

**Colorado Academic Library Consortium
(CALC)
Summer 2005 General Meeting
Executive Towers Hotel, Denver, Colorado**

**June 4, 2005
8:30 a.m. – 12:00 pm.**

Present:

Robert Dickeson, Facilitator, Lumina Foundation	
Carol Dickerson, Chair, Colorado College	cdickerson@coloradocollege.edu
Kathleen Jones, Remington College	Kathleen.jone@remingtoncollege.edu
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Mary Beth Faccioli, Naropa University	Marybeth@naropa.edu
Eric Green, Lamar Community College	eric.green@lamaru.edu
Ivan Gaetz, Regis University (recorder)	igaetz@regis.edu
Rick Forsman, UCD Health Sciences Center	rick.forsman@uchsc.edu
Catherine Murray-Rust, Colorado State Univ.	Catherine.murray-rust@Colostate.edu
Annie Fox, Front Range Community College	annie.fox@frontrange.edu
Valerie Horton, Colorado Library Consortium	vhorton@clicweb.org
Brenda Bailey-Hainer, Colorado State Library	bailey_b@cde.state.co.us
Betsy Brodak, Mesa State College	ebrodak@mesastate.edu
Beth Avery, Western State College	bavery@western.edu
Jeanne Gardner, Pueblo Community College	Jeanne.gardner@pueblocc.edu
George Machovec, Colorado Alliance	george@coalliance.org
Leslie Manning, U. of Colorado at C. Springs	lmanning@uccs.edu
Jim Williams, CU-Boulder	
Gene Hainer, Colorado State Library	
Tom Connole, Red Rocks Community College	
Malcolm Brantz, Arapahoe Community College	Malcolm.Brantz@Arapahoe.edu

The minutes of the General Meeting of the Colorado Academic Library Consortium (CALC) reflect the discussions and planning that constitute follow-up to the Colorado Academic Library Summit held the previous day, Friday, June 3rd, at the Colorado Convention Center, an event attend by approximately 130 librarians and leaders in higher education.

1. Carol Dickerson announced that Leslie Manning is the vice-chair-elect; she will become chair of CALC in July, 2006. Catherine Murray-Rust, current vice-chair, will become the new chair of CALC in July, 2005. Ivan Gaetz will continue as Secretary of CALC for another year, beginning July 1, 2005. Tom Connole will continue on the Board.
2. Chair Dickerson welcomed members, with a special welcome and appreciation expressed to Robert Dickeson, Senior Vice President of Lumina Foundation for Education. Dickeson will facilitate the discussions of the General Meeting.
3. Members introduced themselves and identified expectations each held of the meeting.

Dickeson clarified the main purpose of the meeting: to establish a list of action items that will provide focus and direction for CALC over the next two to three years. As such, the meeting has two thrusts:

- a. maintenance issues: what should be in place to keep the organization going;
- b. tasks: what actual needs to be done to maintain and develop CALC.

Dickeson noted that much reflection and analyses were done during the Summit, but today's meeting is not for the development of a strategic plan, per se. A strategic plan to a significant degree, deals with "outside" contexts (stake-holder opinion, for instance); CALC has not (yet) addressed these outside issues. Moreover, a strategic plan deals with the strengths of an organization, but CALC is a fledgling organization; we don't have that necessary history. Thus, we are not in position to do a strategic plan.

A SWOT analysis is another common mode of planning (Strengths/Weakness/Opportunities/Threats) from which come goals, objectives, etc; but we do not have the time to do this well today.

Today's objective, then, is to take the input from the Summit and develop a plan or a set of actions.

A recap of the sessions held during the Summit identified the issues addressed:

- a. Scholarly publishing
(There is a need to educate faculty on these issues.)
- b. Open access initiatives
(This pertains mainly to scholarly works.)
- c. Information literacy aiming at student retention in higher education.
(How is K-12 information literacy leading to college preparation and success; how do libraries help close the gap?)

