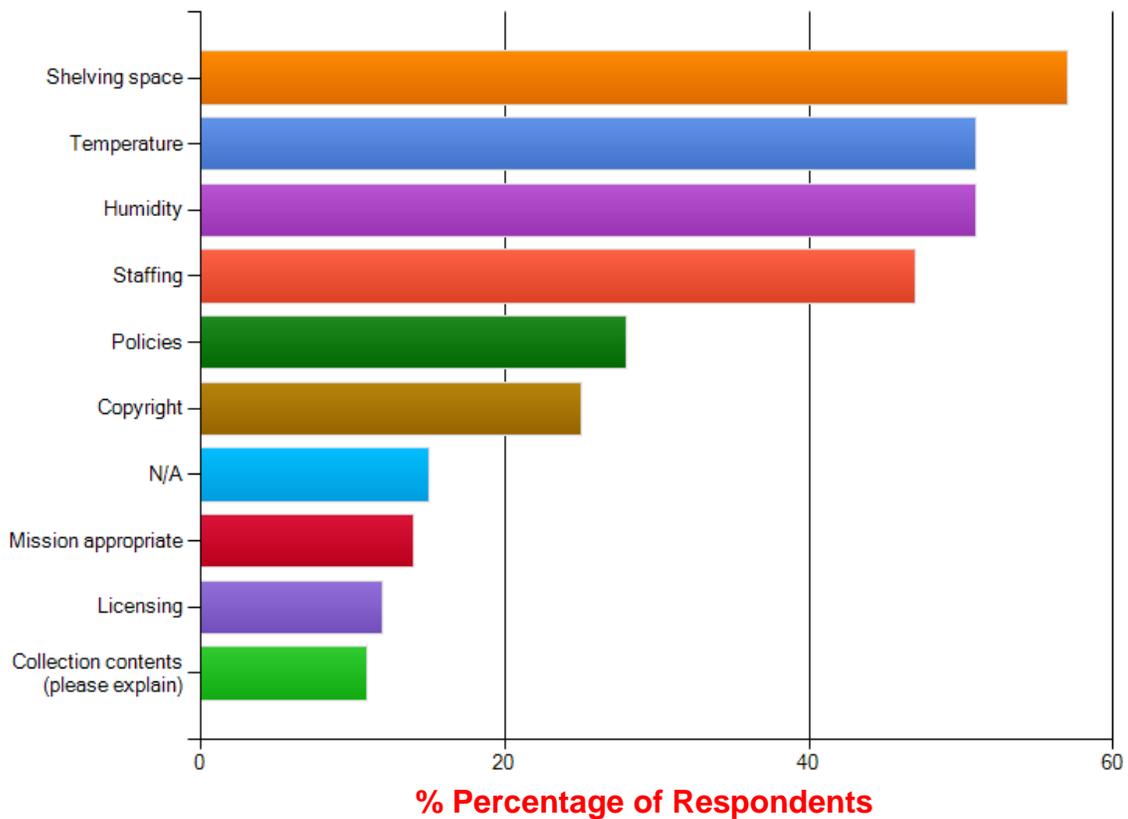
Another question (#7) related to storage and management of collections asked respondents whether their institutions currently utilized listed **off-site storage services**. Those using these services could check all of the situations which applied at their institution. A very small total number of answers were received for the question, leading to the assumption that many respondents were not utilizing these services. Since only a third of respondents in Question #5 listed off-site storage as important to users/patrons, the fact that few now participate in such storage is understandable.

However, there was useful additional information about the types of services used which many respondents made available. Thirteen institutions or 54.2% of those answering this question were utilizing a Print Repository (off-site storage for books and manuscripts in a controlled environment). Eleven (45.8%) were using Archival Materials Storage (off-site storage for archival collections in a controlled environment). Nine other respondents (37.5%) use “other non-climate-controlled storage.”

From comments related to this question, it was determined that two of the responding institutions are using commercial storage service at Iron Mountain facilities, two are partnering or planning to partner with the University of Buffalo’s Annex, and one is utilizing a County records repository for storage.

A final question related to preservation (#8) asked if the responding institution had **management concerns** (including storage) about the housing of their archival, unique, or rare materials. Again, respondents could indicate all of the concerns that applied to their collections. The graph represents the number of institutions listing a specific management concern.

**Does your institution have management concerns including storage over the housing of your archival, unique, or rare material? (check all concerns that apply)**



Statistics for the leading problems cited appear at the top; those with less than 50% responses are in italics.

- Shelving space:57 or 62.6% of responding institutions cited concern; especially prevalent among 4-year academic and special libraries
- Temperature:51 or 56% concerned; this ranked high as a concern for community college libraries
- Humidity:51 or 56%; a large concern for both academic research and community college libraries
- Staffing:47 or 51.6%
- *Policies:28 or 30.8% concerned because of lack of policies*
- *Copyright:25 or 27.5%*

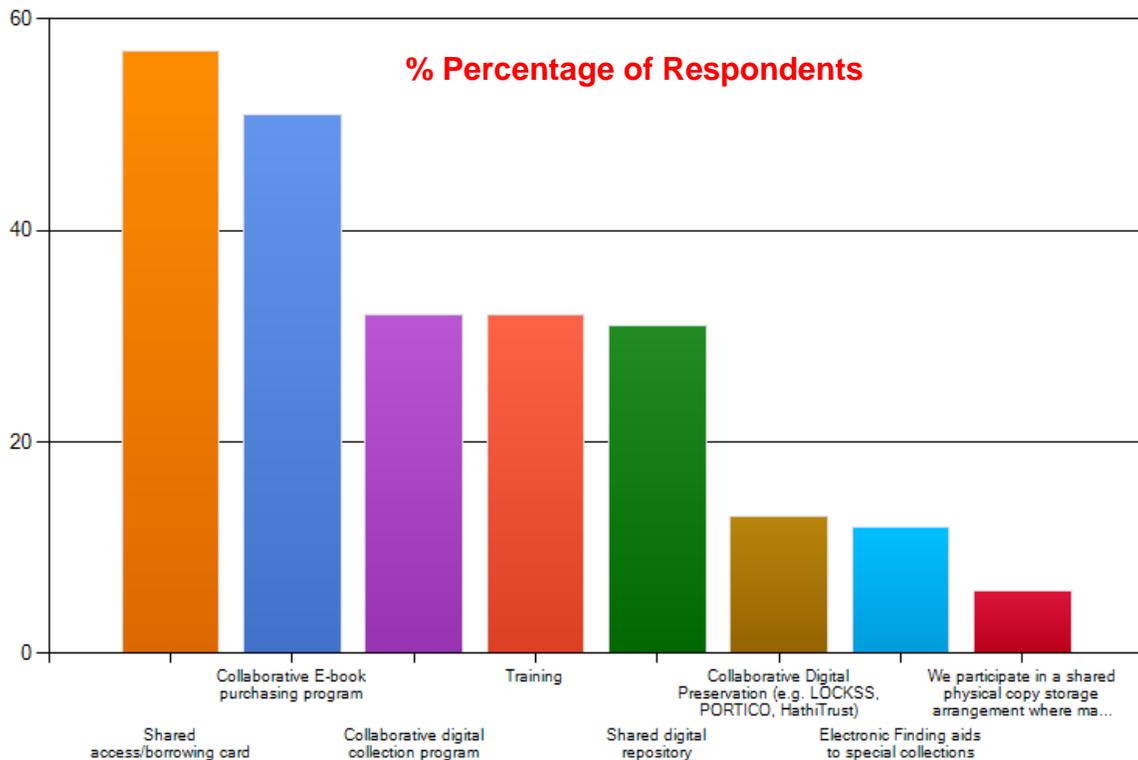
- *Not applicable:15 or 16.5%*
- *Mission appropriateness of collection materials:14 or 15.4% concerned*
- *Licensing:12 or 13.2%*
- *Governance issues:11 or 12.1%*
- *Collection contents:11 or 12.1%*

