Common Collection Task Force Final Report to PASCAL Board
May 2013

Task Force Members

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Background

In December 2012 the PASCAL Board constituted the Common Collection Task Force (CCTF) to help guide PASAL’s programming efforts in relation to collections. The Task Force consisted of seven individuals selected from the PASCAL membership and representing the various types of libraries in the consortium (research, 4-year, technical, public, and private). The charge to the Task Force included the following:

The PASCAL Common Collection Task Force is charged with surveying collaborative collection management activities and initiatives, with particular attention to programs and practices that have been successfully developed by other consortia and library groups. The task force will assess how these activities could be applied to PASCAL. The task force will consider how to leverage existing capabilities and assets within the partnership and will assess the adequacy of existing framework to support desired activities in the next three to five years. Where necessary, it will identify new infrastructure requirements that might be necessary to achieve maximum impact.

Although the task force is granted wide latitude in its development of recommendations, the board is particularly interested in recommendations for programs that will have a significant and tangible impact on collections and access to library materials.

Early in the process, the CCTF formulated a statement to help guide our understanding of “common collections” within the mission and goals of the consortium:

PASCAL member libraries seek to provide collections, regardless of format, to which all members have access through collaborative collection development, discovery, and delivery.

The CCTF recognizes that its charge involves a balance between (1) visionary, longer-range strategic planning (primary) and (2) attention to tangible, immediate efforts as they help to shape the vision (secondary, with efforts centered with other committees/task forces). As a result, the work of the group has been framed within these two broad areas of concern.
Task Force Activity

The CCTF began its work with a discussion of the “common collection” concept and the task force’s role within PASCAL to help strategically guide the organization in this area. These points were constant threads throughout the work of the task force, being further refined over time. The task force engaged in a broad scan of current collaborative activities taking place in other consortia. Among the programs reviewed were collaborative collection management projects in Maine, Michigan, and the Orbis-Cascade Alliance and ebook demand-driven acquisitions programs in various consortia. The CCTF also considered PASCAL’s existing assets and infrastructure.

The CCTF focused on an overarching strategic long-view of common collection planning and initiatives for PASCAL. At the same time, the task force remained mindful of the $1.25 million in one-time funding (unclaimed lottery funds authorized by the General Assembly) currently available to PASCAL and the desire for program planning that seeks to make prudent and timely use of those funds. Members of the CCTF were assigned to “working groups” to address specific tasks which focus on assessment of identified resources/initiatives. Three of the four assignments doubled as liaison roles to maintain a direct line of interaction with other PASCAL committees/task forces—specifically, the Consortial Purchasing Committee, Bibliographic Control Task Force, and Discovery, Access and Infrastructure Task Force. Tasks identified for assessment included:

- Ebook Demand Driven Acquisitions (DDA) programs [Tasked to the Consortial Purchasing Committee with a CCTF liaison]
- Infrastructure upgrades/improvements (union catalog clean-up through record match points and de-duplication) [Tasked to the Bibliographic Control Task Force with a CCTF liaison]
- Document delivery solutions (for expanding PASCAL Delivers to include sharing of articles)
- Discovery enhancement options [Tasked to the Discovery, Access and Infrastructure Task Force with a CCTF liaison]
- Collection analysis tools [Tasked to a working group of the CCTF]
  (Note: Of related importance was the Consortial Purchasing Committee’s charge to present a content package purchase recommendation for the immediate future.)

