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Maine Shared Collections Strategy

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Abstract

The University of Maine and its partners, the University of Southern Maine, Colby College, Bates College, Bowdoin College, Bangor Public Library, Portland Public Library, Maine State Library, and Maine InfoNet, propose a three year demonstration project, the Maine Shared Collections Strategy (MSCS).

Libraries are facing fundamental changes in user demands for new services and spaces to support the use of digital collections, and new opportunities to offer digital content through large scale e-book collections such as Google Books and the Open Content Alliance. Simultaneously, libraries feel pressures to responsibly steward sizeable, historic print collections. These challenges, together with scarce funding to build new stacks and the increasing cost of housing legacy print collections require libraries to rethink management of print collections and delivery of e-book collections to their users. Print on demand services and delivery of e-book content provide opportunities to plan for managing legacy print collections and delivery of content in new ways. These tasks exceed the capacity of any single library or organization. The MSCS is a statewide project among all the major libraries in Maine to coordinate the management of legacy print collections in a way that takes advantage of these emerging opportunities and is sustainable in the long run.

Taken together, the eight partner libraries hold four million volumes—the vast majority of Maine’s print collections. The ninth partner, Maine InfoNet, is the state-wide multi-type library consortium that provides a robust digital technology infrastructure, a shared library catalog, and services for electronic resources that enable delivery of collections in physical and electronic formats. Building on similar integrated library system software, established governance structures, longstanding resource sharing practice, and a demonstrated trust between partners, this three-year demonstration project will define a strategy for managing legacy print collections and will design and test a print on demand (POD) and e-book on demand (EOD) service for available digital collections from the Open Content Alliance and Google Books.

This Maine Shared Collections Strategy project will develop a state-wide print collection management strategy and POD and EOD service which will include data-driven collaborative models for collection management, collection de-accessioning and collection storage; agreements regarding ownership and management of joint collections; protocols for requesting stored materials; protocols and policies for requesting and delivering print on demand services; and a cost model for delivering POD and EOD. As a part of a broad information dissemination effort, a website with key planning documents, generic memoranda of understanding, data models, protocols and policies, and the final strategy will be published and made freely available to the international library community, as will the formal project report.

This demonstration project will be an important element in the emerging national effort to manage legacy print collections. It will significantly advance the understanding of how to manage the relationship among large scale digital collections and established print collections. It will provide a concrete example of statewide multi-type collaboration that can serve as a model for other groups wishing to collaboratively manage their print collections.

1. Assessment of Need

The Maine Shared Collections Strategy project will address the space and budget crises that now confront libraries of all types. Libraries are challenged by the lack of space for print collections, the lack of funding to support their growth, the increasing volume of digital resources that can be printed or delivered on demand, and demands for new types of services and spaces to support the use of digital resources and the collaborative learning that the Web has made possible. College and university libraries compete with academic programs for space and monetary resources. State governments provide ever diminishing fiscal support for public universities and the state library in today's economic climate. Municipal governments are equally unable to support the local, public library. At the same time accrediting associations have rightly recognized that print collection size is not a reliable measure of library quality. Instead, they apply more relevant measures for providing access to and delivery of print and digital collections that meet the programmatic needs of an institution. Through collaboration among Maine libraries, this project addresses demands for space and service expansion by sharing collection storage expenses, thus helping to solve Maine's needs while at the same time integrating collaborative practices in Maine into larger national efforts. Through this project, Maine's largest academic, state and public libraries will build a plan to coordinate responsibilities for maintaining print collections, integrating available electronic collections, and developing a service delivery model that will change in a dynamic way as the availability and usefulness of electronic materials grows in the future.

Libraries are being transformed from collection-centric spaces into dynamic social, cultural and intellectual centers to address the needs of users who are demanding more varied work and study environments, including technology equipped group study spaces, and easy access to ever increasing digital collections as well as print resources. To meet these needs, librarians are reallocating collection space to meet user demands and changing service patterns. At the same time, the public also perceives, expects and trusts that libraries will continue to perform important social roles, such as sustaining cultural memories and informing the citizenry generally, and embodying important cultural values. Sustaining established collections that document our cultural heritage is a key ingredient in maintaining the public trust.

