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

- Given progress to date w/ strategic priorities, what have we learned?
- Current VALE operating structure is effective for getting work done to achieve current strategic priorities!
- Conducting an external scan of environment...
- VALE should be spun off...VALE is an opportunity to change thinking/doing
- Emerging business model: Lessons learned from networks most like VALE?
- The diverse membership—highly to less tech sophisticated...
- 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 VALS
- These don't connect
- They're up there, in a drawer, but they don't drive things

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 we leverage, the more we do, the more important
- The more we leverage, the less we do, the less important
- Collective purchasing is still one of the most important
- Things we do (in eyes of unit)

These haven't been communicated enough
- This still feels more like committee projects

Values:
- Exec. comm.
- Everyone else

These were a liaison between committees
- Made a difference but perhaps not enough
External scan: how has the world changed since VUL's conception?

- More online students
- Collection has changed—no one owns it
- The changing value of "what is a library," "what is education"
- Extra focus on data mining, assessments, analytics
- Publishers are making it harder to access content, and more expensive
- Facing a crisis of granularity
- Vendors want to sell pieces
- Students want pieces of pieces
- Tension between accountability for retention and graduation
- Lots of org change w/ tech, more involved
Emerging conditions?

- Big data
  - Everyone's pushing it, no one knows what it is
  - I have to give it, don't know how to collect it

- Library trends like RDA and linked open data

- Consortia used to be geographically regional
  - Now, consortia accept members outside the region

- Even new tech isn't keeping up w/ what we need to do

- Rise in MOOCs and badges instead of degrees

- Higher ed. will be 24/7 even for the elite
  - 24/7

- Demographic for students is going down
  - 14-72 yr. olds
  - doesn't hold back
  - huge pop
  - undocumented

- More emphasis on competency-based

- Use of discovery tools for students to find resources
Collective impacts of additional conditions on Yale’s business model

- Change in the accreditation from quantitative to qualitative
- Speed of change has made small plans be very compressed in terms of timeframe
- No more 10 year plans
- Our challenge is making sure we have a seat at the table and are communicating our value
- Need for greater advocacy - what we need is what the library is all about
- The rising cost of higher ed.
- Hence the rise of MOOCs and badges and we have to figure out how to make it work
- Faculty are collaborating on common outcomes across courses
- Need to embed ourselves into these conversations to be helpful
- Increased competition for space and information
- Multiple providers, not just libraries
- Need to look at what’s going on in public libraries
- Librarians
- When the librarian leaves, there’s no replacement
- Is this our fate in academic libraries?
- Challenging to figure out what will pass persist
- What’s transient, what’s a real challenge
- If we cease to become content repositories and continue to lose content, impact on our budget?
The Future of VALID...

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VALID should be spun off!

We don't have the resources to pull this off.

I like it but will never be a full participant.

Once done, how is it maintained?

It depends... future of EKALICO 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?

Implementation might be facile w/ a spin off.

Ideologically, I support open source.

There should be an option for institutions to participate.

yet, there are some that will never do so

because of politics

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 state wide vehicle for spreading.

For building.

so we can spread our collective development & broader

We can spread our collective development & broader

"
As an outlier, what role does it play?

This is the only project not about purchasing.

Yet, as a community college, we're tied to county IT systems and see a lot of VRE time spent on it.

If we had statewide systems, this would be a no-brainer.

...but it doesn't.

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

Most systems will need to be changed.

If not VALID, what else?

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

We started out as collaborators. If spun off, what are we?
The emerging business model: Lessons learned from other networks most like VALE?

- Operations: they're actually running stuff
- A lot of services that come out of shared ILS
  - they're all running the same software
  - which makes the sharing possible
- Multi-state
  - Speculating on the cost of membership
  - Higher state allocations there?
  - Don't think the state is pulling in more
- We're all over the map compared to the other 3
- They all have paid staff doing stuff
- Documenting the evolution of the co-op is intriguing
What service do you most want?
Stop being silent rep - speak up

Thinking volunteers can carry this

What does VALE do

We need to make clear we're supporting institutions

Thinking we can do everything

Reach out to partners who can do it better

Committees exist in perpetuity and remain based on need/function

Committees exist to share learning but they're not VALE services

You wrap up VALE - what are we losing?

Shift to peer review?

For our librarians this is very valuable

Current complex workflow VALE without addtl capability

Letting committees exist in perpetuity and remain based on need/function
The membership is diverse, ranging from highly to less technically sophisticated, so...

What will members value the most, going forward?

What would a multi-tier membership structure look like?

Implicit is an organization based on needs, different.

How do we make it work?

Might be a place for proprietary colleges.

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

Develop a menu of services, current/future.

Develop a Chinese menu.

If you give a menu, how will service info. they'll pick the lowest.

Clear community of interest w/comm. colleges.

Focus there.

If structure changes, how will this affect committee make up.

Transfer prof. dev. to another org.

Thus allowing us to focus on needs of institutions.

From public schools, K-12, post-secondary.

PCC assessment, curriculum aims to connect.

Valle

10/53/04

P12
In summary...

Stop doing?
Relying on a finite # of individuals to carry the load
Trying to do too much - are we a prod dev or focused on 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
look at each committee in terms of time utilized by members
make committees interest groups self-organizing about budget
make sure committees are addressing strategic needs

Start doing?
Ask the question: if we stopped what would be the impact?

Collectively address advocacy in politics

Valid

Identity motivates what to do collaborative projects

What is the tipping point that catalyzes collaboration?