

# VALE

## Members Council Workshop to Assess Capabilities and Operating Structure 10/29/14

- ✓ Given progress to date w/ strategic priorities, what have we learned?
  - ✓ The current VALE operating structure is effective for getting work done to achieve current strategic priorities!
    - thoughts about capabilities needed going forward
  - ✓ Conducting an external scan of environment...
    - current conditions faced by VALE
    - emerging conditions
    - collective impacts
  - ✓ VALE should be spun off...VALE is an opportunity keep it to change thinking/doing
  - ✓ Emerging business model: lessons learned from networks most like VALE?
    - going forward, what will members value
    - what would a multi-tier membership look like
    - how do we make it work
  - ✓ In summary...

# Given progress to date with strategic priorities, what have we learned...?

still relevant and applicable

We've made little progress in 5 yrs

these priorities don't permeate the structure

Committee work bedevils us... it's like there's 2 VALEs

VAL1: exec comm  
VAL2: everyone else

these don't connect

We've created a liaison between committees

made a difference but perhaps not enough

As a purchasing club, maybe we're not big enough to leverage deals

fiscally, given our challenges, being a

purchasing club is less important

the less II, the more important

the more we leverage, the more we don't need as much

collective purchasing is still one of the most important

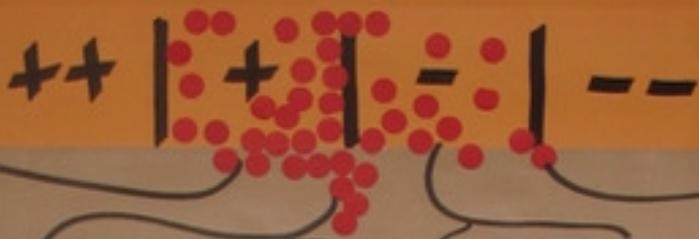
things we do (in eyes of univ.)

These haven't been communicated enough

this to feel more like committee projects

they're up there, in a drawer, but they don't drive things

the current VALE operating structure is effective for getting work done to achieve the current strategic priorities!



Members have to see their priorities reflected in the operating structures effective, not sure

Not an overarching vision... an end that's articulated

We need to get the focus on support for research learning

A lot of orgs have put a lot of effort in making VALE work

A lot of progress has been made in the virtual library

Can't lose sight that a lot of effort has been made by librarians

but not necessarily in line w/ strat. priorities

The model of vendor negotiation is working

There's a difference between being a library vs. librarian org.

Comm. structure is functionally based but not sure they're effective enough to get us where we need to go

Business + assessment have emerged as more important than the 6

is the assessment internal or external?

Once priorities are clarified, assessment committees can manage projects

If the operating structure was effective, we would have seen a dashboard to measure against the priorities

There's a limited lifeline to volunteerism

What about a succession plan?

for exec. comm.

I don't see people ready to step up

We have valid committees that don't support the 6 goals

To what extent should they?

If I try to engage my acad provost on these, they wouldn't be seen as strategic priorities

How to get our priorities to match university?

The 2 VALE's

We've made some progress against the 6

but not significant progress

I feel there's unequal involvement w/ institutions

As exec. comm. member, volunteer time is damn near unsustainable

External scan: how has the world changed since VALE's conception?

In effect,  
we don't know  
what we don't  
know

Collection has  
changed...  
we rent, not own

The changing  
value of "what is  
a library", "what  
is education"

More online  
students

Publishers are  
making it  
harder to access  
content

and  
more expensive

Lots of org.  
change w/ tech.-  
more involved

What are  
the current  
conditions VALE  
is facing?