The tensions between maintaining conventional print collections and addressing the demands of information in digital form, coupled with the availability of large-scale digital collections, the rapid development of delivery technologies, such as print-on-demand (POD) and e-book-on-demand (EOD), as well as the fact that many libraries are running out of collection space, has elevated the need to strategically manage print collections in alternative ways. Print collections remain a vital asset for libraries and continue to represent an essential component of the cultural, scientific, and scholarly record; rightfully our users can and should expect easy access to these holdings when needed. *However, no library has the resources to manage its own print collections indefinitely without regard for shelf space or long-term preservation, while at the same time accounting for the rise of digital collections that may supplant or augment portions of a library's print collection.*

The Maine Shared Collections Strategy (MSCS) is a demonstration project to design a strategy for collective action to address these challenges for libraries by sharing the costs to reduce print storage, while integrating electronic materials as part of a print management plan. The project brings together three private colleges, (Colby College, Bowdoin College, Bates College); two public universities (the University of Maine and the University of Southern Maine); and three major public libraries (Bangor Public Library, Portland Public Library, the Maine State Library); and the statewide consortium, Maine InfoNet. As part of this strategy, the library directors are envisioning a plan for Maine's larger libraries which will optimize off-site storage of lesser used materials as well as other scenarios for print retention, and to reduce costs for all of partners through collaborative work.

The partner libraries have a combined collection of four million volumes. Each partner library suffers from inadequate space for collections. Only one partner library has had a new building or addition in the past 10 years, and there are no new buildings or additions planned. Appendix E provides details of the space issue at each library. Partner libraries are facing increasing constraints on their requests for additional physical space. In order for each partner library to fulfill its mission and meet the needs of its users, each library must manage its print collections in ways that will allow it to continue to purchase such materials, while controlling the amount of space allocated to them. At the same time each library must reduce print collection costs and enhance access to electronic resources.

Moving to a collaborative collection management strategy is difficult as there is no predefined roadmap. A collaborative management strategy will make new demands on each partner but will provide new opportunities as well. In any plan to do this, coalition building is essential for success. The Maine Shared Collection Strategy project includes the largest libraries in the state, which, through collaborative work going back more than 40 years, have built the trust necessary to embark on this project. Evidence of this trust and past collaborative success is demonstrated by the formalized partnership of Maine InfoNet.

A new collaborative collection management strategy will allow the partners to control their collections and services in a sustainable manner, while advancing the growing portfolio of services offered by Maine InfoNet to all libraries in the state.

Maine is rural and it is not wealthy. The state of Maine covers 30,862 square miles with a coastline length of 3,500 miles, and 17 million acres of forest land. It has a population of 1,316,456. Maine is the second most rural state: 59 percent of the population is defined as rural, compared to 21 percent nationally and 19.4 percent in New England (US Census 2007). One-third of Maine's population lives at or below the federal poverty level (Maine State Planning Office).

The State of Maine faced a multi-million dollar budget shortfall for the 2009 fiscal year and has confronted an even greater shortfall in FY 2010. In this environment there are no predictable increases for library budgets for the foreseeable future, but rather budget cuts in many instances. Beyond property taxes, the state is the next largest source of revenue for municipalities. State budget cuts impact municipal sharing to towns, whose budgets are in turn reduced---local cuts in library support are often one of the first casualties. No library or type of library on its own can reverse this situation, but together we can marshal our efforts to make the most of the resources we have.

Although rural and economically challenged, Maine is also progressive in its approach to information support. Maine has a history of collaboration across all library types, including the creation of a multi-type information consortium (Maine Info Net). All of the partners in this project are members of Maine InfoNet, one of the few library consortium in the U.S that is a state-wide collaborative of public and private academic libraries, public libraries, school libraries, and the state library. As the ninth partner, Maine InfoNet is the umbrella organization that provides a robust digital technology infrastructure, a shared library catalog, and services for electronic resources that deliver collections in physical and electronic formats and link the libraries organizationally. The partners also share costs of a document delivery system that connects libraries that are separated by great distances in this geographically large state. With this history of successful collaboration and service delivery, the prospects for a successful effort to design a strategy to manage print collections while integrating electronic resources are very promising.