To help inform the work of the CCTF, several task force members participated in relevant webinars:

- “Collection Analytics: Using Data to Drive Decisions” (Feb 27) – OCLC webinar about the WorldCat Collection Analysis (WCA) tool and OCLC’s upcoming next-generation collection evaluation tool (WorldShare Analytics) which will eventually replace WCA.
- YBP webinar on DDA (Feb 28)
- NISO webinar on DDA (Mar 13)

The task force undertook a concerted effort to identify and frame potential programs/initiatives within the broader strategy for PASCAL programming—particularly in the area of “common collections” and the supporting infrastructure. The task force has remained mindful of leveraging existing PASCAL assets (i.e. union catalog, established programs, lottery funds) while considering aspirational opportunities for expansion of PASCAL programming. As the work of the task force progressed, we began to realize the complexity of some initiatives and carefully considered timeframes that would be realistic and attainable. Given the charge of the CCTF, the task force remained focused on the overarching (“big picture”) strategic view of common collection planning and initiatives. Targeted assessments of specific resources/initiatives/programs were (or will be) completed by other relevant committees, task forces, working groups, etc.
In late April/early May the task force created a “Common Collection Membership Survey” for distribution to the full PASCAL membership. The brief survey will be used to poll the membership’s feedback and impressions about the concept of “common collections.” The survey is scheduled to be distributed via SurveyMonkey by May 13, and the data collection period will end on May 31. The results will be compiled and shared with the Board once the survey has ended.

The ultimate goal of the CCTF has been the identification and feasibility of potential initiatives and the formation of a set of short-term and long-term recommendations (with a general timeline) to present to the Board. Those recommendations are presented in this final report (see below).

**Discussion**

The following chart visualizes the activities and initiatives that have been the focus of the CCTF.

**Consortial Collection Development:** Among the initiatives addressed were one-time electronic content purchases/licenses and ebook initiatives. A one-time content purchase/license—spearheaded by the Consortial Purchasing Committee—would make good use of a portion of the $1.25 million in one-time lottery funds while enhancing the collective offering of content to the PASCAL membership. The evaluation of ebook offerings centered on demand-driven acquisitions (DDA) programs. In the end, the task force agreed that given the complexity of designing and launching a consortial ebook DDA program, such an effort would need further time and evaluation before a decision is made. With the possibility of a one-time ebook purchase built into the Content RFI (guided by recommendations from the Consortial Purchasing Committee), an ebook package purchase could be a healthy lead-in to a possible DDA program.

**Digitization:** The opportunity for PASCAL to participate in the Lyrasis Digitization Collaborative presented itself through the efforts of Kate Boyd at the South Carolina Digital Library. Participating libraries will be able to have items from their collections digitized and made accessible through the Internet Archive, the South Carolina Digital Library, as well as the Digital Public Library of America. The task force agreed that any opportunities to digitize our unique local holdings for the sake of preservation and discovery would be a worthwhile component of PASCAL’s common collection strategy.
**Bibliographic Control:** Tied to the idea of discovery enhancement is the desire to provide records within the current discovery tool (INN-Reach union catalog) that most appropriately represent the collections within PASCAL member libraries and foster the usefulness of the discovery tool for users. The current INN-Reach system is in need of record “clean up.” The task of reviewing possible solutions was given to the Bibliographic Control Task Force. That group effectively conducted a thorough assessment and made informed recommendations to the Board (see Affirmation #2 below).

**Discovery Enhancement:** One general observation that surfaced during the work of the task force is the close connection between content and discovery (particularly in relation to electronic content). Given the interwoven nature of these two elements, there is a strong interest in exploring potential enhancements to discovery as well as content in the more immediate strategy timeframe. Primary targets of consideration include:
- The addition of a discovery service solution (such as EBSCO EDS, Encore, Summon, etc.) to the existing PASCAL INN-Reach system; and
- An evaluation of next-generation integrated library systems.

**Collection Analysis:** A systematic and thorough review of existing collections would help PASCAL understand the collective makeup of member library collections and potentially help identify cost efficiencies and space recovery options. Generally, collection analysis in this context focuses on print monograph collections. The CCTF conducted initial explorations of the collection analysis offerings from two vendors: OCLC and Sustainable Collection Services. The task force also considered the possibility of an in-house analysis using data mined from the INN-Reach system. In addition to print monograph collections, a collection analysis effort could also focus on print journal collections (i.e. an in-house analysis) and/or a usage analysis of databases commonly shared among PASCAL member libraries (i.e. EBSCO Usage Consolidation service). The task force concluded that a worthwhile decision on what type of collection analysis to pursue would require a more thorough evaluation.