Extra focus on  
data mining,  
assessment,  
analytics

facing a crisis  
of granulation

vendors  
want to sell  
pieces

students  
want pieces  
of pieces

tension/  
accountability  
for retention/  
graduation

VALE  
10/30/14  
p4

consortiums used to be geographically regional

now, consortiums accept members outside the region

even new LMS tech isn't keeping up w/ what we need to do

Big data

everyone's pushing it  
no one knows what to do  
what it is  
I have to give it, don't know how to collect it

library trends like RDA and linked open data

Emerging conditions?

fierce presence of for-profit proprietary ed.

more emphasis on competency-based

Rise in MOOCs and badges instead of degrees

Higher ed will be 12 mo even for the elites

and 24/7

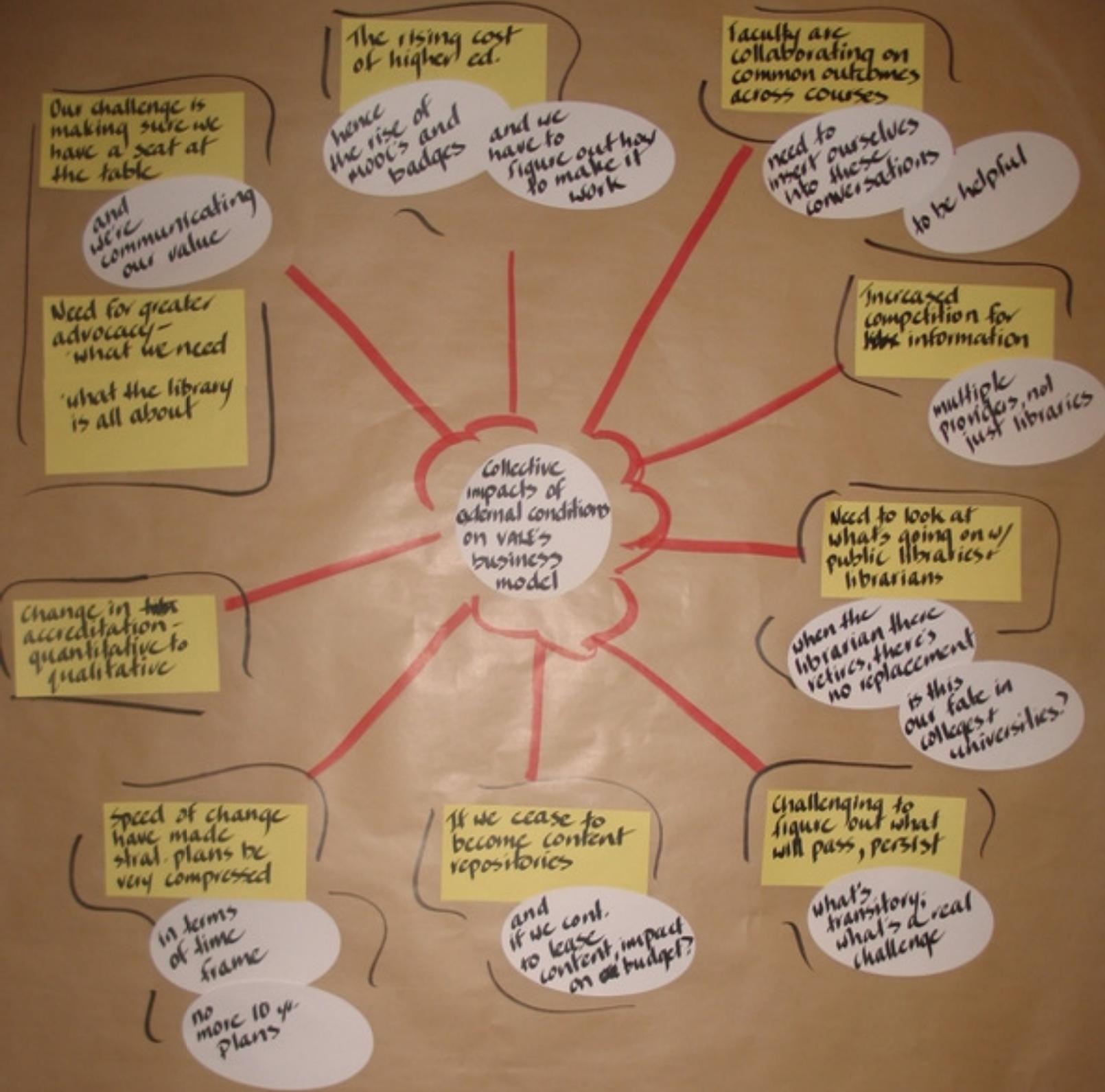
Demographic for students is going down

lost 16-72 yr. olds

there's a huge pop. that can't be held back forever

e.g., the undocumented

use of discovery tools for students to find resources



# The Future of VALID...

an integrated library system is  
different

VALID is an opportunity, so keep it to help change the way VALE thinks!

...and gets things done

I like it but will never be a full participant

Once done, how is it maintained?

It depends... future of KILLALICO - will it be proprietary?

It has tremendous potential, but drain on volunteers

We don't know

If you spin it off, means it has value

does it have value?

Ideologically, I support open source

but am disappointed w/ implementation

There should be an option for institutions to participate

yet, there are some that will never do so

because of politics

Implementation might be faster w/ a spin off

VALID should be spun off!

We don't have the resources to pull this off

There are vendors that can deliver this at lower cost

We don't have a track record of collaboration to make this work

We need a statewide vehicle for borrowing

so we can spread our collective development & broaden

(cont.  
of "ff"  
comments)

As an outlier,  
what role does  
it play?

This is the only  
project not  
about purchasing

This is a huge  
opportunity - the  
vision is what's  
important

then  
figure out  
how to get the  
supporting  
tech.  
make it  
economical  
and efficient

get other  
institutions  
outside region  
to support

Most systems will  
need to be  
changed

if not  
VALID, what  
else?

It's an enterprise  
system that can  
be taken to an  
IT dept.