2. National Impact and Intended Results

We know through our participation in professional conferences, from contacts with professional colleagues nationally and globally, and from the literature, that long-term management of print collections is an issue that is engaging library administrators and collection development officers across all library types. Approaches developed by an individual library, a university library system, a collaborative of academic libraries, or independent groups that focus on single formats (e.g. print journals) have not provided a solution that is comprehensive and strategic. Large-scale digital collections exist separately from the print collections and current customary practices have not integrated these as part of the management strategy for print collections.

Various approaches to managing print collections at scale are in practice or are evolving. Nationally and internationally there is a focus on cooperative and collaborative management of print collections. Outside the United States, national efforts can be seen in Finland, Norway, France, England and Scotland (Vattulainen, 2004). Narrower regional approaches are in evidence in Victoria (Australia) (O'Connor, 2004) and Alberta (Canada) (Payne, 2007). The United States with its decentralized system of higher education has not witnessed a centralized approach; the majority of collaborative efforts fall within the higher education sector and most often fall along state and/or consortial lines. Efforts that include both public and private universities and a variety of efforts at managing print collections exist:

- The Center for Research Libraries (CRL) organized a conference in 2009 (Keift, 2009) to explore a national approach to long-term preservation and access for legacy print collections. A follow-up meeting was held at ALA Midwinter 2010 in Boston at which Co-PI, Deborah Rollins participated. CRL has already initiated a program for the prospective and retrospective archiving of print materials for its members.
- ReCAP is a cooperative storage program operated by Columbia University, the New York Public Library, and Princeton University, and covers all print formats and some media as well. The collections from the partners are not merged but are managed as three separate collections (Neal, 2004, ReCAP, 2009).
- The Five Colleges consortium in Massachusetts (Amherst, Smith, Mount Holyoke, Hampshire, and University of Massachusetts) is making progress towards a shared repository of printed materials with ownership of volumes transferred to Five Colleges, Inc.

- The regional depositories in Ohio that serve the state institutions are moving from five independently operated facilities towards a shared service model. Principles for how the repository system would operate in terms of number of copies, access, ownership, and other policies have been developed and one of the five, the Ohio Northeast Regional facility, is beginning to implement the new principles with the other facilities expected to follow suit (O'Connor, 2008).
- The Orbis Cascade Alliance (36 public/private academic institutions in Oregon and Washington) has created a distributed shared archive of print journals with various libraries holding copies permanently on behalf of the other members. A more consolidated model that would include both journals and monographs has been discussed but has not received the necessary funding (Orbis Cascade, 2009).
- Two other notable large-scale projects are the Western Regional Storage Trust (West) and the Hathi Trust. West is a project of the University California Libraries and other research libraries in the western U.S. whose purpose is to build a distributed retrospective print repository service for journals (Stanbaugh, 2009).
- The Hathi Trust is a digital preservation initiative with part of its mission “to stimulate redoubled efforts to coordinate shared storage strategies among libraries, thus reducing long-term capital and operating costs of libraries associated with the storage and care of print collections “(Hathi Trust, 2009).

A number of major studies and pilot projects aimed at understanding the issues around shared print management and digital collections are underway or have been recently completed by the Online Computer Library Center (OCLC), the Council of Library Information Resources (CLIR), Ithaka, and the Center for Research Libraries. Reports of these initiatives shed significant light on the issues surrounding print management.

- Under the auspices of OCLC, Lizanne Payne (an advisor to this project) conducted a study of library storage facilities as they relate to the future of print collections (Payne, 2007) and identified key trends, issues, and recommendations for future management. A closely related study is Constance Malpas' review of policies of existing shared print collections (Malpas, 2009), which identified the policy elements necessary for shared print collections. OCLC's Cooperative Collection Management Trust Pilot (CCMT, 2009) evaluated service concepts related to preserving and providing access to print collections.
- The CLIR's study on developing print repositories (Reilly, 2003) investigated collections, staffing, policies, funding, and services across eight existing repositories and elucidated the issues that libraries seeking to move forward will face. A recent study by Ithaca looked at what could be withdrawn in the light of digitization and showed factors important in making those decisions (Schonfeld, 2009).