**Document Delivery:** Of particular interest during the CCTF discussions was the possibility of expedited document delivery for the sharing of content from member library print journal holdings. This would be a natural expansion of the established and successful PASCAL Delivers program (reciprocal book borrowing). It was also noted that this would be one program that would benefit from a collection analysis project.

**Collection Storage:** The idea of common print repositories is gaining momentum in the academic library environment (i.e. Orbis-Cascade, Maine Shared Collections Strategy). With budget allocations and collection storage space at a premium, efforts to reduce unnecessary duplication and improve cost efficiencies across consortia member libraries are being explored and implemented. While the current feasibility of establishing a shared physical print repository for PASCAL member libraries is highly questionable, the principles behind such an effort are attainable. PASCAL libraries can decide to work together to analyze our collective holdings, identify ways of eliminating multiple copies across our shared collections, and reap the benefits of space savings and cost avoidance within our libraries. The CCTF’s discussion in this area have centered on print monograph and periodical collections.

**Ongoing Management/Oversight:** The CCTF has been involved in a strategic review of potential common collection initiatives and practices. Our work has but scratched the surface. If PASCAL is to actively pursue the CCTF’s strategic recommendations, there is more work to be done in terms of product/program review and implementation. And, beyond that, there is the ongoing need for
management, evaluation, and continued planning of common collection initiatives and programs. The CCTF observes and wishes to convey the critical importance of establishing a standing group specifically responsible for assisting in the oversight of initiatives incorporated into PASCAL’s common collection strategy. This group would work closely with the PASCAL Board and the various relevant committees and task forces to maintain the viability of PASCAL collection programming.

Affirmations

Several collaborative initiatives of significance to the “common collection” strategy have already moved beyond the initial work and recommendations of the CCTF and received PASCAL Board approval. These initiatives are mentioned here in a broad attempt to strategically consider all aspects of collaborative collection activity that has been reviewed by the CCTF. Therefore, the CCTF affirms the Board’s decision to approve the following initiatives:

Affirmation #1: The CCTF affirms the PASCAL Board’s decision to immediately seek a one-time content purchase/license guided by recommendations from the Consortial Purchasing Committee and (initially) funded through currently-available lottery funds. Furthermore, the CCTF affirms continued efforts of PASCAL to identify, evaluate, and purchase/license content on the behalf of member libraries and in the spirit of further developing common collections.

The one-time purchase/license initiative received Board approval in March 2013, and an RFI to vendors was executed in April 2013. (see the Content RFI documentation at http://pascalsc.libguides.com/content.php?pid=445620&sid=3726384). Vendor responses are due May 10, 2013.
[Timeline: June 2013]

Affirmation #2: The CCTF affirms the recommendation of the Bibliographic Control Task Force and the approval of the PASCAL Board to pursue a catalog clean-up project in an effort to “clean up” the records in the INN-Reach union catalog through record de-duplication and enhanced matching.

This work would improve the usability of the catalog for general users and library staff alike. It would also serve as key preparatory work for other initiatives such as collection analysis, collaborative collection development efforts, and implementation of a consortium discovery tool. The Bibliographic Control Task Force spearheaded a thorough assessment and recommendation to implement III’s enhanced record matching (see the BCTF recommendations under “Reports and Recommendations” at http://pascalsc.libguides.com/content.php?pid=445620&sid=3718012) which was approved by the Board on 4/17/13 with $37,000 of lottery funds.
[Timeline: June-August 2013]

Affirmation #3: The CCTF affirms recent engagement by the PASCAL Board to encourage and seek ways to enable collective efforts to digitize unique materials from member library collections. Specifically, the CCTF affirms the PASCAL Board’s decision to provide funding support for PASCAL participation in the Lyrasis Digitization Collaborative (mass digitization project) and encourage participation by member libraries.