There were other concerns related to preservation and collection management. Two institutions said all of the topics in the above list were problematic for their collections, two reported a need for cataloging and another the need for archival processing; one expressed concern about the scope of their collection content; another said there was a need for a survey of the contents of its collections; oversized collections were a key concern at one institution; security and building issues were seen as problematic at another; and one institution reported that their facility has flooded three times in one year because of radiator problems, and there is still a risk for future flooding.

### ***Collaborative and Patron-Driven Services***

New York libraries and archives have a history of collaboration on some services. Survey question 9 asked whether the responding institution was in **collaboration with other libraries or organizations** on a widely-varying list of activities, and results show the number of respondents participating in each type of collaborative activity. There was a high level of collaboration on two types of projects and services, and smaller levels on some other topics.

**Are you in collaboration with other libraries or organizations on the following activities?  
(check all that apply)**



- Shared access/borrowing card: 57 respondents or 64% across all of the largest respondent groups except special libraries; 78% academic libraries participate in shared access/borrowers' card.
- Collaborative e-book purchasing program: 51 or 57.3%; Training: 32 or 36%
- Collaborative digital collection program: 32 or 36%; ranked higher (53%) by special libraries
- Shared digital repository: 31 or 34.8%
- Collaborative Digital Preservation such as LOCKSS, PORTICO, or HathiTrust: 13 or 14.6%
- Electronic finding aids to special collections: 12 or 13.5%
- Participation in a shared physical copy storage arrangement where materials are held temporarily or permanently, with online access locally and statewide: 6 or 6.7%

Those who indicated that they were involved in one or more of these collaborative activities were asked to provide additional information about the services they were using. In total, forty-one collaborative projects were mentioned by respondents, which is quite a wide array. The top services mentioned by respondents were PORTICO (5 institutions), ConnectNY (5 organizations), the New York Heritage Digital Collection (4), the ConnectNY E-book program (4), the METRO Access Card program (3), and WNYLRC

programs and pilot projects (3). As response to the presentations at the I2NY Summit in September, 2012, there is interest in collaboration (both adoption of existing programs and development of new programs) which can be scaled up for utilization statewide.

There were two questions about **patron-driven services**; both showed a relatively low level of adoption. First, in Question 10, responding organizations were asked if they offered a **patron-driven purchase-on-demand** program for print collections at their institution. As of late 2012, 14 or 13.5% offered such a program, and 88 or 84.6% did not. The most-used vendor for this program included Amazon, with six replies; most others were just starting pilots or considering utilizing such a program. Other services listed were MyLibrary/Coutts, GIST, a modified PDA program where staff directs ILL requests meeting certain criteria to acquisitions for purchase, Redwing, and Barnes & Noble. When the results to this question are paired with the low rating of importance to patrons and users (Q #5), current usage levels and future adoption of these services look to be at a relatively low level.

The following question (#11) focused on whether organizations offered a **patron-driven e-book purchasing** program at their institution. Seventy-five responding institutions (72.8%) did not, while 27 or 26.2% did. Four-year academic libraries showed the highest adoption rate, at 19 institutions or 57.6%. Vendors being used for this program included EBL (11 organizations, most through the ConnectNY program), five via Ebrary, three with YBP, two utilizing Coutts, one with EBSCO, one with FirstSearch, another with Freeding, and a staff-mediated service. This type of program was also low-rated for importance to patrons (Q#5).

However, there is a caution for both of the above questions. PDA services might be important to *librarians* in order to provide targeted collections that will be used. Question #5 asked what services were important to *users*. Users might not concern themselves with the mechanism of access but rather just the access itself. Further exploration is needed.

The final question in this section (#12) asked whether responding organizations offered support and **assistance for self-published and/or locally-published material** (such as providing services to advance local publishing of innovative practices, historical events, scholarly research, etc.) At this time, 85 or 81% of respondents do not offer this type of service. 13 or 12.4% provide such services, and 7 or 6.7% do not know. This category showed both the lowest current demand across type and the lowest level of importance to patrons.

Those that are offering such services are at a variety of stages and approaches with what they provide. Three organizations reported that they are not yet offering this type of service, but are in discussion and development of such a service. Two offer “minimal support,” assisting authors with formatting, navigating self-publishing sites, advertising, storage, and suggestions where to publish. Four are in process with local or regional projects, including working with local publishing companies and regional history centers. One organization has the University Press as a part of their Library. Three reported details of their services:

- “(Our) Archives Speaker Series showcases scholars with a special understanding of research who have completed an expression of scholarship reliant on archival research. These scholars are primarily local, but can write (about) historical events that impact this region.”
- “The Library is developing a Faculty achievement website to highlight faculty/staff scholarly achievements.”

- “(We offer) electronic distribution of formally published scholarly literature in a fully branded and functionally rich environment. Publishing services include customizable presentation interfaces, optional access controls and revenue models, and support for multiple publication formats (journals, books, conference proceedings, etc.).”

### ***Statewide Information Infrastructure***

The heart of the survey was a series of questions dealing with the **development of a Statewide Information Infrastructure for New York**. Initially in this section, respondents were asked (in Question 13) which shared components of a statewide information infrastructure are most important to their institution. Respondents were asked to rank the services on a scale of 1 to 5, with 1 as the most important, and 5 as the least important. The services are ranked in order of their “rating average,” and listed below with the most important service at the top of the list. All but one of the service categories listed achieved ratings which were higher than the midpoint of 3.

### **Shared Components**

Group leverage power in license negotiation and purchasing was by far the top response, which makes sense for an important statewide service, and is related to the needs expressed in Question #5 (Access/best pricing, etc.). Professional development and training, provision of statewide portals, and a focus on student learning outcomes also ranked high as **important components** of a statewide information infrastructure. The focus on student learning outcomes was ranked as important or very important by nearly  $\frac{3}{4}$  of academic respondents. The importance of this also was noted in Question #5 which rated “information literacy instruction” (certainly related to student outcomes) highly.