This project is unique in terms of its scope—print journals and monographs, large scale digital collections—and in terms of participants—public and private academics, state library, and major public libraries. Individual libraries, library consortia, states and intra-state groups will be interested to see a clear roadmap for how collaboration across geographically separated libraries with diverse missions can be effectively managed. The MSCS project will deliver a workable and sustainable strategy for multi-type library collaboration that will include a well defined plan of action for management of print collections that can be adapted and replicated by others. Among multiple options the partners will consider, in addition to offsite storage of designated titles, is building a model for integrating large-scale digital collections as part of a print collection management strategy. An essential service that will be part of the strategy is designing a statewide print-on-demand (POD) and e-book-on-demand (EOD) service. The Maine Shared Collection strategy is about how libraries will deliver information in the next decade, determine the balance between print and electronic library materials, and position themselves to take advantage of the move from print to virtual collections, while at the same time making the most of existing collection storage resources.

3. Project Design and Evaluation Plan

The Maine Shared Collections Strategy is a three-year project with day-to-day administrative oversight and coordination from three Project Co-Principle Investigators (Co-PIs) representing the constituent partners (public and private academic libraries, and public libraries). The project team will also include a technology director, a project manager, a consulting systems librarian, and eight representatives from the partner institutions, and a contracted programmer and Web designer on an as needed basis. The project team will be supported by a Library Directors Council and an Advisory Board. Because all of the partners are members of Maine InfoNet (located on the University of Maine campus), the project will have centralized

management with participation from all the partners. The project manager will provide collection analysis services and will coordinate the project, facilitate communication among participants, provide technological support, and manage project finances in accordance with all applicable federal and university guidelines.

The initial project phase will involve the design and implementation of a centralized collection analysis system that will generate usage and status information about library materials. Access to this information is critical to creating a workable strategy for collaborative print collection management, access to the materials, and their preservation. A project objective is to link information on library materials to print status (number and use of items, for example) and the availability of POD and EOD options. A second phase of project activities will be the development and testing of a viable POD and EOD service model. By the conclusion of the project, we will have developed a business plan that will include a financial model, governance structure and a memorandum of understanding among the partners.

The goals of the project are:

1. To develop a strategy for a statewide, multi-type library program for managing, storing and preserving print collections among public and private institutions to achieve greater efficiencies and extend the power of every dollar invested in collections and library facilities.
2. To expand access to existing digital book collections by developing print-on-demand (POD) and e-book-on-demand (EOD) services to support long-term management of a shared print collection, and the integration of digital resources with print collections.
3. To formalize organizational agreements, establish a budget, and develop policies essential for the maintenance of shared print and digital collections, access to them, and responsibility for sharing them.

The following project activities will enable the partners to realize these goals.

Collection and use analysis of print collection: We will conduct a comprehensive collection and use analysis of all partners' print collections (monographs and serials) by working with our system vendor to output essential data for us to design and build a collection analysis database of bibliographic and item records that show holdings and usage for the items in each partner's library. The database will be designed to analyze and report the bibliometric features of our unified holdings: duplication, usage, overlap patterns, age of collection, etc. This analysis will enable the partners to determine how many copies should be retained for each individual title. The design will include a mechanism for the ongoing maintenance of the data.

Print/digital management model: The partner libraries will develop a model for using large-scale digital collections as a tool for managing print collections. We will begin with the public domain titles available through Google Books and the Open Content Alliance and evaluate the quality of their scanned titles and available metadata for inclusion in local catalogs. This model will include the following.

- A method for integrating large-scale digital collections into the union collection database.
- A method to compare the digital holdings to existing print holdings.
- Criteria to determine when and how a digital copy of a title would substitute for maintaining print copies or would be the delivery format of choice even when print copies were extant.

Service delivery model including POD and EOD: Request mechanisms are in place through the central catalog (MaineCat) for requesting physical items from individual partners. Delivery of legacy print collections (either from holding libraries or print repositories) would continue via the existing statewide delivery service that includes at least five-day-a-week delivery for all partners. The partner libraries will develop a service delivery model for POD and EOD titles to complement the physical delivery service. The model will do the following.

