



NY 3Rs ASSOCIATION, INC.  
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## **I2NY 2015 Summit**

**Sponsored by the NY 3Rs Association, Inc.**

**May 11 and 12, 2015**

**Gideon Putnam Resort, Saratoga Springs, NY**

The NY3Rs Association, Inc. would like to thank the following individuals who made the 2015 Summit possible:

Tom Clareson, Consultant and Facilitator (LYRASIS)

and

The 2015 Summit Planning Group:

Shirley Bower	Rochester Institute of Technology
Jill Dixon	SUNY Binghamton
Debby Emerson	Central NY Library Resources Council
Tessa Killian	Southeastern Library Resources Council
Sheryl Knab	Western New York Library Resources Council
Barbara Petruzzelli	Kaplan Family Library and Learning Center, Mount Saint Mary College
Jennifer Smathers	SUNY Brockport
Patty Uttaro	Monroe County Public Library
Pam Whiteley McLaughlin	Syracuse University
Michelle Young	Clarkson University

## **Introduction**

The first Information Infrastructure for New York State (I2NY) Summit, focusing on collaborative projects to improve the Library and Archival Services available in the state, and sponsored by the NY 3Rs Association, Inc., was held in September, 2012. A wide variety of ideas were generated during the two-day meeting, and many gained momentum and were fully or partially implemented between fall 2012 and spring 2015. Projects included development of a Digital Public Library of America (DPLA) service hub for New York State, and work on projects ranging from E-resources to Library as Publisher. These initiatives were developed to strengthen the infrastructure for the creation, dissemination, and storage of information throughout the state.

On May 11-12, 2015, a second I2NY Summit meeting was held, again sponsored by the NY 3Rs Association, Inc. Building on the momentum of the first meeting, and the success of a number of the projects initiated during that meeting, the second Summit provided an opportunity to review and assess accomplishments of the I2NY groups during 2012-15, identify important initiatives that are currently under development at New York institutions, discuss related collaborative services and projects since the first Summit was held, and focus on new projects to meet current information needs within the state.

## **Summit Structure**

The structure of the 2015 Summit allowed for reporting on and review of current I2NY initiatives and related projects; provided an opportunity for attendees to hear two keynote speakers and a special local guest speaker, all focusing on projects and initiatives of national impact; and focused specifically on the generation and planning for potential new I2NY projects, with a vote to determine which of the projects were top priorities for the group going forward.

On Monday afternoon, May 11, Tom Claeson, Senior Consultant at LYRASIS, welcomed participants to the Summit, and Sheryl Knab, Executive Director of the Western New York Library Resources Council (WNYLRC) provided context for new and returning Summit participants in a presentation on “Developing the New York State Information Infrastructure.”

Brief “Lightning Round” presentations next allowed participants to hear updates on ten current initiatives around the state. Six of the presentations were focused on the original I2NY initiatives developed in 2012:

- Empire State Digital Network – DPLA Service Hub
- Library as Publisher
- Communications Clearinghouse
- Library Assessment and Return on Investment
- E-resources: Enhancing Access to Research Databases
- Staffing Innovations

The presentations on all of these topics, as well as additional lightning round presentations and the slides from the keynote and guest speakers, are available at: <http://www.ny3rs.org/i2ny-2015/>

The four additional Lightning Round presentations focused on “Collaborative Initiatives, Pilots, and Possibilities” – projects which may have been developed outside of the I2NY structure, but are of

interest because of their collaborative focus and the constituent audiences they reach. The projects reported on during this portion of the session included:

- New York Encoded Archival Description (EAD) Project
- Empire Shared Collection
- New York Historic Newspapers Project
- Statewide Catalog: Developing a Roadmap

A late addition to the Summit agenda was Local Guest Speaker Micah May, Director of Business Development at the New York Public Library, presenting on the development of a National Digital E-Content platform. May's presentation, which focused on libraries taking ownership of their EBook services and their relationships with users, has particular potential for development on a statewide, then national basis.

The first Keynote Speaker of the Summit, Peter Morville of Semantics Studio, made his presentation on "The Architecture of Understanding." Morville spoke about information architecture, organizational governance, methods, and metrics, and systems thinking. Utilizing information from recent important publications in the library, information, and management communities, Morville urged the audience to think about new collaborative activities for the information infrastructure in the state.

Day Two of the Summit was devoted to activities allowing for review of current I2NY initiatives, brainstorming and planning for the development of new collaborative initiatives, and prioritization and voting on the I2NY activities which the Summit participants thought were of the highest priority to continue in the future.

Session 1 on Day Two focused on review of current initiatives, particularly on the six original initiatives from the 2012 I2NY Summit. Participants chose to participate in breakout groups related to the first six Lightning Round presentations. Participants evaluated the projects on what was going well and what could be improved using a "Plus/Delta" rating system, and suggested whether the projects should be continued or not. Notes from each of the six breakout groups, as well as from discussions related to Sessions 2, 3, and 4, appear in Appendix II of this document.