Yet, as a comm.  
college we're tied  
to county sys  
systems

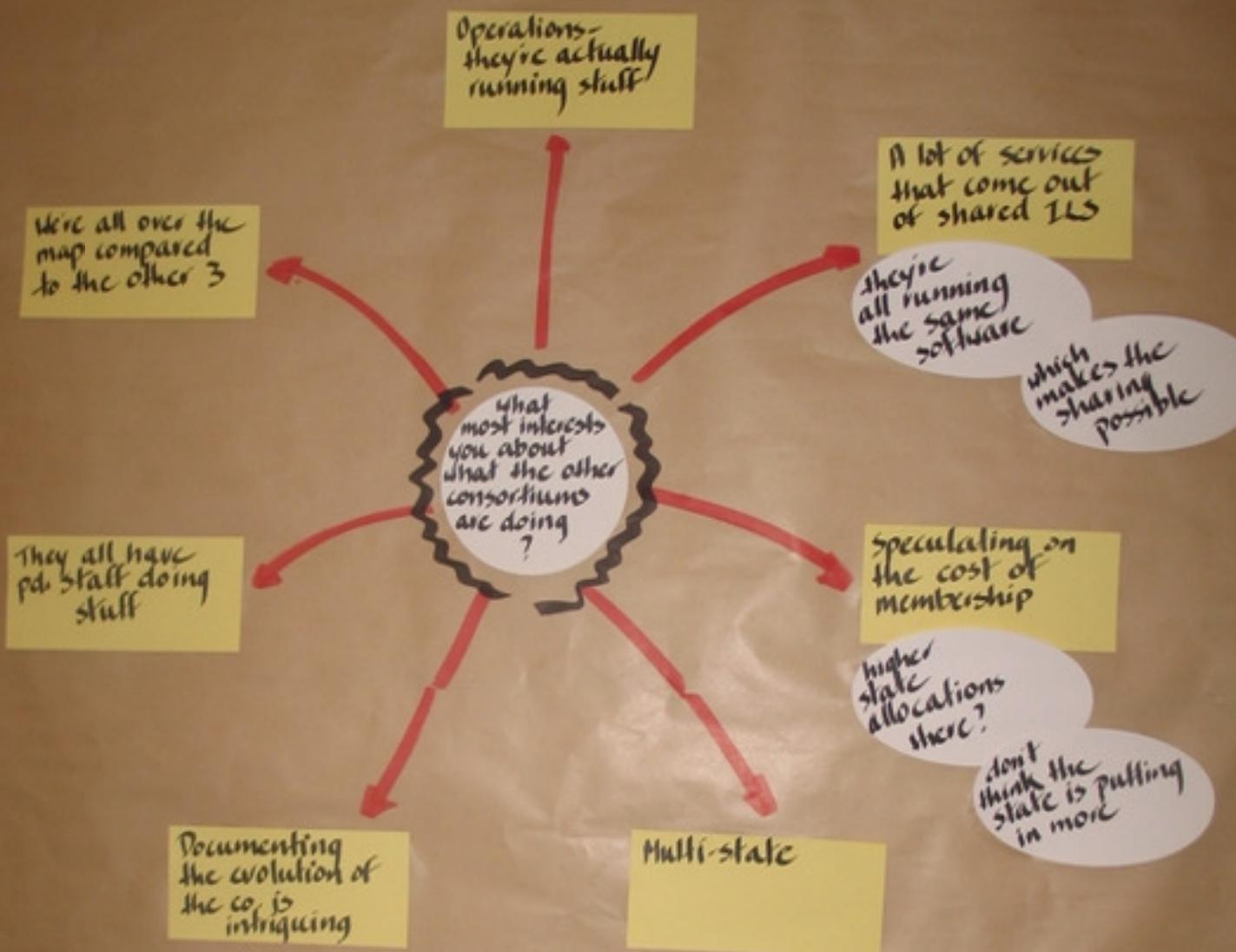
and  
see a lot of  