- An Espresso print-on-demand machine will be purchased and housed at one of the member libraries that has agreed to operate it on behalf of the partners.
- A request mechanism for print on demand will be implemented in MaineCat for digital titles that can be printed using the Espresso print-on-demand station.
- Requests for POD titles will be managed by this partner and will be delivered through a method to be determined by the project, or through same-service. day
- A cost model for POD service will be developed and tested.
- In year two, the POD service will become available to all Maine libraries using the developed cost model.
- A request mechanism for EOD service will be implemented in MaineCat for digital titles that can be downloaded in the Open E-book standard.
- A cost model for POD and EOD services for subscription-based digital titles will be developed and tested.

Collection management, stewardship and preservation model: The partner libraries will develop a model for jointly managing and preserving print collections. The model will include at least the following elements:

- *Selection criteria:* The partner libraries will develop criteria for print titles that should be retained, managed and preserved, as well as titles where the print title may be de-acquisitioned and replaced with the digital copy from one of the large-scale digital collections. These criteria will be based on risk management principles and use models that help libraries determine the optimal number of copies needed at the network/regional level. Risk management principles developed within the larger library community will assist the partner libraries to position their efforts within the broader regional, national, and international efforts and help create a decision-making framework based on environmental criteria (duplication rates, publication date, electronic availability) as well as use.
- *Management model:* The partner libraries will develop a model for collaboratively managing the collections identified through the selection criteria. A number of scenarios for management of the collections will be explored, including shared ownership in one partner library, a distributed repository, separate storage facilities with last copy availability, participation in other regional storage plans for certain categories of materials, creation of dim or dark archives, etc.
- *Stewardship/preservation model:* The partner libraries will develop a stewardship/preservation model for materials that are unique and/or rare and should be kept indefinitely in print format.
- *Metadata scheme, encoding format and delivery status:* The partner libraries all use the same integrated library system (ILS) from Innovative Interfaces, Inc., and holdings are integrated into a virtual, statewide catalog (MaineCat). A common metadata model will be created to document retention decisions and delivery options for print and electronic formats, e.g. central storage, last copy, available POD and EOD.

Website creation: The project Web site will contain key planning documents, memoranda of understanding, protocols, policies, models and the final strategy will be published and made freely available to the international library community, as will the formal project report. A timeline of activities with persons responsible will be crafted and posted to the Website. Documents will be posted by the project manager as various subcommittees, councils, etc. complete their work.

Operational Planning: The partner libraries will create an operating plan that can be implemented at the end of the grant. The operating plan will be largely determined by the collection management and stewardship/preservation model but at minimum will focus on print collections and EOD collections, access and service expectations. A proposed implementation timeline will also be included.

Business model: We will define a sustainable business model that includes diverse partners with different needs and diverse funding streams. The final business model will include at least the following elements:

- a. **Financial model:** The final model will outline startup and operational costs and be based on the proposed operational plan that will be constructed after all other models have been created. The model will include cost estimates for human resources, equipment, technology and programming, storage and delivery. The financial model will be designed to achieve financial sustainability. Specifically it will address:
 - Startup and operational costs for the Espresso print-on-demand machine and services
 - Startup and operational costs for the e-book-on-demand service
 - Startup and operational costs for building and sustaining a unified database for managing the collection
 - Startup and operational costs for any storage and preservation decisions that are part of the final strategy.
- b. **Governance structure:** A governance structure that details positions, roles, authorities, responsibilities, relationships, and rules involved in managing the shared collection will be developed. The governance structure will formalize the decision-making process and ensure that the Maine Shared Collection Strategy is effectively implemented and sustained. This will be accomplished by:
 - Articulating a unified vision of the project
 - Identifying legal, policy, administrative, funding, and technical requirements necessary for implementation and ongoing operations
 - Approving project objectives, tasks, and timetables
 - Garnering support from college, university and public decision-makers
 - Monitoring planning, implementation, and management activities
 - Resolving obstacles to implementation and operation
 - Reviewing performance and recommending improvements, enhancements, and next phases.
- c. **Memorandum of Understanding.** A Memorandum of Understanding will be written and approved by the Directors Council. The MOU will also outline the terms of participation and provisions for continuity/dissolution of the partnership. The

MOU will address legal and institutional policy issues affecting each institution's ability to participate in such an endeavor.