- Leveraging the power of the group in license negotiation and purchasing (1.43 rating average; high across all of the largest institution types responding)
- Professional development and training (1.84; high across all of the largest institution types, but received a low rating from many of the academic research libraries)
- Statewide portal to digital collections (1.97)
- Connecting library services to student learning outcomes (1.97; especially highly-rated among four-year academic and community college libraries)
- Statewide portal to paid databases (1.99)
- Universal access (2.02)
- Information exchange (2.05; highest ratings among community college libraries)
- Increasing patron/user knowledge about library services (marketing) (2.10)
- Leaders of all types of library organizations work together to achieve common goals and involve all stakeholders (2.15)
- Assessing the value of library services for funders (2.15)

- Coordinated collection management (2.64)
- Development of a clearinghouse for existing projects and services, to promote collaboration (2.69)
- Statewide federated identity management system (i.e., having a common set of policies, practices, and protocols in place to establish user identities and enforce rules about access to digital resources across organizations) (2.81)
- Content creation (3.20)

There were several comments related to Question 13 which may be helpful to consider in future development of I2NY's programmatic components. Three respondents mentioned the high importance of interlibrary loan services. Another stated that "connecting library services to economic development" was important to them. One other statement adds another facet to the provision of services: "All of the above seem to apply more to academic settings than public libraries, but there are measurements which could be applied. The clientele of public libraries is so varied and the communities served are so different that it isn't clear how these components apply to public libraries and public library systems. It would seem the role of the public library systems (is) to do much of this for the libraries within the systems and across the systems. It's very difficult to apply this across library types due to funding sources, but it's a nice idea to consider."

### **Additional benefits**

In Question 14, respondents were asked which **additional benefits** of a coordinated statewide information infrastructure are most important to their institution. As with the question above, the respondents were asked to rank the services on a scale of 1 to 5, with 1 as the most important, and 5 as the least important. The benefits are ranked below in order of their "rating average." Because there are such a large number of categories with ratings between 2.00-3.00, those are shown in italics.

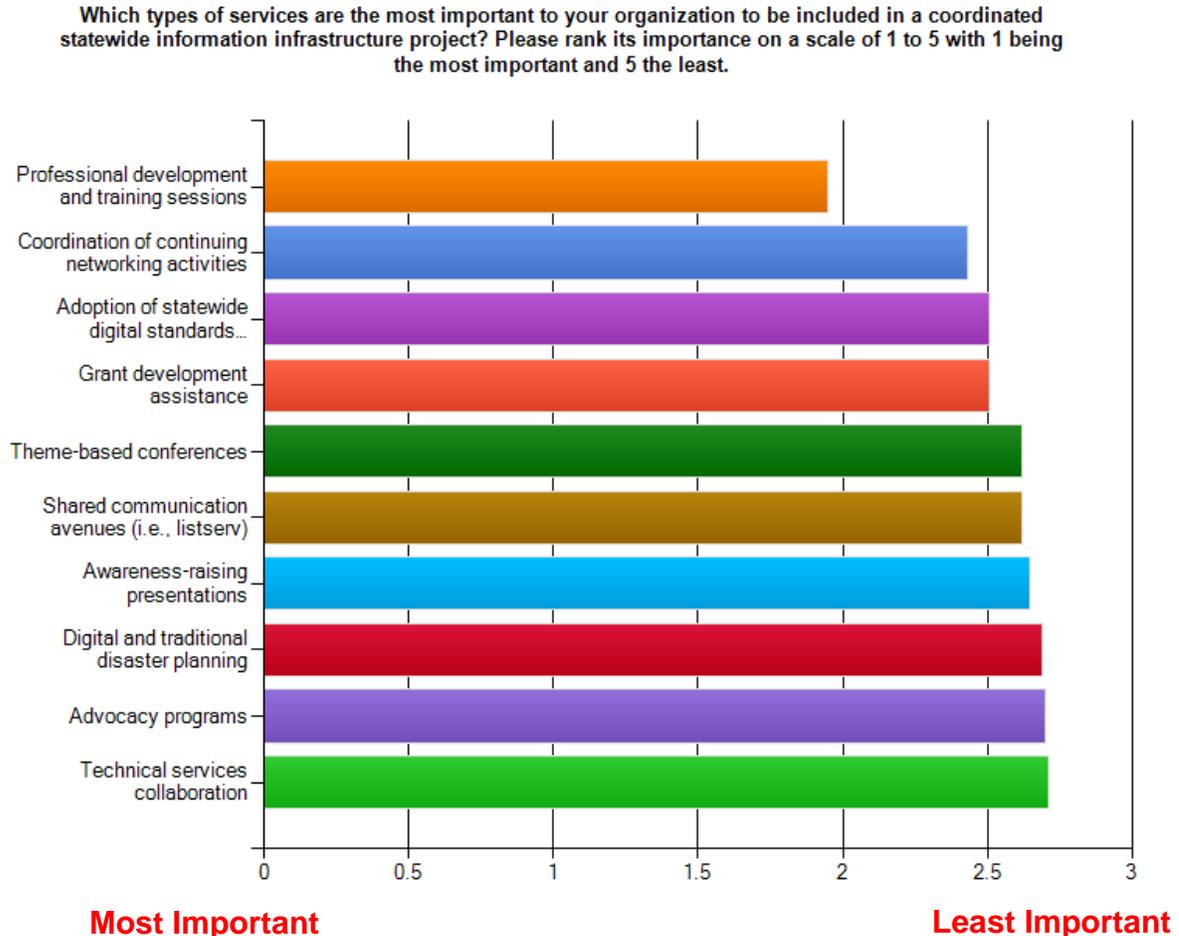
The top benefits related to finding ways to improve access to more resources through collaborations: Access and delivery, economical provision of electronic resources, coordinated negotiations, shared platforms. Coordinated training also was seen as one of the top benefits. Preservation related issues, as a group, were ranked among the lowest for this question.