Following this first opportunity for discussion, keynote speaker Nate Hill, Deputy Director of the Chattanooga Public Library, and recently-selected new Executive Director of the Metropolitan New York Library Council (METRO), presented on "Open Data and Libraries: Mapping Partnership Opportunities." Focusing on the 4<sup>th</sup> Floor Project at Chattanooga Public, Hill described the work which is happening in a civic laboratory, gigabit laboratory, and public access makerspace to curate and interpret open data information, particularly from the city and county level, and allow it to be repurposed and presented in many new ways.

Hill and meeting facilitator Tom Claerson used the next portion of the Summit, Session 2: Large Group Discussion and Idea Generating, to ask the participants to suggest new projects which could help to fill gaps or improve the work of the New York Information Infrastructure. Nearly 20 project ideas were suggested, and these were grouped into four major initiative ideas, which were reviewed after lunch on the basis of potential project scope, resources needed, impact and benefit, and a variety of other factors. The initiatives suggested included:

- National E-Book Platform
- Mapping/Marketing/One Voice for the New York Information Infrastructure
- Development of a Statewide Catalog
- Technical Infrastructure and Open Source Issues

Finally, in the fourth discussion session of the day, the original six and four new initiatives were voted on for the priority status they should be given as future I2NY Projects. The tally of the vote appears in the *Determining the Direction Forward* section.

### **Summit Highlights**

Almost every portion of the Summit meeting included important information which can be used to improve library and archival service within the state of New York. The following key points were highlights of the Lightning Rounds, Keynote and Local Guest Speaker Presentations, and other sessions during the Summit.

In her opening comments, Sheryl Knab asked the audience to consider:

- Connected pathways between users and libraries
- One consortia may not have all of the services which libraries and their users need
- Don't duplicate services, but connect services to strengthen them
- Piloting and testing as key activities while further building the information infrastructure
- Recognizing outside expertise and outside forces and the impact they can have on development of the statewide information infrastructure

Keri Willette, Empire State Digital Network Manager at METRO, said in her Lightning Round presentation that the ESDN was a featured project at the national "DPLA Fest" held in April 2015. The enthusiasm for the project within New York State and across the country is "amazing," and ESDN staff and the NY 3Rs Association, Inc. staff are utilizing that energy to develop a three-year plan for the project.

Kathy Miller, Executive Director of the Rochester Regional Library Council (RRLC) spoke of four "Library as Publisher" projects, and the five webinars which had been offered to communicate more broadly about the projects, which included *Open Textbook Creation* and a *Self-Publishing Book Fair*. Miller also described a Library as Publisher Grant program of the NY 3Rs Association, Inc. which awarded two "innovator" grants to library-as-publisher projects.

Kathleen Gundrum, Executive Director of the Capital District Library Council, in her Lightning Round presentation on development of a "Communications Clearinghouse," reviewed the work done to date, which included development of a Drupal-based web site which began to be populated with initiatives that committee members were aware of. The consensus of the group is that there is a need for improved communication activity among the libraries, archives, cultural heritage organizations of New York and the associations and consortia that serve them, but a key factor is how to sustain those communication activities long-term.

Mary-Carol Lindbloom, Executive Director of the South Central Regional Library Council, in presenting on “Library Assessment and Return on Investment,” quoted one of the working group members, who summarized the issue as “our data is not doing us justice” and that we need to continue offering learning opportunities on assessment, and develop repositories of assessment-related information.

John Hammond, Executive Director of the Northern New York Library Network, in his presentation on E-Resources, discussed the activities which the group had accomplished, including creation of an “E-Resources Manifesto,” sample database agreements, and e-resources negotiation tools. Additional assessment on library and archival needs will be conducted in the future, according to Hammond.

In the final Lightning Round session covering one of the six original initiatives, Debby Emerson, Executive Director of the Central New York Library Resources Council, spoke on staffing innovations. She noted that the group had focused mainly on highlighting professional development opportunities for the library community and the need for a statewide coordinated calendar, as well as looking at model staffing innovations across the country, such as the BiblioTemps program in Massachusetts.

In a session on The NY EAD (Encoded Archival Description) Project, Deirdre Joyce, Assistant Director and Digital Services Manager with the Central New York Library Resources Council, discussed the work of “concerned archivists” across the state looking at model projects in Virginia and the Pacific Northwest for development of a single online metadata repository which creates and collects encoded archival description metadata from throughout the state. Joyce mentioned that the first I2NY meeting started the interest in this statewide project, which includes interpretation of and planning based on a 2011 survey in New York State on interest in using EAD, and a NY 3Rs 2013-14 Proof of Concept Pilot Project based at SENYLRC.

Nicole Collello, Coordinator for Information Access and Delivery Projects at University of Buffalo, discussed the “Empire Shared Collection” print repository project, which includes policies where “the last copy is the last copy – no duplicates are allowed” and delivery of shared materials is faster than originally planned and promised.

John Hammond of NNYLN returned during this portion of the meeting to report on New York State Historic Newspapers (NYSHN - nyhistoricnewspapers.org), which includes 4 million digitized newspaper pages from 259 titles. Other than continuing to digitize microfilm from additional NYS newspapers, NYSHN is interested in digitization of student newspapers, foreign-language newspapers, and diocesan publications. Hammond also asked the audience about their interest in potential regional or statewide digitization centers, including what kinds of materials they are interested in digitizing and what volume of materials need to be digitized.