PASCAL’s participation in the Lyrasis Digitization Collaborative will be overseen by Kate Boyd (South Carolina Digital Library). This initiative was approved by the Board in March 2013 with $25,000 of
Recommendations

The CCTF makes the following recommendations to the PASCAL Board:

Recommendation #1: The CCTF recommends that PASCAL (1) evaluate discovery enhancement options to improve discovery of and access to PASCAL collection content and (2) approve a recommended course of action.

Content and discovery (particularly in relation to electronic content) are closely intertwined. Therefore, the CCTF recognizes that an enhancement of discovery would benefit all efforts that PASCAL undertakes to provide common collections. For the immediate future the most logical approach would be to seek a discovery enhancement solution that would be integrated with the existing PASCAL INN-Reach system. On April 17, the Board approved the establishment of an ad hoc task force (INN-Reach Discovery Modernization Task Force, replacing the Discovery, Access and Infrastructure Task Force) with the focused task of broadly evaluating the immediate feasibility of enhanced discovery for PASCAL. The task force was charged with making a report to the Board’s Programming Committee, including a recommendation for procurement.

[Timeline: June-August 2013]

Recommendation #2: In general, the CCTF sees collaborative collection analysis as a worthwhile initiative for PASCAL for the purposes of (1) effectively understanding the collective makeup of PASCAL member library collections and (2) informing potential efforts at cost efficiencies and space recovery through reduction of collection duplication among member libraries. At the same time, we do recognize the complexities involved in such efforts. Therefore, the CCTF recommends that the PASCAL Board appoint a group to review current options and best practices in collection analysis and determine the feasibility of a PASCAL collection analysis project. The group should make a report to the Board by December 2013, offering a recommended course of action.

The CCTF recommends that a group made up of key individuals be charged with a thorough review of (1) the feasibility of a collection analysis project and (2) the range of collection analysis options available (third party, in-house) for the purpose of making a recommendation to the Board. While such a review could occur in tandem with a catalog clean-up project, collection analysis should be done only after the completion of the clean-up effort.

Collective assessment could be carried out in multiple areas:
1. Print monograph collections – Could involve a third-party solution (i.e. OCLC, SCS) or an in-house analysis of data from the PASCAL INN-Reach system.
2. Print journal collections – PASCAL could spearhead a project (in-house?) to analyze our collective holdings to determine who has what, inform responsible weeding, and help diminish gaps in the collections. The benefit of a print journal analysis is closely tied to the CCTF’s recommendation for rapid document delivery (see Recommendation #3).
3. Database usage – The collective use and value of common databases shared among PASCAL member libraries could be analyzed in a robust manner with an analytic service such as EBSCO Usage Consolidation (http://www2.ebsco.com/en-us/ProductsServices/UsageConsolidation/Pages/index.aspx).

[Timeline: December 2013]

Recommendation #3: The CCTF recommends an assessment of options and a recommendation for offering expedited document delivery among member libraries through an expansion of PASCAL Delivers to include “non-returnables” (i.e. copies of journal articles).

PASCAL Delivers has proven to be a useful and well-used resource among member libraries for the sharing of monograph collections between libraries. The sharing of copies of articles from our print journal collections would be a natural expansion of that service. The provision of a statewide, expedited document delivery service for the sharing of content from our print journal collections would strengthen the value of those collections and likely be well-received by students and faculty. Should PASCAL wish to explore this potential, the recommendation would involve (1) an evaluation of available delivery solutions, (2) an assessment of the cost benefit, and (3) a recommended course of action to be presented to the Board in Fall 2013.

[Timeline: Fall 2013]

Recommendation #4: The CCTF recommends that PASCAL actively seek ways to incorporate ebook content into consortial collection development efforts through a broad evaluation of ebook delivery methods.