- Improved access for users to more resources (1.28 rating average; high across all of the large-response institution types)
- Cost savings (1.37; especially high among 4-year academic libraries)
- Increased clout with vendors (1.51)
- Coordinated and united statewide negotiation for electronic resources and licensing agreements producing economies of scale (1.57)
- Coordinated delivery – both electronic and physical (1.74)
- Universal access to library collections (1.76)
- *Ability to work with other New York State entities on joint contracts (2.01)*

- *Coordinated professional development and training programming (2.02)*
- *Increased ability to join projects and pilots that matter to my institution (2.03)*
- *Statewide e-book platform for reference resources (2.08)*
- *Statewide shared e-book platform with books owned, not licensed (2.10)*
- *Ability to use existing networks of library systems to facilitate communication, collaboration, and coordination (2.21)*
- *Increased networking opportunities (2.23)*
- *Ability to identify and develop best practices from examples around the state (2.28)*
- *Development of centralized portals to information resources (2.42)*
- *Ensuring perpetual access to research developed by New York State faculty and staff in our academic institutions (2.56)*
- *Preservation of historic materials (2.58)*
- *Create a survey/inventory of the state's existing digital collections (2.59)*
- *Ensuring optimal storage of unique and historical resources through education/training (2.64)*
- *Preservation of born-digital and digital assets (2.65)*
- *Develop a return on investment model for each library type (2.67)*
- *Preservation of last copy of serials (2.74)*
- *Preservation of last copy of monographs (2.75)*
- *Reduction of duplication among services (2.75)*
- *Creating content utilizing New York State library collections, unique resources, data sets, research data, local history resources, etc. (2.80)*
- *Ensuring last copy in New York State through cooperative collection management (2.80)*
- *Ensuring optimal storage of unique and historical resources through shared storage (2.98)*
- *Ensuring first copy in New York State through cooperative collection management (3.04)*
- *Ability to investigate shared staffing models (3.18)*
- *Ability to trade, barter, or sell services to other libraries in state (3.19)*
- *Ensuring optimal storage of unique and historical resources through merging of collections with better equipped institutions (3.27)*

## Services

The final ranking question in this section (#15) looked at which types of services are most important to the responding organizations **to be included in a coordinated statewide information infrastructure project**. Institutions were asked to rank the services, as in the questions above. In the graph below, the most important service is shown at the top of the chart, and other services are shown in ascending (i.e. less important) order from the top-ranked item. There were many items which were high-priority, so only the top ten ranked items are shown.



One of the most surprising aspects of the responses is that other than professional development and training (71% seen as very important or important), there was relatively little agreement on the importance of other services. The only other services rating higher than 50% (important or very important) were adoption of statewide digital standards and best practices (57.2%); grant development assistance (55.2%); and coordination of continuing networking activities (51.4%). See full list below.

- Professional development and training sessions (1.95; community college and special libraries especially ranked this service high)
- Coordination of continuing networking activities (2.43; ranked high among special libraries)
- Adoption of statewide digital standards and best practices (2.51)
- Grant development assistance (2.51; also ranked high among special libraries)
- Theme-based conferences (2.62)
- Shared communications avenues, i.e. listservs (2.62)
- Awareness-raising presentations (2.65; especially high among special library respondents)
- Digital and traditional disaster planning (2.69)
- Advocacy programs (2.70)
- Technical services collaboration (2.71)
- Information Technology services collaboration (2.78)
- Electronic finding aids – EADs, PDFs, HTMLs or other digital formats (2.80)
- Shared digital preservation repository (2.89)
- Shared cataloging services (2.95)
- Consulting services (2.98)
- Shared metadata service (3.00)
- Data management services (3.10; but ranked high among special libraries)
- Social media services (3.35)
- Shared print storage (3.37)
- Shared staffing arrangements (3.42)
- Shared website (3.60; also ranked high for special libraries)
- Publishing services (3.76)

Other responses included coding for customization and media production.

### Three most important issues for libraries

The three final questions of the I2NY Survey were open-ended, and invited respondents to address issues of individual and collaborative importance, and also issues regarding the sustainability of collaborative efforts.

When asked about the three **most important issues for their library or archives in the next three years** (in Question 16), the number of issues suggested by the respondents were staggering. There were 306 total suggestions to address this question, and after content analysis, they were coded into 74 categories. The categories receiving the most “votes” across the respondents are listed below – these received seven or more mentions from the institutions answering the survey.

- Budget and funding issues – 55 responses
- Staffing levels – 21
- Repurposing/renovating/improving library space – 20
- Affordable access to more electronic databases – 18
- Information literacy issues – 15
- Staff skills/expertise/culture – 14
- Adoption of emerging technologies – 11
- Digitizing and digital curation – 8
- Facilities planning/Upgrading physical plant and environment – 7

The following question (#17) looked at the **three most important issues for libraries and archives in New York State in the next three years**. For this question, there were 282 total suggestions, which were able to be narrowed to 65 categories. Those categories with eight or more “votes” are included in this list.

- Cost and funding issues – 55 responses
- Coordinating efforts in negotiation with vendors – 18 responses
- Providing access to materials and publications – 13 responses
- Advocacy for libraries – with legislature, stakeholders, etc. – 13 responses
- Digital Preservation – 10 responses
- Staff recruitment and development – 10 responses
- Demonstrating the value and relevance of libraries – 9 responses
- Keeping up with emerging technologies – 9 responses

- Collaboration and communication between all types of libraries – 8 responses

Finally, Question 18, about the **actions needed** to make collaborative library and archival programs and services in New York sustainable, garnered 75 responses, many of which included multiple ideas. Through content analysis, a total of 31 answer categories were established. The ideas for sustainability of collaborative programs and services which received the most votes were:

- Establishing increased funding support -- 17 responses
- Building strong legislative support through lobbying and advocacy – 9
- Better communication and collaboration among all library types and key library groups – 9
- Develop a sustainable funding model – 4
- Keep I2NY efforts going – 4
- Develop proactive and skilled library leadership – 4
- Gain leverage with publishers – 3
- Develop an information clearinghouse/central website to provide continuing information on collaborative projects – 3

In all three of these questions, whether looking at issues on an individual-institution or statewide basis, or from the point of sustainability, budgeting/cost/funding issues were, as might be expected, a primary concern. Database access and negotiations were also mentioned near the top of the result sets for two questions.

### **Conclusion**

The I2NY Survey provides some clear direction on the actions which many New York libraries and archives would like to take. Institutions have begun to offer a wide variety of online services (Q #4) – e-books, streaming video and audio, journal repositories, and digital collections repositories for archival and standard digital assets. The respondents believe that access – immediate access to paid electronic databases at the level of best value; virtual and in-person information services (particularly through one-on-one consultations); direct delivery; development of a discovery system that brings all collections, catalogs, indexes, and finding aids together in one search; and information literacy instruction, especially for academic libraries – are of top importance to patrons (Q #5).

Libraries and archives were asked about their key concerns related to collection types (Q #6). Access again was listed as important. It was a concern with books and bound volumes, digital materials and electronic records collections, as well as moving image and recorded sound collections. Preservation was the key concern for photographic and archival/unbound sheet collections.

Determining the issues which are affecting accessibility (costs, accessibility of e-books from publishers, library and archives space issues) and developing statewide best practices for long-term preservation of these and other formats of materials can help ensure all types of cultural heritage institutions can

provide a variety of cultural material formats to patrons as long into the future as they are needed. Of concern in the area of preservation (Q #8) was shelving space, temperature, humidity, and staffing to deal with preservation concerns. Overall, preservation was not listed as a high priority for libraries or as part of a statewide information infrastructure. Collaboration (Q #9) has been happening in New York State's libraries and archives for many years, and the institutions surveyed saw further opportunities for cooperative activity. Currently, shared access/borrowing cards, collaborative e-book purchasing programs, collaborative digital collection programs, shared digital repositories, and a collaborative approach to training are utilized by more than one-third of the libraries surveyed.