Finally among the new collaborative activities reported on during the Lightning Rounds, Robert Drake, Technology Operations Manager at the Mid-Hudson Library System, spoke on the money-saving possibilities of a Statewide Catalog, and the roadmap to achieve such a service, which would include research, Request for Information (RFI) preparation, and governance decisions.

In Local Guest Speaker Micah May’s presentation on a National Digital E-book Platform, he spoke of the interest which is building fast in this project. While the use of and spending on e-book programs is growing in libraries, May noted concerns including:

- We don't own the e-books or the relationships with e-book users
- We are not reaching new populations or audiences with e-books
- E-books are often disconnected from what else libraries are offering

May spoke of several issues such as the Library Simplified grant program to make e-book access easier, the fractured relationships libraries tends to have with publishers, and of the recent White House Open E-Books initiative. He ended his presentation by noting that the library and publisher communities share a goal of literacy and a love of reading. May spoke of the potential of a national system that would make e-book access and purchasing easier and more economical for everyone.

Peter Morville, in his keynote on Information Architecture, noted how difficult it is to change the library and information infrastructure, and how our current metrics for evaluating the infrastructure are too simple and we do not really understand the information ecosystem. While new technologies are causing an “avalanche of information,” mapping the systems we use to understand and disseminate the information will allow libraries to continue their role as “an act of inspirational architecture and a keystone of culture.”

Discussion in the Day 2 review of the existing I2NY initiatives focused on better outreach, marketing, and collaboration with other library, archival, and cultural heritage groups to achieve success in moving projects forward. Further development of some of the initiatives, including mission statements and potentially different approaches by the needs of different organizations, were common comments during Day 2 session 1. The groups reporting on the original initiatives felt that many of them could be brought up to the national level. Specific review information on each of the original six I2NY initiatives is included in Appendix I.

Nate Hill's Keynote on Open Data Ecosystems and Libraries included information on Local Government Data, Citizen Scientists, Connected Urbanism, and the concept of “Smart Cities.” Using examples from Chattanooga and around the country, Hill highlighted some amazing uses of aggregated data. When talking about the 4<sup>th</sup> Floor Project at Chattanooga Public Library, Hill noted that the fact that all of the work (maker spaces, open data, and the gigabit lab) are all happening in the same place is important – the Library has become a catalyst for city culture in Chattanooga. Hill said that those who wanted to replicate this type of environment in New York should “find people within the state who love these kinds of uses of information and harness them into working groups and hubs,” and suggested that we should include other people, not just librarians, to work on these initiatives. This type of “community-building movement” can create new relationships and bonds.

Concepts during the Idea-Generating Session included development of a think-tank for creating databases related to New York information; mapping and “finding out what everyone is already doing, as well as what we need;” and development of one marketing voice for the libraries and archives across the state. The eighteen suggestions which were offered by participants during this session were grouped into four major categories: Mapping/Marketing/One Voice; Statewide Catalog/Discoverability; Technical Infrastructure and Open Source issues; and the E-book Platform. Information on Session 3 in Appendix I includes an evaluation of each of these project concepts. Key points are highlighted below:

- Mapping/Marketing/One Voice activities could fit into the work of the Communications Clearinghouse group if the original group was to continue, or the New York Library Association (NYLA) or the State Library could take a lead. Group members felt that there is a lack of communication because people may not be absorbing all of the information that is available to them on the work of libraries and archives across the state. The needs of users and the library community need to be uniformly expressed, and establish the value proposition of libraries in the state's information infrastructure.
- The Statewide Catalog Concept means "discoverability of materials that New York libraries have." The group discussing this project said that it is not practical to invest substantial financial and human resources to build a catalog if Google already has the items and Google is the typical starting point where people search for items. If this initiative is to be explored further, the focus should be on making library items more discoverable in Google. The group also felt that assessing work on the concept of a statewide catalog in other states is an important first step.
- The Open Source and Technical Infrastructure Group discussed ways to utilize the collective technology of libraries, and technological skills of library staff from across the state. One concrete idea was to establish a New York State Chapter of Code4Lib. Four group members said they were ready to take on the project now, and Rochester Institute of Technology offered to hold a 2016 meeting and 2017 conference on this topic.
- The E-Book Platform discussion realized that the scale for this project goes beyond New York State, but saw strong benefits and impacts on educational outcomes in the state. As with the Open Source/Technology Infrastructure project, group members offered to be involved in this initiative immediately, and they noted that some funding for this project has already been committed by various stakeholders including New York Public Library.

As mentioned during his introductory remarks to the Summit, Tom Clareson stated the outcomes and discussions during the first I2NY Summit in 2012 were extremely productive, and the follow-up activity between the 2012 and 2015 Summit on a number of the initiatives was among the best collaborative work which he has seen in 25 years of working in the collaborative cultural heritage. Many of the initiatives moved forward in the intervening period between the two Summit meetings.

### **Determining the Direction Forward**

After review, discussion and brainstorming, Summit 2015 participants prioritized the various current and potential projects to determine what was of greatest importance to a New York infrastructure *and* had the highest chance of success.