time spent on it

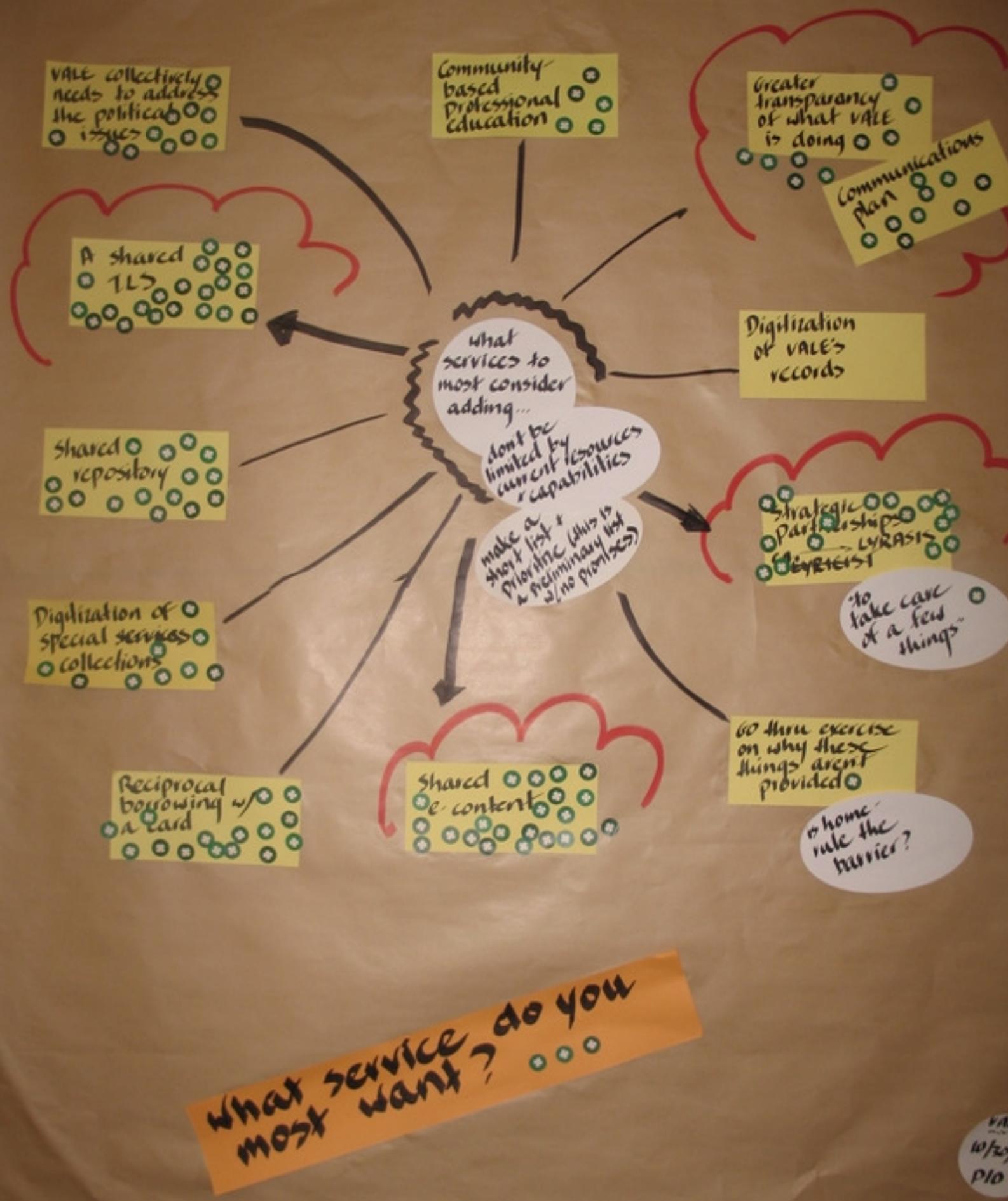
If NC had  
statewide systems  
this would be a  
no-brainer