As to what shared components are most important to the responding institutions (Q #13), access (including via statewide portals to digital collections and paid databases), cost containment through group purchasing, training, and connecting library services to patron/student outcomes were at the highest areas of importance. A focus on creating shared statewide portals and offering the most cost-effective databases and other services through those mechanisms may be key in infrastructure development.

"Connecting library services to student outcomes" and the related "Assessing the value of library services for funders", also highly rated, deserves more exploration to determine what is needed – e.g., help in creating services that advance student outcomes or help in developing assessment tools which show this or show value.

Heightened collaboration can also afford the libraries and archives of New York a variety of benefits, as seen in Questions 13 and 14. Coordinated and united statewide negotiation for electronic resources and licensing agreements that produce economies of scale can provide libraries with increased clout with vendors, costs savings in the purchase of database services, and improved access for users to a wider variety of information resources. Again, the benefit of universal access to library collections, and coordinated delivery – both electronic and physical – were seen as key outcomes of enhanced collaboration between New York's libraries and archives.

To assist New York's library and archival institutions in offering these services (Q #15), a coordinated approach can provide respondents with greater access to professional development/training, networking opportunities, grant development assistance, and adoption of digital standards and best practices. These activities can help to enrich the profession and the professionals charged with development of the framework for creation, storage, and dissemination of information within the state.

The survey respondents were most creative when the survey focused on which of services would be most important to their institutions in the short-term (the next three years) in Question 16. A wide variety of suggestions were garnered from this question, and the same topics carried over to questions on the most important issues for the New York State library and archives community (Q #17), as well as how to make collaborative library and archival programs sustainable within the state (Q #18). In all three cases, budgeting/cost/funding issues led the list of responses, and the establishment of increased funding support were seen as an important future activity. However, reliance on cash-strapped governments or parent institutions is unlikely to provide enough funding to create a truly dynamic and robust New York State Information Infrastructure as envisioned by participants. The premise of the I2NY study is that the path to providing services needed by library users lies through efficiencies, reduction of duplication, creation of new services, and investing in more collaborations and partnerships.

Maintaining and enhancing the library and archives staff to make a growing array of library and archival services available to patrons was seen across the final three questions about important services and

sustainability (Q #16-18). This includes building staffing levels through recruitment, and enhancing staff skills and expertise through development and re-training. Considering this expression of need, but also a lack of and need for additional funding, libraries may need to consider new approaches such as shared services to address these needs.

The topic of access – especially affordable access to more electronic databases, achieved through coordinated efforts in negotiations with vendors– was a theme in the final questions in the survey just as it was in all of the respondents’ answers. Collaborating on this important aspect of library business is more important than ever in these times of cost increases from publishers, and budgetary instability for libraries and archives.

A focus on adoption of new and emerging technologies, and training patrons in literacy on this ever-expanding array of tools, must be a strong focus for libraries in the near future. While these changes in the way services are provided may be increasingly digital/virtual, librarians and archivists responding to the survey also felt strongly about the repurposing, renovation, and improvement of library space, including through the upgrading of library and archival physical plants and their internal environment.

A final area noted as highly important to the continued success and sustainability of collaborative library and archival programs within the state is better communication and collaboration among all library types and key library groups in New York State. This was one of the strongest areas of feedback from the I2NY Summit as well. Whether as part of continuing I2NY activity or through other channels, the stewards of information within the State of New York must continue to inform each other of shared concerns, shared innovations, and, most importantly, of shared “victories.”

**Appendix A: I2NY Survey Report**

**Additional Data Analysis: With cross-question analysis**

(Prepared by Kathy Miller, NY 3Rs Association)

<b>Q.4 INSTITUTION CURRENTLY PROVIDE - LOCAL OR OUTSOURCED</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
EBOOKS	<b>80.0%</b>	<b>89.7%</b>	<b>100.0%</b>	38.5%
STREAMING VIDEO	47.0%	48.5%	0.0%	53.8%
ONLINE JOURNAL REPOSITORY & ACCESS	43.0%	35.3%	20.0%	<b>76.9%</b>
DIGITAL COLLECTION REPOSITORY	42.0%	36.8%	40.0%	69.2%
STREAMING AUDIO	37.0%	36.8%	0.0%	38.5%
DIGITAL COLLECTION ARCHIVAL REPOSITORY	36.0%	32.4%	80.0%	46.2%
ONLINE DOCUMENT DEPOSITORY & ACCESS	31.0%	25.0%	40.0%	46.2%
OPEN JOURNALS	24.0%	23.5%	0.0%	38.5%
ONLINE SCHOLARLY REPOSITORY	20.0%	19.1%	0.0%	38.5%
SCHOLARLY PUBLISHING	10.0%	10.3%	0.0%	7.7%
OPEN TEXTBOOKS	6.0%	5.9%	0.0%	7.7%

Not surprisingly, nearly all libraries (with the exception of the special library group) provide ebooks. Despite this, other questions in the survey indicate there is a continued need for even more and better access. One can surmise this from:

Q. 5 Importance of services to users (% that responded “1” or “2” [i.e. high] importance):

- Direct delivery to patron – electronic (89.8%)
- Immediate Access (84.7%)

Q.14 – Benefits of Statewide Information Infrastructure:

- Improved access to more content (97.1%)
- Coordinated and statewide e-resource licensing (85.7%)
- Statewide shared book platform (owned, not licensed) 73.4%

In Q. 9 – Collaborative activities with others -- 57.3% (all); (60% academic); participate in a collaborative eBook program.