Like the 2012 Summit, participants were asked to vote on which of the original six initiatives should go forward, and which of four new ideas should receive priority to move forward as well. The voting tally is as follows:

### Votes on Original Initiatives

- Empire State Digital Network – will continue – not voted on
- Library Assessment and Return on Investment – 13 votes
- E-Resources: Enhancing Access to Research Databases – 13 votes
- Library as Publisher – 11 votes
- Communications Clearinghouse – 3 votes
- Staffing Innovations – 2 votes

### Votes on New Ideas/Initiatives

- E-Book Platform – 19 votes
- Open Source/Tech Infrastructure – 18 votes
- Statewide Catalog – 7 votes
- Mapping/Marketing/One Voice – 5 votes

For more information on the group discussions, please see Appendix II.

### Strategies

The NY 3Rs Association, which has facilitated all of the I2NY groups, met in late May to consider next steps. Besides the outcomes of the 2012 and 2015 Summits, the current needs in the library, archival, and cultural heritage communities, and the strengths and abilities of the NY 3Rs were taken into consideration. Based on their analysis, the NY 3Rs proposes to proceed as follows:

Continuing the following initiatives:

- **The Empire State Digital Network (ESDN):** An original idea from the 2012 meeting, ESDN has been implemented in New York through the NY 3Rs Association with METRO as the central administrative site. The project has become well-established and successful in New York State, and is recognized as one of the model Digital Public Library of America (DPLA) hubs in the country. Because of its continued momentum and growth, this initiative was not voted on as it is planned to continue into the future. However, ideas and discussions during the Summit meeting on sustainability for the ESDN project should be further studied by those working directly on the program in consultation with the NY 3Rs.
- **Library Assessment and Return on Investment:** Around the country, both national and state associations, as well as individual institutions, are involved in assessing the strengths of their services and needs of their constituents. To stand out in the field of organizations tackling these issues, it is strongly suggested that the NY 3Rs Councils work in collaboration with other groups such as SUNY and CUNY to develop assessment and ROI-related projects which will have a direct impact on the libraries, archives, and cultural heritage institutions within New York. Once the ideas are planned, implementation, whether on a statewide, county, or city level, will be easier as the program continues to grow.
- **E-Resources:** Several components envisioned in the 2012 Summit have been realized. This initiative will continue to move forward with enhancements or improvements as needed to the E-Resources Manifesto, the Licensing Toolkit, and the continuation of investigation into database pricing.

- **Library as Publisher:** This project has achieved some results which could be useful on a national scale – the webinars on related projects, and the grant program. The NY 3Rs will continue to develop this initiative.

Implement immediately the following initiative:

- **Technical Infrastructure/Open Source:** This was a very active discussion group, and the ideas from the group received a good number of votes. A primary activity is to create a code4lib group in New York State – a collective forum of technical experts. Their collective talents can assist the library community in overcoming the barriers and challenges in improving the statewide infrastructure improving upon the tools and services we already employ or by creating those that fill a niche or need. The NY 3Rs supports the goals, activities, and events developed by this group.

Further investigate two initiatives:

- **National E-Book Platform:** This project is already receiving national attention. Work on this initiative in New York State was one of the most highly-rated projects discussed at the 2015 Summit. The NY 3Rs will explore this project further and investigate how it can have specific benefits to the residents of New York State, and members of the NY 3Rs. One idea is that this activity could be a sub-project of the already-successful E-Resources Working Group, which has established a number of tools and resources since 2012, such as the Manifesto and Licensing Toolkit.
- **New York Statewide Catalog:** While the need for a Statewide Catalog or other unified discovery method is strong, this new initiative was not a top vote-getter. It was suggested that the key is improving discoverability in Google, rather than creating a new tool. The large scope of the project and the complexities of statewide resource sharing are challenges. The NY 3Rs will continue the conversation.

Do not proceed with – or modify the focus – of two of the initiatives:

- **Communications Clearinghouse:** The ongoing sustainability of such a clearinghouse was deemed cumbersome by Summit participants. Therefore the NY 3Rs will discontinue the communications clearinghouse initiative as originally designed. Instead the NY 3Rs will work in collaboration with the New York Library Association, the State Library and other organizations that serve libraries, archives, and their staff to seek ways to improve communication using existing channels.
- **Staffing Innovations:** This initiative has two distinct pieces: innovative staffing and professional development. Due to the complexity of New York State labor laws as well as the intricacies of staffing at member libraries, the NY 3Rs will not be continuing the innovative staffing piece at this time. Professional development is provided by several organizations throughout the state, including the NY 3Rs. The NY 3Rs CE Task Force will continue to monitor professional development opportunities.

### **Next Steps**

The NY 3Rs Association will continue to work with the I2NY working groups whose initiatives are ongoing, and establish new working groups for the new initiatives. Suggestions from the I2NY Summit 2015 will be shared with the working groups. NY 3Rs will work with the groups whose initiatives are not continued or whose focus is changed as these groups refocus or move on to new area. An internal group of the NY 3Rs will investigate the two initiatives identified as needing further investigation and will convene working groups.

The NY 3Rs thanks everyone who participated in the 2015 Summit – from presenters to audience participants. We appreciate the continued support from librarians, library staff and archivists from our member institutions. It is critical to collaboratively improving and enhancing library and archival services across New York State.