Project Deliverables

The primary deliverable for this project is a workable strategy for stewardship of the major print collections in Maine that includes implementation plans for a statewide, multi-type, public/private institutional network for information sharing about the status of print collections, access to them, and responsibilities for sharing them. In particular the strategy will include:

- A portfolio of policies to ensure collaborative, long-term management, storage, and preservation of legacy print collections.
- A plan for using POD and EOD services as tools for delivering content from legacy print collections
- Two cost models: POD and EOD service; shared print collection management
- Access to public domain electronic resource collections, such as Google Books and the Open Content Alliance, through the statewide catalog, supported by a POD service for any title where print is preferred
- Publication of project documentation, accessible via the project Web site and available for downloading.

Project Timeline

A detailed time line of project tasks is provided in Appendix X. Project milestones that will be accomplished within year 1 will lay the foundation for developing the collaborative strategy:

- Collection analysis system is implemented
- Agreement on a retention policy on number of copies for each title
- Agreement on retention policy for identical print and digital titles
- Public domain selections are integrated into systems
- Project Web site is implemented
- Specifications for requesting POD and EOD delivery from online requesting are determined
- Agreement on a policy on POD and EOD service

In year two we anticipate implementation of the POD and EOD delivery system and significant development of the strategy components.

- Implementation of the Espresso System
- Agreement on a policy for preservation on unique and rare print materials
- Agreement on selection criteria for de-accessioning and/or offsite storage of print collections
- Agreement and implementation of a storage model
- Agreement on an operational plan to manage shared print and digital collections, provide access to them and delivery service options

While discussions regarding the overarching business and operational plan will begin in year 2, we anticipate that by the end of year 3 we will have:

- Agreement on a financial model
- Agreement on a governance structure
- Signed memorandum of understanding

Evaluation Plan

Short-term evaluation that involves the assessment of impact on the community will be carried out, in part, before the end of the project period. This assessment will focus on the achievement of the project deliverables. The eight partner libraries will be positioned to fully implement the strategy this project develops, including the complex and political nature of governance issues, e.g. types of materials, duplication, ownership, and funding for sustainability, and to develop plans for:

- Other libraries in Maine who want to participate in the Maine Shared Collection Strategy.
- Further projects that the partners will build on the shared collection services made available through MSCS

Other evaluation of the project will include:

- Reviews by the Advisory Board every six months
- Number of inquiries regarding the project.
- Responses on the project blog
- Number of RSS subscribers
- Number of conference presentations
- User feedback on POD and EOD services

Long-term evaluation will include examining cost savings in terms of space (*i.e.*, not having to add more space, repurpose existing collections, or expand space with a building or addition to accommodate print collections based on pre-project rate of growth), operational expense of storage, and the ability to create additional space for users by eliminating infrequently used and redundant materials based on the informed decisions that are possible as result of the project.

4. Project Resources: Budget, Personnel and Management

Budget

For this three year project the University of Maine and its partners are requesting \$824,123 from IMLS, and are committed to cost sharing \$847,685 which includes salaries for the project directors, Directors Council, and project team members from the partners. Additionally, half of the cost of capital equipment and in-state travel are not charged to the project. All staff from the participating institutions have other ongoing duties which have been carefully considered in the allocation of time to the project activities. Consolidation of holdings in a shared storage environment (among other collaborative solutions) offers significant space savings to all the partners, thereby creating additional economies of scale. (See Budget Justification)

Management Plan

Three Co-Principal Investigators (Co-PIs) from the University of Maine's Fogle Library, Colby College Libraries and Bangor Public Library will share overall responsibility for the creation of the Maine Shared Collections Strategy and ensuring that the project is completed to the satisfaction of all stakeholders, and that the resulting strategy includes a cost recovery model for EOD and POD services for the partner institutions. The Project Co-PIs will fulfill responsibilities with the support of a project team lead by a project manager with collection development expertise, the library Directors Council, and an Advisory Board.

Project Management Team: A project manager will be hired to lead the project team, which is made up of a representative from each partner library that has experience in collection development, technical services and/or integrated library systems. Their combined skills and knowledge will insure the project's success in meeting its goals and objectives, and addressing the specific concerns of the respective library partners. Subgroups of the project team will meet frequently with the project manager to ensure their activities are coordinated and integrated into the overall management plan. A consulting systems librarian with significant experience using Innovative Interfaces Millennium System will be contracted to work to project completion under the direction of the project manager.