QUESTION 5. IMPORTANCE OF THESE SERVICES TO YOUR USERS	TOTAL % RANKING EITHER "1" or "2" (i.e. of high importance)			
	ALL	ACADEMIC	PUBLIC	SPECIAL
DIRECT DELIVERY TO PATRON - ELECTRONIC	<b>89.8%</b>	94.0%	<b>100.0%</b>	84.2%
ACCESS TO PAID ELECTRONIC DATABASES	89.2%	81.7%	33.3%	<b>89.5%</b>
IMMEDIATE ACCESS	84.7%	88.6%	66.7%	79.0%
IN PERSON INFORMATION SERVICES	82.0%	83.1%	66.7%	83.3%
ONE ON ONE CONSULTATIONS	78.9%	82.4%	<b>100.0%</b>	68.5%
BEST PRICING FOR ELECTRONIC DATABASES	75.0%	<b>94.3%</b>	33.3%	73.7%
DISCOVERY SYSTEMS	74.7%	82.9%	66.7%	73.7%
INFORMATION LITERACY INSTRUCTION	71.5%	85.9%	<b>100.0%</b>	36.9%
INFORMATION SERVICES - VIRTUAL	71.4%	76.0%	66.7%	57.9%
DIRECT DELIVERY TO PATRON - PHYSICAL	71.3%	76.5%	<b>100.0%</b>	66.7%
TRAINING	67.3%	71.0%	66.7%	63.2%
PRINT ON DEMAND	42.2%	39.1%	66.7%	38.9%
FINDING AIDS TO SPECIAL COLLECTIONS	36.9%	35.8%	0.0%	57.9%
ONLINE ACCESS TO HISTORICAL RECORDS & LOCAL RESOURCES	36.7%	43.5%	66.7%	42.2%
ACCESS TO HISTORIC RECORDS ONSITE	36.7%	36.2%	66.7%	44.5%
PATRON INITIATED PURCH ON DEMAND (EBKS)	35.4%	39.1%	<b>100.0%</b>	26.3%
SCHOLARLY REPOSITORY FACULTY WORK	26.9%	30.9%	0.0%	26.3%
SCHOLARLY REPOSITORY STUDENT WORK	21.5%	35.3%	33.3%	26.3%
PATRON INITIATED PURCHASE ON DEMAND PRINT	21.2%	32.4%	33.3%	31.6%
PUBLISHING ASSISTANCE	16.5%	16.2%	33.3%	21.0%

The top three important components (ranking of 1 and 2 out of 5) as ranked by all could be considered to be closely related:

- Direct Delivery to Patron – Electronic (89.8%)
- Access to Paid Electronic Databases (89.2%)
- Immediate Access (84.7%)

This rating is validated elsewhere in the survey. Q. 14 – Benefits of Coordinated Statewide Information Infrastructure. Related and ranking high are:

- Improved access to more resources (97.1%)
- Coordinated and statewide licensing of e-resources (85.7%)
- Coordinated delivery – electronic and physical (83%)

Back to Q. 5, after “access”, the next two services are also closely related:

- In-person Information Services (82%)
- One-on-one consultations (72.9%)

Interestingly, and perhaps logically, these do not appear as highly ranked as collaborative or statewide activities elsewhere in the survey, since they would be local services.

Discovery Systems at 74.7% in Q. 5 may relate to both “Improved access to more resources” (97.1%) and “development of central portals of information resources” (53.7%). Information Literacy Instruction (71.4% all; 85.9% academic) also rated fairly high in Q. 5. It may relate to Q.13 (Shared Components of Statewide Infrastructure) “Connecting library services to student outcomes” (76.2% all; 86.8% academic) and “Assessing value of library services for funders” (67.3%).

Q. 6 AREAS OF CONCERN FOR COLLECTION TYPES	AREA OF GREATEST CONCERN			
	ALL	ACADEMIC	PUBLIC	SPECIAL
BOOKS	ACCESS	ACCESS	ACCESS	ACCESS
UNBOUND SHEETS	PRESERVATION	PRESERVATION	NA	STORAGE & PRESERVATION
PHOTOGRAPHIC	PRESERVATION	PRESERVATION	STORAGE	PRESERVATION
MOVING IMAGES	ACCESS	ACCESS	ACCESS	PRESERVATION
SOUND	ACCESS	ACCESS	ACCESS & PRESERVATION	PRESERVATION
DIGITAL	ACCESS	ACCESS	PRESERVATION	ACCESS

Of greatest concern is access to books, moving images, sound and digital materials.

<b>Q.7 CURRENTLY USE ANY OF THESE OFF SITE STORAGE FACILITIES</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
PRINT REPOSITORY	<b>54.2%</b>	<b>44.4%</b>	0.0%	<b>75.0%</b>
ARCHIVAL MATERIALS STORAGE	45.8%	<b>44.4%</b>	0.0%	50.0%
OTHER NON-CLIMATE CONTROLLED	37.5%	33.3%	0.0%	50.0%

Only 54.2% (44.4% academic) use an offsite print repository and only 45.8% and archival repository. In Q. 5 (Importance to users), about 1/3 state that off-site storage or repositories are of high importance and in Q. 15 (Importance to include in statewide), only 27.4% rate it of importance. However, it can be noted that in Q. 6 above there is concern about access and preservation for many materials and in Q. 8 (Management concerns of archives) below there are concerns about shelving, humidity, and temperature. **Although not an immediate high priority, this might indicate an area for future development.**

<b>Q.8 MGT CONCERNS OVER STORAGE OF ARCHIVAL, RARE, ETC.</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
SHELVING SPACE	<b>62.6%</b>	<b>69.0%</b>	33.3%	<b>50.0%</b>
TEMP	56.0%	67.2%	33.3%	35.7%
HUMIDITY	56.0%	<b>69.0%</b>	33.3%	28.6%
STAFFING	51.6%	60.3%	33.3%	42.9%
POLICIES	30.8%	37.9%	33.3%	14.3%
COPYRIGHT	27.5%	27.6%	0.0%	35.7%
NA	16.5%	8.6%	<b>66.7%</b>	14.3%
MISSION APPROPRIATE	15.4%	17.2%	33.3%	7.1%
LICENSING	13.2%	10.3%	0.0%	14.3%
COLLEC CONTENT	12.1%	13.8%	0.0%	7.1%
GOVERNANCE	12.1%	10.3%	0.0%	7.1%

<b>Q9. COLLABORATION WITH OTHERS ON THE FOLLOWING ACTIVITIES</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
SHARED ACCESS/ BORROWING CARD	<b>64.0%</b>	<b>78.2%</b>	66.7%	26.7%
COLLABORATIVE EBOOK PROGRAM	57.3%	60.0%	<b>100.0%</b>	<b>53.3%</b>
COLLAB DIGITAL COLLECTION PROG	36.0%	25.5%	33.3%	<b>53.3%</b>
TRAINING	36.0%	32.7%	<b>100.0%</b>	20.0%
SHARED DIGITAL REPOSITORY	34.8%	36.4%	33.3%	33.3%
COLLABORATIVE DIGITAL PRESERVATION	14.6%	20.0%	33.3%	6.7%
E FINDING AIDS TO SPEC COLL	13.5%	10.9%	0.0%	20.0%
SHARED PHYSICAL STORAGE, W ONLINE ACCESS	6.7%	7.3%	0.0%	0.0%

78.2% of the academics and 2/3 of all (and 2/3 of public [however, only there were only 3 public responses]) have some type of **“Shared access or borrowers’ card”**. This can be related to:

- Q. 5 (Importance to users): Immediate access (84.7%)
- Q. 13 (Components of statewide infrastructure): Universal access (68%);
- Q. 14 (Benefits of statewide): Universal access (81%)

NOTE: Since this is a relatively high priority, and since collaborations already exist, this might be an area that could be quickly developed. However, true “universal access”, probably also relates to creation of a “statewide federated ID” (Q. 13 “components”) ranked as more important by 37.8% of respondents.