## **APPENDIX I: I2NY 2015 Summit Evaluation Results**

26 out of 69 attendees responded (a 38% response rate) to the Evaluation Survey conducted through SurveyMonkey. Of those 6 are anonymous.

Overall the participants felt the venue was somewhat or very appropriate for the event. 70% felt it was very appropriate and 27% felt it was somewhat appropriate.

The top five ranking of the lightning rounds other than the opening remarks were: Empire State Digital Network, New York Historic Newspapers, Empire Shared Collection, Library as Publisher, and E-Resources: Enhancing Access to Research Databases.

“I definitely think it was good to hear the status for the first six initiatives. The other ones were nice to hear but not as important. Maybe that time could have been used as another breakout to discuss other possible ideas (idea generating)?”

“Some of the updates were more compelling than the others, but I think it was important to present an update on each initiative. Especially for those who attended the first summit, the group needed to know what progress had been made.”

All three guest speakers received high marks (Peter Morville, Micah May, and Nate Hill).

“I liked all of our speakers. They brought different viewpoints and issues to consider which I found interesting and helpful. I may be biased though since I was on the planning committee.”

“I hope the e-reader goes forward! Meanwhile, Mr. Hill’s talk was eye-opening to me, in an academic music library. I will need to digest it for a while to see how that approach can be used in my situation, but I think the potential is there and very interesting. “

“Both Peter and Nate were very thought-provoking. Micah’s talk was interesting as well, but we cannot assume that the way NYPL works with publishers will translate to the academic library environment. I found it less relevant because I’m not at all sure that it will scale up as discussed.

“All of the guest speakers were really good, but Micah has inspired me to feel like those pie-in-the-sky dream projects could actually be made to happen.”

When asked about other projects not mentioned at the Summit that should be considered for scaling up state-wide, the answers were few. One item that did emerge is the issue of Open Access materials for students “to reduce the cost of their education.” There also was some concern how the group discussions added to the overall understanding of the goal of determining which initiatives to move forward on. Many were unclear about which initiatives would be acted upon. Many felt that there was a lack of time for the development of new ideas and many were not clear on the takeaways. More discussion on priorities was preferred.

“Not entirely clear on what will move forward – expect that the report will clarify.”

However, most who had completed the evaluation thought the Summit was useful and would attend future ones. The majority felt every two years was appropriate for this type of event.

“I think it is helpful to bring people together in person to discuss issues, program and projects to explore collaborative projects and initiatives. I feel the first initiatives have been successful for the most part and were worthy projects.”

“Definitely. It is helpful to bring together such a broad array of interesting and thoughtful people. It was exciting and thought provoking.”

“Absolutely. The more we know each other, the more we can collaborate.”

“This type of summit is very useful when all the ‘players’ are present. I think there was perhaps a dearth of key individuals/institutions that prevented this from being as effective as it might have been.”

When asked if it is necessary to continue to work on the creation of a statewide information infrastructure that builds upon existing collaborations or partnerships and allows for the development of new ones that don’t currently exist, the answer was an overwhelmingly yes.

“There are many possible collaborations and partnerships statewide. Working together can make these projects better, more wide reaching, more efficient, save money, share resources...there are many reasons to work together.”

“In order to provide our users with the most comprehensive and seamless experience possible and to take advantage of the strength of libraries as a whole (not as separate ‘factions’ i.e. public, academic, etc.) this type of collaboration is absolutely necessary.”

“We are stronger together, and we have more in common than we think.”

“This to me is a no brainer. Why duplicate work. Sharing is an efficiency.”

“Nearly every proposal and problem and project brought up at I2NY struck me as suffering from some variation of the exact same problem: institutional boundaries hinder the ability for New York’s libraries to succeed.

1. They disincentive the cooperative use of funding which effectively limits solutions to no bigger than the largest institution in the state
2. They lead to multiple overlapping missions which paradoxically adds complexity, ambiguity and gaps in service,
3. They raise the need for clear and effective communication while simultaneously marginalizing any one institution’s actual ability to meet this need.

Will a state-wide information infrastructure improve any of these? I think it could – as long as it remains hyper-focused (avoids that perennial library issue of trying to solve every issue ever), makes clear decisions (no endless rounds of committee revision), and creates concrete plans (X will do Y project, by Z date, using W tools. No more no less).”

**APPENDIX II:  
I2NY 2015 Summit Session Notes**

**Thoughts/Ideas from Reception**

- Create a shared instance of Library Simplified that can serve eBooks from any Library in New York to any user who has a card for that Library.
- Find a way to better mine and analyze patron usage data in Overdrive and other products
- Use NYLINE more
- Discovery should include archives, libraries, cultural, etc. One contact point.
- How do you create real partnerships to solve “unsolvable” problems – until we break down the wall between publishers/vendors and librarians – have to get past thinking of ourselves in an adversarial relationship – that’s a big cultural change and we are as guilty of it as “they” are.
- Extend the repository idea (like the one for assessment) to collect other things that are needed, such as fundraising plans (separate repository) and another repository to collect library policies in libraries across the state.