Personnel

Project Directors: The project has three project co-directors representing the respective library constituencies.

Co-Project Director: Deborah Rollins will advise the project from the University of Maine System Libraries perspective. Ms. Rollins is the Head of Collection Services at the University of Maine and also manages online content for the seven-campus library system and the licensing for statewide electronic resources. She has a background in analysis of resources in various formats from the librarian and user perspective. (25%FTE)

Co-Project Director: Clement Guthro will advise the project from the private academic library perspective. Dr. Guthro is the director of the Colby College Libraries and has a background in higher education leadership and library systems and collection management. (25% FTE)

Co-Project Director: Barbara McDade will advise the project from the perspective of the public library partners, including the three Area Research and Reference Centers (ARRC)'s that serve as the resource libraries for all the public, school and special libraries in the state (Bangor Public, Portland Public and Maine State libraries). Mrs. McDade has been the director of the Bangor Public Library since 1991 and has overseen the growth of its collection in cooperation with the other libraries in the state. She has served on the Maine Library Commission, the Maine InfoNet Board, and the Northeastern Maine Library Board. (25% FTE)

Technology Director: James Jackson-Sanborn, Executive Director of Maine InfoNet, will provide technical oversight of the project and represent the project to the Maine InfoNet Board of Directors, and the Maine Library Commission, and to national bodies, such as the ICOLC consortial community (International Coalition of Library Consortia). Prior to coming to Maine InfoNet, he was involved in a variety of digital initiatives at North Carolina State University, including the NCSU Libraries Digital Repository, the National Digital Information and Infrastructure Preservation Program (NDIIPP), management of GIS

data resources and services, search tool development and various NC ECHO (Exploring Cultural Heritage Online) related projects. (10% FTE yrs 1-3)

Project Manager: A full time project manager with collection development expertise will be hired for three years, who will report to the Project Co-PI Deborah Rollins. He/she will be responsible for coordinating the work of the project team, providing core analysis of the collections, and working with collection development librarians from partner institutions to develop a retention policy for print and digital titles. The project manager will work with the technology director and systems librarian to design the Collection Analysis System, as well as facilitate interaction with the partner systems librarians. He/she will be responsible for project documentation, the Web site, project publicity and promotional materials. He/she will coordinate the project tasks through monthly meetings with the project team for the duration of the project, and meetings with staff subcommittees (collections, systems), contract staff as needed, and quarterly meetings with the Library Directors Council and bi-annually with the Advisory Board.

Directors Council: The Directors Council is made up of the library directors of the partner libraries and the executive director of Maine Info Net. Its role is to provide leadership with respect to governance, strategic direction and the resolution of issues that are referred to it by the project management team. In particular the council will approve the portfolio of policies developed by the project, and will develop the business and operational plans. The Directors Council will meet quarterly.

Project Advisory Board: To augment the expertise of the project participants, an Advisory Board of three individuals with nationally recognized expertise in shared collection development and print storage and preservation have agreed to serve: Lizanne Payne, Robert Kieft, and Constance Malpas (Please see Appendix B Advisory Board resumes and letters of commitment). The Board will provide evaluative oversight and external review and feedback of the project, advise on best practices and standards, and offer guidance in the creation of an infrastructure that ensures the long term viability of the collaborative initiative, and will ensure that the proposed strategy interfaces with other related national initiatives. The Advisory Board members will review project progress at six-month intervals.

Library Systems Specialist: A library systems specialist with a specific background in the Innovative Interfaces integrated library systems will be contracted for three years. Working with the technology director and project manager he/she will function as the project authority extracting data from local systems, the integration of metadata for large-scale digital collections into the libraries' catalogs, and for the implementation of the POD and EOD functionality. The systems specialist will participate in developing functional specifications for the Collection Analysis System. He/she will report to the technology director, Jackson-Sanborn.