- d. A needed change the concept of what an academic library is
 - e. Cooperative Collection Development
 - f. Resource sharing as a public good
(How can this be continued and strengthened?)
 - g. An awareness campaign for academic institutions on scholarly communication
4. The Colorado Library Consortium (CLiC) has just completed an extensive state-wide strategic planning process. Valerie Horton, Director of CLiC, presented the six main goals identified in the plan, including action recommendations under each goal. The goals are:
- Goal 1 Access to Information
 - Goal 2 Development of the profession
 - Goal 3 Student achievement in lifelong learning
 - Goal 4 Serve Diverse and Underserved
 - Goal 5 Advocacy and Financial Support
 - Goal 6 Resource Sharing Infrastructure
5. As a recap of his presentation in a plenary session at the Summit, Jim Williams restated the agenda he envisions for academic libraries. This encompasses:
- More cooperative content agreements
 - Develop standards in information retrieval and digital preservation
 - Increased support for public information in the public domain
 - Investment partnerships for networked information
 - Exploration of a single vendor for paper-based resources
 - for binding
 - for preservation services
 - Greater support for the Colorado Digitization Program
 - "make CDP our own"
 - Create human resources/recruitment strategy for the profession
 - cooperate on this with the DU Library School
 - Strategize on the possible impact the Google Library Project might have on library operations in Colorado
 - Develop Pascal as a state-wide library resource and institution

6. As a fourth phase in identifying all of the issues (in addition to those arising from the Summit Breakout Sessions, CLiC Long Range Plan, Jim Williams' Contribution to Reactor Panel), Bob invited other contributions from the meeting participants. Additional issues identified included:
 - a. Developing a strategy to support Referenda C and D
(It was noted that there may be some restrictions in involvement for Sate employees.)
 - b. Special support for Community College libraries
 - c. Enhancing CALC representation on the CAL Legislative Committee
 - d. Developing a better relationship between CALC and CoALA

7. The next stage in developing an agenda for Academic Libraries involved "winnowing" these many issues and concerns into a set of priorities. A set of criteria was identified for this winnowing process. There include:
 - a. What others are doing? What are potentials for cooperative initiatives?
 - b. What is the sense of immediacy/urgency?
 - c. What is most strategic for short term and long term budgetary payoffs?
 - d. What increases collaboration among member libraries?
 - e. What is do-able?
 - f. What actions might have a demonstrable impact on library users?
 - g. What improves service at the local level?
 - h. To what degree will real change be actualized?

Based on these general criteria, CALC members were asked to select their top five issues. Leading to this, various persons were invited to make a "pitch" for the issue they perceived to be most important:

Gary Pitkin: Change the basic concept of the academic library

Rick Forsman: Need to be clear, decisive and emphatic to institutional administration on where the library is going

Val Horton: Courier service

Leslie Manning: Also Courier service; there is huge benefit, but great cost

Gene Hainer: Professional development—coordinate this; explore online, linking of professional development opportunities

Mary Beth Faccioli: Cooperative content agreements

Annie Fox: Shared access to online resources, ie. databases

Brenda Bailey-Hainer: Single locator system

Beth Avery: Referendum C

Kathleen Jones pointed out that there is considerable overlap among some of the items listed.

8. Selecting the top five issues resulting in the following prioritization:

1. Change the concept of the academic library: 17 votes
2. Assure/increase access to electronic resources (databases, e-books, e-journals):14 votes
3. Develop public policy initiatives, including support of Referenda C and D: 13 votes
4. Expand courier service, making it cheaper and faster: 13 votes
5. Promote shared collection development: 8 votes
6. Create sustainable, ongoing funding sources for Colorado Libraries: 8 votes
7. Create a single locator system for all library holdings: 6 votes
8. Human Resources / Continuing Education / Professional Development: 6 votes

The 8 priorities were divided into two categories: ones in which CALC could cooperate with other groups already involved in related activities; ones that CALC could initiate.