**Session 1: Plus/Delta Exercises on Original Initiatives**

**Innovative Approaches to Staffing**

Plus:

- System for sharing expertise
- Sharing staff makes sense if possible
- Ask 24/7 – good model for sharing
- OCLC Catalog sharing is another good model
- Could be way to share technology experts
- Find ways to share across system (circuit librarian?)
- Just in time need
- Long-term collaborative need
- Statewide sharing apps
- Annual open Webinar
- Flex hiring options with a temp staffing option.
- NYC, CT, Mass have temp models to look at
- Could there be a bank of experts (spend and earn credits towards help – like a tuition exchange idea) – No money exchanged
- Professional Development Plus:
  - Shared 3Rs calendar is a good model
  - Webinar/YouTube works well for specific topics

Delta:

- Clarification of how knowledge base services are offered
- Evaluation, compensation, benefits, etc. of shared staff is very problematic

- Limited thinking (thinking of own library/system) not the broad view
- How much can you stretch one shared person, realistically?
- Expertise easy to share, actual staff person is hard to share
- Temp hires don't create new position opportunities, and has a devolving effect.
- Propensity to reinvent the wheel
- Database to find experts with feedback
- Needs Assessment
- Professional Development Delta:
  - Do people really watch and learn with webinars?
  - Librarians need training to provide well-done webinars

#### Staffing Innovations Project Yes/No

1. Just in time staffing – Yes, I2NY, but... is this really an I2NY project to work on?
2. Shared expertise – Yes, I2NY, but (see above)
3. State-wide professional development with statewide shared calendar – No I2NY, NY3Rs continue only
4. Outsourcing specific tasks – No I2NY

#### Communications Clearinghouse

Plus:

- Website does what it's supposed to
- Gets harvested – good metadata
- NY 3Rs has led efforts

Delta:

- Assign/identify PR person
- Sustainability of website
- Use social media for sharing
- Map the state – who does what? Map the system
- People don't think of using website
- I2NY promote tagging
- Tell all to all
- Intent was larger than website
- Who is audience for the tool?
- Information exists – how to harvest
- Academics need to benchmark with peer institutions – not just NYS
- Who "owns" it?
- Formalize process/procedure -- through 3Rs?
- Use common hashtags
- I2NY presentation at NYLA

## Library Assessment/Return on Investment

Plus:

- Webinar helpful – beyond numbers
- Recorded webinar
- Hot topic – all doing it
- Comparison data – mixed feelings on usefulness
- Cost per read – e-book vs. print – how to do this?
- One webinar
- Upcoming Webinars on point
- Archived?

Delta:

- Ask administrators what they want to see
- Who is the audience for assessment?
- Needs more Direction – tracks? Public/Academic/Legislative
- Link Webinars to LibGuide
- Links to Census
- Guidelines/best practices for filling out system guidelines
- Toolkit more than data repository. Assessment and storytelling Toolkit (beefy LibGuide)
- Collection of relevant studies
- Modeling
- ACRL AIA (Assessment in Action) tie-in
- Like iPeds – 6-10 questions
- Address big picture
- Webinars need better marketing
- Practical application of webinars
- Hire a qualified person to put together templates
- Mission Statement for initiative (and resources)

Continue?

- YES
- Tell the stories
- Mission, Goals, Deadlines needed
- Translate data
- Establish links between library types

Resources:

- Subcommittee of Initiative
  - Deadlines
  - Firm Goals

- Toolkit volunteers:
  - Britt
  - Kerrie (conditional)
  - Sara L.
  - Eli (conditional)
- Look at existing initiatives

### **Empire State Digital Network**

Plus:

- Well-coordinated
- Good buy-in
- Visible success
- Made a complicated project simple and manageable
- Managing challenges
- Strong collaboration
- Identifiable brand
- 87,000 items
- Nationally-focused project
- Multiple formats for metadata

Delta:

- Make links between ESDN, Newspapers, and finding aids
- More staff for ESDN?
- Sustainability of funding/staff for ESDN and DPLA
- New models for sustainability – membership model?
- Filling in gaps – who are we leaving out? Historians? Small organizations that are not members of 3Rs? DHP constituents?
- Targeted outreach and education
- New membership models for 3Rs – Digital or Heritage membership?
- Statewide regional digitization centers?
- Maintain/fund current digital projects that feed into ESDN/DPLA
- Better outreach/communication about relations between ESDN/New York Heritage/institution-hosted collections

Continue? YES

Steps:

- Sustainability plan and funding structure
- Outreach and communication plan
- Overall NYS digitization/digital identity plan – bring all our digital projects together in some way
- Empower ESDN to be a true New York State Digital Network
- Think about architecture of ESDN and what is our end goal?

## Library as Publisher

Plus:

- Webinars covered a broad range of current projects
- Good introduction to broad topic
- Two grants funded
- Data has been collected, is accessible, and is being used.

Delta:

- Higher enrollment would have been preferable
- Broad topic – difficult to cover in a webinar
- Lack of collaboration/focus in sharing information
- Models of Best Practices (needed)
- Stop replicating the platform

General observations:

- What exists now?
  - Open SUNY Textbooks
  - Library Publishing Toolkit (Monroe County)
  - Model Self-Publisher Book Fair (Rochester PL)
  - Library Publishing Conferences
    - Open Access
    - Library as Publisher (Brockport)
  - Born-digital self-published works – where?
  - Library commerce
  - Special collections
- Do we continue – Yes
- What's next?
  - Assess what has been accomplished through both grants
  - Begin to address the identified Deltas
  - Replication without duplication; more collaboration
  - Identify Best Practices
  - Identify achievable goals
  - Identify opportunities for cross-library type sharing and collaboration
  - In person forums as opposed to webinars.