Ranking second in collaborations is **“Collaborative Ebook Programs”** with 57.3% participating: 60% academic; 100% public. [Note: public library systems commonly have shared eBook collections among member libraries.] There is also at least one collaborative that includes public and academic libraries in New York. Special libraries lag behind. The importance of ebooks is noted elsewhere:

- Q. 4 indicates that 80% all and 89.7% academic only already offer ebooks

One might relate as collaboration on ebooks as being *desirable* to responses in Q.5 (Importance to users): “direct delivery to patron – electronic” (89.8%); “immediate access” (84.7%).

The collaborative aspect of an eBook program might be related to Q. 5 “best prices” as well as Q. 14 (Benefits of statewide) to the highly ranked “improved access to more resources” (97.1%); “cost savings”(91.5%); “increased clout with vendors”(89.6%); “coordinated and statewide e-resource licensing” (85.7%); and “statewide eBook platform” (73.4%).

Surprisingly, there is very little collaboration on “**Shared physical storage with online access**” (6.7%). Is this because of the “online access” component? Related to that, Q. 5 (Importance to user) ranks “Scholarly repository” for faculty or students relatively low (26.9% and 21.5%) respectively). Q. 15 (Important services of statewide) do not indicate great importance in shared repositories (print – 27.4% all; 32.4% academic) (digital preservation – 39.6% all; 46.7% academic).

<b>Q. 10 PATRON DRIVEN PURCHASE ON DEMAND PRINT</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
YES	13.5%	17.9%	0.0%	5.6%
NO	<b>84.6%</b>	<b>82.1%</b>	<b>100.0%</b>	<b>88.9%</b>
DON'T KNOW	1.9%	0.0%	0.0%	5.6%

Most libraries don’t provide this service. Cross checked with Q. 5, only 21.2% indicate it is **important to users** (32.4% academic; 33.3% public; 31.6% special).

<b>Q. 11 PATRON DRIVEN PURCHASE ON DEMAND EBOOK</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
YES	26.2%	38.8%	0.0%	0.0%
NO	<b>72.8%</b>	<b>61.2%</b>	<b>100.0%</b>	<b>100.0%</b>
DON'T KNOW	1.0%	0.0%	0.0%	0.0%

Again, most libraries do not provide this service, although more academics do than with print on demand. Is this important to users (Q.5)? Slightly more than a third of all libraries (35.4%) indicate it is (39.1% academic; 100% public; 26.3% special).

There is an interesting question raised by these responses. Is PDA – either for ebooks or print books – not important to library *users* (Q.5), but more important to librarians, who are interested in it as a targeted collection building mechanism?

<b>Q. 12 PUBLISHING SUPPORT</b>				
	<b>ALL</b>	<b>ACADEMIC</b>	<b>PUBLIC</b>	<b>SPECIAL</b>
YES	12.4%	11.8%	50.0%	5.6%
NO	<b>81.0%</b>	<b>83.8%</b>	50.0%	<b>77.8%</b>
DON'T KNOW	6.7%	4.4%	0.0%	16.7%

A very large percentage of libraries do not provide publishing support. Q. 5 also indicate that it is seen as of less importance to library users (only 16.5% rate it as important).How does this relate to “content creation”? In Q. 13 (Components of statewide infrastructure) “content creation” rates lowest among components listed (25.7%).In Q.14 (Benefits of statewide), 43.8% list “creating content” as important. But, in Q. 15, only 13.4% see **publishing services** as an important service of a statewide information infrastructure. An avenue to explore is the difference in what libraries mean between “content creation” and “publishing services”.

Q.13 SHARED COMPONENTS OS STATEWIDE INFRASTR. MOST IMPORTANT	TOTAL % RANKING EITHER “1” or “2” (i.e. of high importance)			
	ALL	ACADEMIC	PUBLIC	SPECIAL
LEVERAGE PWER OF GRP	89.6%	97.1%	100.0%	77.8%
TRAINING	79.0%	77.9%	100.0%	83.3%
CONNECT LIB SERV TO STUDENT OUTCOMES	76.2%	86.8%	66.7%	58.8%
INFO EXCHG	72.8%	72.7%	66.7%	77.7%
STATEWIDE PORTAL TO DIGITAL COLL	72.1%	75.0%	66.7%	64.7%
STATEWIDE PORTAL TO PD DB	70.2%	74.3%	66.7%	72.3%
INCREASE PATRON KNOWLEDGE ABT LIB (MARKETING)	68.8%	69.1%	100.0%	61.2%
UNIVERSAL ACCESS	68.0%	65.7%	100.0%	81.3%
ASSESS VALUE LIB SERV FOR FUNDERS	67.3%	73.5%	100.0%	58.8%
LEADERS WK TOGETHER	65.3%	67.2%	66.7%	64.7%
COOR COLLEC MGT	52.4%	58.2%	66.7%	44.5%
CLEARINGHOUSE	45.7%	53.7%	66.7%	33.4%
STATEWIDE FED. ID	37.8%	42.7%	33.3%	38.9%
CONTENT CREATION	25.7%	26.9%	66.7%	22.3%

**Leverage the power of the group** ranks as the most important component of a statewide information infrastructure. This makes sense for a “statewide” endeavor and can be applied to many of the needs expressed in the survey:

- Q. 5: Best prices for e-resources – 89.8%; Discovery systems (74.7%), Direct delivery to patron - physical (71.3%)

- Q. 14: Improved access to more resources (97.1%), cost savings (91.5%), increased clout with vendors (89.6%), coordinated and statewide licensing (85.7%), coordinated delivery – physical and electronic (83%), statewide shared eBook platform (73.4%), work with other NY groups on joint contracts (72.7%)

Listed as second in importance in a statewide component is **Training** (79%). This also ranks high in **Q. 14** (Benefits of statewide infrastructure), **“Coordinated Training”** (74.5%) and in Q. 15 (Important services to your library of statewide) **“Training”**(77.1%), where it ranks highest among all listed services and the only service that garnered more than 2/3 of the responses. **“Best practices”** (60.4%) and **“Optimal storage through education and training”** (48.6%) in Q. 14 might also be related to “training”. **This might be an area for growth, since in Q. 9 (Current collaborations), only 36% report collaborating on training.**

**Connecting library services to student outcomes** ranks as important or very important (76.2% all; 86.8% academic; 66.6% public; 58.8% special). It also relates to **Assessing the value of library services for funders** (67.3% all; 73.5% academic; 100% public; 58.8% special). This might be reflected in the importance ranking of:

- Q. 5 (Importance to user) Information literacy instruction (71.5% all; 85.9% academic; 100% public; 36.9% special)
- Q. 14 (Benefits of statewide) Return on investment (44.3%)

Other questions in the survey did not really relate to aspects (such as “assessment”) of connecting library services to student outcomes. This is an area that deserves more investigation as to what is meant by it and how it can be achieved.