Institution Partners and Representatives:

Institution	Representative	Directors Council
Bangor Public Library		Barbara McDade
Bates College	John Harrison	Eugene Wiemers
Bowdoin College	Judy Montgomery	Sherrie Bergman
Colby College	Peggy Menchen	Clement Guthro
Maine InfoNet	Venice Bayrd	James Jackson-Sanborn
Maine State Library	Dean Corner	Linda Lord
Portland Public Library	Brian Damien, Sarah Campbell	Steve Podgajny
University of Maine	Deborah Rollins	Joyce Rumery
University of Southern Maine	Lanny Lumbert	David Nutty

Project Programmer: A project programmer will be hired on contract to build the Collection Analysis System to the functional specifications designed by the project team. He/she will work with the systems specialist in the extraction of data

from the respective partner systems, loading data, developing the encoding plans (metadata), and development of an ongoing process to update systems. He/she will report to the technology director, and will work 20 hours a week for 40 weeks in year 1, 10 hours/wk in year 2, and 5 hours/wk in year 3.

Web Designer: A Web designer specializing in the design of public information websites will be hired on contract to design a Web site that will communicate the project to the library community as well as provide a robust workspace for project participants. He/she will work twenty-six weeks in year 1, 20 hours in year 2, and 2 hours in year 3.

5. Dissemination

The project work plan includes developing a multi-tiered communication plan to distribute information about the project and to create interest in the broader library community.

Tier 1 (Months 1-6)

- Draft a project press release
- Distribute press release on relevant library blogs and listservs
- Distribute press release to relevant library associations, consortia, and state libraries.
- Distribute press release to partner constituencies and statewide newspapers and other publications
- Establish a Web site presence for the project comprising relevant information including project contacts and specifications for the Collection Analysis System

Tier 2 (Months 7-18)

- Implement an RSS news feed to update about progress
- Implement a project blog that tracks project activities and solicits feedback from the library community
- Present at conference and professional meetings, both nationally and regionally: American Library Association (ALA), Association of College and Research Libraries (ACRL), ACRL New England, International Coalition of Library Consortia (ICOLC), Joint Conference on Digital Libraries (JCDL)
- Draft a mid project press release describing the status of the project and its impact (as above, Tier 1))
- Post project documentation—models, policies, examples of collection analysis, memorandum of understanding, etc. to the website

Tier 3 (Months 19-36)

- Submit papers to relevant library journals and newsletters for publication
- Publish final project report
- Distribute press release to Maine's legislature, libraries, and major newspapers emphasizing how project has the addressed the need for space and service expansion through collaboration, and saved dollars
- Conference presentations at national and regional meetings (see above)
- Present at conference and professional meetings, both nationally and regionally (as above, Tier 2)

6. Sustainability

The partner libraries and Maine InfoNet are committed to the strategic approach of developing sustainable statewide collaborative efforts in collections and services. A history and tradition of such collaboration is already in place in Maine where libraries have formed a multi-type library partnership to create the statewide catalog (MaineCat), to provide access to a portal for electronic information resources (MARVEL), and to forge a formal agreement between the State and the University of Maine System to create Maine InfoNet. There is also a rich history of collaboration among the private academic partners. From 2006 to 2010, the Colby, Bates and Bowdoin Libraries, through a generous grant from the Andrew W. Mellon Foundation, undertook the development of a joint collection development plan. (Please see Appendix C for an overview of this project). The long-term trust and viability of the partnership itself demonstrates the promise for success in furthering collaborative activity. Appendix A contains letters of support from the partner institutions.

The project will have both immediate and sustained impact on the partners as they implement the developed models and move from managing their print collections separately to a statewide strategic, collaborative approach. The project will also benefit libraries in Maine beyond the project's participants by offering POD and EOD services through MaineCat, which is accessible to all Maine citizens. The business model will be designed to create a self-sustaining service within five years of implementation through financial commitments and other reciprocal agreements among the partners. Policies will be designed to ensure the persistence and sustainability of models that the project develops.

The documentation, models, policies, and procedures that result from the project will be available for other libraries and consortia to download and adapt for their needs. We expect library community interest will be strong as libraries think through the management of their print collections. Governing policies, the memorandum of understanding, and project business models will be designed for ease of use and portability to other libraries and partnerships seeking to develop shared collection services.

The project will be part of the national infrastructure of managed print collections that is building across the United States. The results of the project will inform other projects and participation in the overall national effort will ensure that the project will become a recognized model of statewide collaboration.

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