## E-Resources

Plus:

- Manifesto – vendors can change certain facets for contract
- Readers First connection

- Potential for more partnering with vendors/publishers
- School Library “SCORE” project – potential to expand to publics and academics – sharing ideas
- More people in the maybe to yes categories in results
- Industry analysis
- Model license
- Enthusiasm is there
- NOVEL

Delta:

- Website organization and corrections
- Soften parts of the manifesto
- Make manifesto more widespread
- On-demand journal article project stalled – after much hard work
- Barriers to partnerships: Librarians-vendors
- Find “right” vendor partnerships
- Walk away from vendors
- Review survey results
- More promotion of manifesto and model license

## **Session 2: Project Ideas** (Nate and Debby notes)

- Database think tank – how can we use our own resources?
- Mapping – who’s doing what (tie in with library as publisher) -- talent and projects, resources, expertise – publish it
- Who is involved and what is everyone’s role?
- Use experts in the field
- NYPL E-book platform/academic-special collections
  - “Pledge” for e-resources
  - Shared mapping of value of e-resources content – link with Readers First group
- Better leverage Open Source technology through collaboration
- Guidelines on how to fit with mission or strategic plan
- Mapping what we need
- Bring all tech people together
- Civic Spaces/Maker Spaces
- Bring others to the table
- Statewide Catalog
  - Useful
  - Easy to Use
  - Library records/catalogs discoverable in Google
  -
- Statewide Marketing/Leadership/Unified Voice
- Statewide Library Card
- Focus/prioritize
- 50 years of 3Rs – tell the story

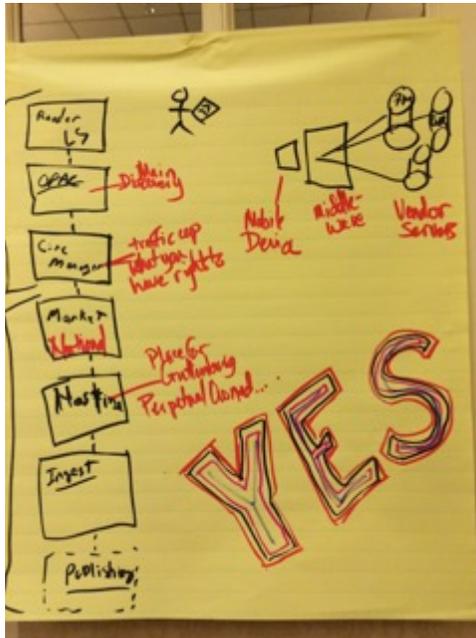
- Walk away with two prioritized initiatives
- Include archives, cultural heritage institutions
  
- Breakout Groups:
  - Mapping/Marketing – Mary Carol
  - Discoverability – Kathy G
  - Open Source – Michelle
  - E-books – Jennifer
  - Tech Best Practice -- Jill

### **Session 3 Idea Review**

#### **National E-Book Database**

- Scale: Multi-type; iOS/Android/Web; National with state on-ramp
- Goals and Objectives:
  - Control the User Relationship
  - Claim it as a Library/User
  - 3Rs market App
  - Develop Academic Use/Content Case
  - Use E-License Manifesto
- Description:
  - App: ready to Go; serve up e-book content from any vendor in Library-branded way (currently B&T, Overdrive, 3M)
  - Marketplace: National available marketplace for libraries to acquire content at cost (Big 5 etc.)
- Timeline: App – 12 months-2 years; Implement now, continually improve
- Provider APIs useable contract with future in mind.
- What if we don't do e-book platform?
  - Continued chaos
  - Profit-driven drives development/pricing
  - NYS behind the times
  - User loves the vendor and not us
- Stakeholders:
  - 3Rs
  - All NYS Libraries
  - Us
  - Our users
  - Publishers too (we might assimilate eJournal or eBook TBD)
- Funding:
  - Some on the way
  - Low \$ in – 3Rs?
  - Contribute to co-development of App
  - Resources
    - Task Group: Sheryl, Micah, Jennifer S., Marianne, Michael, Eli, Brie, Karen (Market); 3Rs market App Advocacy

Diagram:



This section of the diagram depicts the part of the service that would host individual perpetually-owned content, and the normalized Gutenberg Project content that is already planned.

Legend: Reader LS – OPAC (Main Discovery) – Circ. Manager (traffic – what you have rights to) – Market (National) – Hosting (Place for Gutenberg Perpetual) – Ingest – Publishing

Mobile Device – Middleware – Vendor Services

- Continue: Yes – start or add to I2NY Projects (I2NY note yet working on this project)
- Benefits/Impact:
  - Return on Investment = Impact on Educational Outcomes
  - New Users
  - App: Own the Relationship; 1 platform to support
  - Marketplace: Collaborative Discounts; Libraries make readers so publishers should play (see President’s program); Creation of Market Competition

### Statewide Catalog

- a) Various technologies to facilitate discovery across libraries
- b) Statewide ILS

Timeline – 6 months of research and analysis

Goals and objectives – identify library holdings throughout the state

Scale of Project – Broad: all kinds of libraries

Brief Description: Use commercial search engines (Google, etc.) to display Library holdings throughout the state.