Another area that was given some import was **Information Exchange** (72.8%). This could be coupled with **Providing a clearinghouse”** (45.7%). In Q. 15 (Statewide services important to your library), **Continued networking activities** is rated highly by about half of respondents (51.4%). Could this difference in rankings possibly mean that while exchanging information in important, libraries are uncertain as to what form that should take?

Q. 14 WHICH ADD'L BENEFITS OF COOR STATEWIDE INFO INFRA MOST IMPORT YOUR INSTITUTION	TOTAL % RANKING EITHER "1" or "2" (i.e. of high importance)			
	ALL	ACADEMIC	PUBLIC	SPECIAL
IMPROVED ACCESS TO MORE RES	97.1%	95.6%	100.0%	100.0%
COST SAVINGS	91.5%	91.1%	100.0%	100.0%
INCREASED CLOUT W VENDORS	89.6%	95.6%	66.7%	77.8%
COOR & STATWIDE E-RES LICENSING	85.7%	88.0%	66.7%	83.4%
COOD DELIV ELEC AND PHYSICAL	83.0%	86.8%	100.0%	83.4%
UNIVERSAL ACCESS	81.1%	76.5%	100.0%	88.9%
COOR TRAINING	75.4%	73.5%	100.0%	83.3%
STATEWIDE SHARED EBOOK PLATFORM -OWNED	73.4%	79.4%	66.7%	58.8%
WK W OTHER NY GRPS ON JT CONTRACTS	72.7%	80.9%	66.7%	72.2%
INCREASED ABILITY TO JOIN JT PROJ	72.6%	73.5%	33.3%	77.7%
STATEWIDE EBOOK PLATFORM REFERNECE	71.7%	80.9%	33.3%	31.1%
USE EXISTING NTWK OF LIB SYS FOR COLLAB, ETC	67.3%	68.7%	100.0%	76.5%
INCREASED NTWKING OPPORTUN	61.3%	60.3%	66.7%	72.2%
BEST PRACTICES	60.4%	64.8%	33.3%	66.7%
INVENTORY OF STATE'S EXISTING DIGI COLL	54.7%	58.8%	66.7%	50.0%
DEV OF CENTRAL PORTALS OF INFO RESOURCES	53.7%	45.6%	33.3%	77.8%
PRESER OF BORN DIGITAL	53.4%	52.3%	66.7%	77.8%
PERPETUAL ACCESS TO NY RESEARCH	51.9%	55.8%	0.0%	61.1%
PRESER OF HIST MATERIALS	51.0%	50.0%	66.7%	72.2%
OPTIMAL STORAGE THR ED AND TRAINING	48.6%	48.6%	50.0%	66.7%
PRESER OF LAST COPY SERIALS	47.1%	45.6%	33.3%	72.3%
PRESER OF LAST COPY MONOG	46.7%	48.5%	0.0%	66.7%
REDUCE DUPLICATION AMONG SERVICES	44.7%	44.8%	66.7%	55.6%
ENSURING LAST COPY IN NY	44.6%	46.3%	0.0%	50.0%
ROI MODEL	44.3%	47.0%	100.0%	50.0%
CREATING CONTENT	43.8%	49.2%	33.3%	44.4%

OPTIMAL SHARED STORAGE OF HIST MAT.	39.5%	41.8%	<b>100.0%</b>	44.4%
ENSURING FIRST COPY IN NY	38.7%	44.1%	33.3%	38.9%
ABILITY TO TRADE, ETC SERVICES TO OTHER LIBS	32.1%	29.4%	33.3%	50.0%
SHARED STAFFING MODELS	31.5%	35.3%	66.7%	29.4%
OPTIMAL STORAGE HIST MAT BY MERGING	28.3%	32.4%	0.0%	27.8%

Many of these components are related to one another, e.g.:

- Improved access to more resources (97.1%)
- Coordinated delivery of electronic and physical resources (83%)
- Universal access (81%)

This is a consistent theme throughout the survey and many of the other questions relate to “improving access” and “providing more”.

Similarly, these components are related:

- Cost savings (91.5%)
- Increased clout with vendors (89.5%)
- Coordinated and statewide e-resource licensing (85.7%)
- Reduce duplication among services (44.7%)

This theme of reducing costs and saving money through collaboration also is a consistent theme.

Q. 15 MOST IMPORTANT SERVICES TO YOUR INSTITUTION TO INCLUDE IN COOR STATEWIDE	TOTAL % RANKING EITHER "1" or "2" (i.e. of high importance)			
	ALL	ACADEMIC	PUBLIC	SPECIAL
TRAINING	77.1%	77.6%	100.0%	83.4%
STATEWIDE DIGITAL STANDRDS AND BEST PRAC	57.2%	56.7%	66.7%	66.7%
GRNT DEVELOPMT ASSTNCE	55.2%	50.7%	66.7%	72.2%
COOR OF CONTINUING NETWORKING ACTIV	51.4%	47.7%	66.7%	61.1%
THEME BASED CONFERENCES	50.0%	51.5%	33.3%	55.6%
TECH SERV COLLABORATION	50.0%	57.4%	33.3%	38.9%
AWARENESS RAISING PRESENTATIONS	49.5%	46.2%	100.0%	61.1%
DIGITAL & TRADI DISASTER PLANNING	48.1%	47.8%	33.3%	64.7%
ADVOCACY PROGAMS	47.8%	38.8%	66.7%	44.4%
IT SERVICES COLLAB	47.1%	51.5%	33.3%	38.9%
SHARED COMMUNICATIONS AVENUES	46.2%	46.3%	33.3%	44.5%
ELECTRONIC FINDING AIDS	46.2%	47.8%	100.0%	50.0%
SHARED CATALOGING SERV	41.9%	47.8%	66.7%	44.4%
SHARED METADATA SERV	40.0%	47.8%	66.7%	38.9%
SHARED DIGI PRES REPOS	39.6%	47.0%	33.3%	33.4%
CONSULTING SERV	31.0%	26.2%	100.0%	50.0%
DATA MGT SERVICES	28.6%	29.4%	33.3%	33.4%
SHARED PRINT STORAGE	27.4%	32.4%	33.3%	22.2%
STARED STAFFING	22.9%	25.4%	33.3%	27.8%
SOCIAL MEDIA SERVICES	22.9%	19.4%	66.7%	38.9%
SHARED WEBSITE	18.3%	16.4%	0.0%	33.4%
PUBLISHING SERVICES	13.4%	13.2%	66.7%	11.8%

As mentioned earlier, **Training** is the only service where there is strong agreement on its importance. This is one of the most difficult survey questions to assess since there is little agreement. Further exploration of these services in relation to the rest of the I2NY report may be of value.