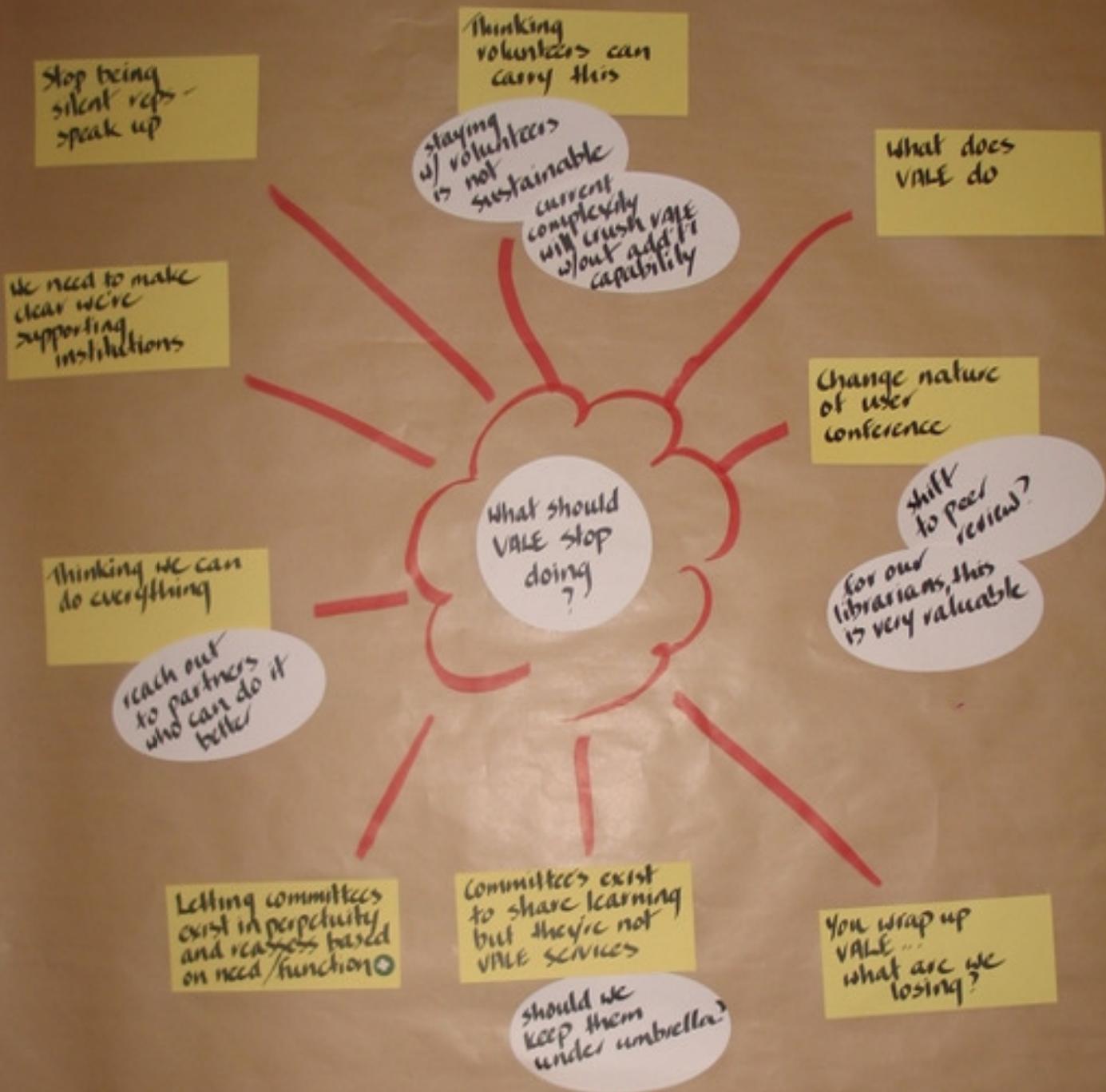
...but  
it doesn't

We started out  
as collaborators,  
if spun off, what  
are we?

# the emerging business model: lessons learned from other networks most like VALE?







The membership is diverse ranging from highly to less technically sophisticated, so...

143, diversity can also refer to politics, etc.

also, how much you know/don't know about VALE

What will members value the most, going forward?

Working together to accomplish what we can't do alone

What would a multi-tier membership structure look like?

How do we make it work?

Implicit is an organization based on needs different

e.g., a community college tier

Might be a place for proprietary colleges

Requisite to tiers, need to do a "needs analysis"

Is there a place for academic libraries w/in VALE

from public schools

PAC assessment & curriculum aims to connect

K-12  
+ post secondary

Transfer prof. dev'l. to another org.

thus allowing us to focus on needs of institutions

Develop a menu of services current/future

Clear community of interest w/comm. colleges

Focus there

Develop a Chinese menu

if you give my institution price info they'll pick the lowest

If structure changes, how will this affect committee make up

## In summary...

Stop doing?

Relying on a finite # of individuals to carry the load

Trying to do too much - are we a prod devl focused org. or not?

Being an org of librarians

Focus on organization

Keep doing?

This isn't about cost benefit but about spirit of collaboration

and we need to keep conversation going

Do differently?

Tie in what we do more to a Strategic plan

also the activities of the committees

look at each committee in terms of time utilized by members

make committees interest group self organizing w/out budget nice to be able to say we're backed by VALE

make sure committees are addressing strategic needs

VALID

Start doing?

Ask the question: if VALE stopped, what would be the impact?

what would we lose?

Collectively address advocacy in politics

figure out array of partners

who does what we need done better?

Identify what motivates people to do collaborative projects

what's the tipping pt that creates collaboration?