Timeline: research, products, and strategies

Commitment:

- Funding: not yet
- Resources: TBA
- Stakeholders: TBA

Benefits: Visibility

Impact: Greater use of collections

Goals and objectives – cost savings

### **Marketing/One Voice Group**

Goals and Objectives: Mapping and Marketing

Scale of Project: NYLA/NYSL/NY3Rs?

Brief Description: Internal aggregation of information useful in field. External information for using with public. One voice is track to go down while leveraging our independent strengths. Need a standard way of communicating.

Commitment: From libraries, community, field. NYLA/NYSL/3Rs

Benefits and Impact: Problem-solving is expedited. “Being part of community brings X to me.”

General Notes from session:

- One Voice – information is in one place – discussed if this is what we meant.
- Note: NYLA -- culture of participation is a concern.
- Map of infrastructure/ecosystem – who is doing what – could be straightforward to do.
- Marketing:
  - What are we marketing? Accomplishments
  - Maybe a toolkit for all – separated out by library type.
  - Value?
  - NYS Message
  - Already exists but how to access/where to find. Defragment
- One voice/consistent message, but we don't always know the message

- Make general messages available but communicate to the community.
- Conundrum: does some of this incorporate the communications initiative?
  - NYLA/NY3Rs – build on what they are doing
  - NYSL role?
  - Associations are voluntary
- What do we mean by marketing?
  - NYLA, ALA, has, or can create marketing
  - Individual organizations need to take time to learn and to implement
- Statewide marketing mission?
- Communications clearinghouse/mapping innovations
  - Could build, finding linkages for projects. E.g., where are Maker Spaces; where can we find them?
- With this initiative, who will do?
- How are consortia connected?
  - Figuring out linkages and whom to ask would be useful
- Right now, messages are inconsistent
- Scoping this project is necessary but complex (?)
- Two Sub working groups:
  - Mapping
  - Marketing
- How does this fit with the communications clearinghouse initiative?
- No one else is doing this?
- ALA doing NYC and Upstate idea exchange
- Mapping would include these other groups.
- Need tagline for “One Voice” (NY3Rs has one)
- Advocacy and communicating our stories
- Mapping – include portal – a New York State Portal for what’s going on in NYS libraries. How do we tie it all together for different library types?
- Given complexity, is it possible to have one voice? We have to.
- NYLA’s brand is their advocacy. Loud voice for all types.
- Message must be one to reach all New Yorkers: “The Library on the corner” or those not thinking of one. Thoughts about “the library” may stay consistent.
- NYS Library: learn...grow...discover.
- Even if we have this, it must be taken to local level
- Like “@ Your Library”
- Question: how can we be effective marketers – dedicated communications staff person?
- Perhaps better for this group to think about brand.
- Also consider inventory issues in mapping?
- Is there a central organization that speaks for libraries in New York State?

## Tech Infrastructure/Open Source Group

### Open Source Goals/Objectives:

- To capitalize on open source opportunities using experts in the state
- To determine when it is best to use open source – consider the infrastructure, see what is already there.
- Develop best practices
- Create NYS Code 4 Lib Group – scale the NYC Group up (ask Tom for advice) and consider scaling up to a regional group. Start with New York first and go from there.
- Have a NYS Code 4 Lib conference – National Code 4 Lib conferences are always sold out
- Select a couple of projects to work on

Open Source Scale: for all types of libraries

Tech Infrastructure: Open source is part of this.

- Convene an organizational meeting
  - Ask the group to consider the projects I2NY has identified, to see how they can help.
  - Ask them to brainstorm to get their ideas too – they will have ideas that did not come up here.
- If there is not enough buy-in from the I2NY group, we will move ahead and do this anyway (but please vote for this!)
- It would be good to have this as an I2NY initiative to support our other I2NY efforts.

Tech Infrastructure Description: Build a NYS Code 4 Lib group to create applications, software, etc., and build a community. Explicit inclusion of best practices.

Tech Infrastructure Benefits: May help address lack of tech staff in small libraries; can help I2NY initiatives.

Procedures to set up a new Code 4 Lib group:

- Announce intent to form a new Code 4 Lib Group
- Use Drupal or some other software to build a website
- Gather consensus on goals/projects
- 1<sup>st</sup>: Find a leader/task force. Volunteers included:
  - Matthew Kopel: CLRC (will contact NYC, Midwest, and other chapters of Code 4 Lib)
  - Amy Schuler-Cary Institute of Ecosystem Studies
  - Mark Sullivan – IDS
  - Shirley Bower – RIT
  - Everyone at table will join listservs for regional chapters

Tech Infrastructure Timeline: First meeting at R.I.T. by 1/2016

Tech Infrastructure Funding: Need is negligible

Tech Infrastructure Benefits: If we don't do it, lost opportunities, duplication of effort, less resources for institutions, no resource pool for I2NY.