Initiate: 1, 3, 5, 6, 8

Participate/Cooperate: 2, 4, 5, 7, 8

Further winnowing resulted in 5 issues of priority. (Some items were subsumed under a larger issue). There was general agreement on these priorities:

1. Changing the concept of Academic Libraries
2. Supporting Access and Delivery of Information (including courier service, cooperative collection development, creation of a single access locator system)
3. Developing Public Policy Initiatives
4. Creating Sustainable Ongoing Access to Resources
5. Supporting Human Resources Development (through continuing education and other activities for one's advancement in the profession)

9. Members were asked to identify issues that they personally would want to support and in which they might become involved. Each of the five issues was explained more fully (as below) in order to aid in the selection process. Cards noting preferences were submitted to Catherine Murray-Rust (in-coming CALC chair).

#1. Change the concept of the academic library:

Help to emphasize and position academic libraries as full-partners in the teaching, learning and research missions of the parent institutions.

See that the library is an agent to improve academic quality of the parent institution;
Show that the library is an “engine” for student development;
Take leadership in adopting technological innovation;
Take a role in expanding and improving the teaching and learning experiences on campus.

#2. Champion access to and delivery of information resources:

a. E-resources

Create an inventory of existing contractual arrangements;
Advocate State-funded databases;

b. Courier

Lobby for restoration of funds for Courier service: stress the importance of Courier service;
Advocate for improved service through electronic delivery: “move bytes instead of books...”;
Prepare a statement by CALC (for use by State Library and library lobbyists) on the importance of Courier service;
Appoint a CALC representative on the CAL Legislative Committee;

c. Cooperative Collection Development

Explore new CAL-Alliance opportunities in information sharing;
Identify the measurable outcomes of cooperative collection development;
Expand existing models of cooperative collection development;
Expand the academic model to the larger library community;

d. Single-locator

Develop a cooperative strategy among all stake-holders;
Support existing initiatives; perhaps adopt the “Alliance model.”

#3. Become proactive in public policy issues that affect academic libraries:

Initiatives:

By and large, CALC is not in a position to take an initiative on this issue, but it can support/endorse the efforts of others.

Create a CALC fund to support advocacy; seek private sector cooperation.

Support/Endorse:

CALC should become involved in the support of Referenda C and D, leading to the vote in the Fall, 2005

- Romanoff announced certain initiatives unfolding in the next few weeks.
- Inform library patrons of the issues
- Host local “awareness” events (more suited to private institutions)
- Create and distribute flyers offering information; highlight the public values that are at stake
- Partner with public libraries on support of the Referendum
- Support CALC representation on the CAL Legislative Committee
- Leverage our alliances with other groups and agencies

#4. Develop sustainable, on-going access to resources:

- a. Maintain and develop an excellent library system for Colorado
- b. Seek opportunities for libraries to be more entrepreneurial
- c. Establish partnerships for grant writing and for similar funding solicitations
- d. Create a Library Development Board
- e. Explore other revenue generating sources
- f. Seek ways to recover indirect costs
- g. Promote the value-related dimension of the library. Emphasize its value:
 - To the institution
 - To the community
 - To the state
 - To the nation/world
- h. Explore fee for service
- i. Learn about and become skilled in private and cooperate fund-raising

(Some library directors spend 50% of their time raising money.)

- j. Establish CALC as a clearinghouse for reporting/sharing successes in fund-raising and related ventures

Establish CALC as a 501(3)C agency

#5 Enhance human resource development among CALC libraries:

- a. Coordinate the plethora of continuing education opportunities
- b. Exploit joint purchase of teaching/learning opportunities
- c. Explore partnerships with the DU Library School program
- d. Repeat the Academic Library Summit
- e. Develop a Staff Exchange program
- f. Create a CALC academy
- g. Establish an academic library journal that champions the interest of CALC and provides publishing opportunities. This could also serve as a venue to report on library ventures and successes.

10. The CALC General Meeting adjourned at 12:00 p.m.