Rather than focusing on a specific initiative (i.e. Demand Driven Acquisitions), the CCTF recommends a broader evaluation of delivery methods for collaborative ebook content. DDA would be but one example of how PASCAL might approach ebooks. A group (CPC? Other?) would need to be assigned with the task of evaluating available ebook options (package purchases, DDA, a delivery method not yet developed in this rapidly-expanding content sector). The Task Force believes that an ebook DDA program should be evaluated (among other options), but only after attention is first given to a union catalog clean-up project and discovery enhancement. This opinion is largely due to the complexity of establishing a consortial ebook DDA project.

[Timeline: Spring/Summer 2014]

Recommendation #5: The CCTF recommends—as a long-term strategy—that PASCAL explore opportunities over the next three years for implementing methods consistent with shared print repository practices.

As collection space and ongoing collection maintenance costs remain growing concerns for libraries, possibilities of collaboration to reduce duplication among the member libraries are worth our exploration. Such a review would:

- Include practices such as shared last copy initiatives, cooperative print archiving, and other such activities which assist in the elimination of multiple copies across our shared collections.
- Provide opportunities for space savings and cost avoidance (reduction in ongoing collection maintenance costs) in our libraries.

Consideration should be given to print monograph and periodical collections.

[Timeline: 3+ years]
Recommendation #6: The CCTF recommends that PASCAL engage in ongoing evaluation of next-generation ILS options.

As a general course of action, the CCTF strongly encourages an ongoing practice of assessing the integrated library system landscape. For the immediate future, we need to determine how best to leverage our current systems. However, an evaluation of next-generation ILS offerings would be a prudent course of action for PASCAL, beginning now and continuing into the future as an ongoing activity. Since the implementation of the PASCAL INN-Reach system, there has been significant development in this area (i.e. Ex Libris, III, OCLC, open source platforms), and it would be wise for us to continually survey the market landscape.

[Timeline: Ongoing]

Recommendation #7: The CCTF recommends the establishment of a standing committee to provide ongoing management of PASCAL common collection planning and initiatives.

Over a fairly short period of time (January-April), the CCTF has discussed and investigated a wide range of initiatives with potential relevance to PASCAL’s common collection strategy. Ours has been a broad task of identification and prioritization of various activities and initiatives in order to make strategic recommendations to the Board. Many of the identified initiatives—should PASCAL choose to pursue—will need more thorough evaluation to determine their feasibility and logistics. Furthermore, common collection initiatives will require ongoing attention for the purposes of assessment and strategic planning. Given the importance and volume of PASCAL collaborative collection activities as well as the necessary attention required for successful evaluation and operation, it is the observation of the CCTF that ongoing oversight is critical. Therefore, the CCTF recommends the establishment of a five- or seven-member standing committee with the following (or similar) charge:

The PASCAL Common Collection Committee reports to the Program Committee of the Board and provides oversight of, and recommendations for, PASCAL common collection planning, programs, practices, strategies, and assessment. The Committee works closely with the Program Committee as well as other committees and task forces to manage and coordinate collaborative collection activities.

[Timeline: Summer 2013]

(Note: A composite timeline incorporating all seven CCTF recommendations is presented in Appendix A.)

Conclusion

The CCTF hopes that the discussion and recommendations included in this report will prove useful to the PASCAL Board in their strategic decisions concerning common collection planning and initiatives.

Respectfully submitted,
John Kennerly
Chair, Common Collection Task Force
APPENDIX A:
Timeline for PASCAL Common Collection Task Force Recommendations

- **Discovery Enhancement Recommendation** (June-Aug 2013)
- **Document Delivery Recommendation** (Fall 2013)
- **Collection Analysis Recommendation** (December 2013)
- **Ebook Content & Delivery Method Review** (Spring/Summer 2014)
- **Common Collection Committee** (Summer 2013)
- **Next-Gen ILS Evaluation** (Immediate Evaluation & Ongoing Review)
- **Shared Print Repository Practices** (3 Years)