Get it! Team

Report to the Library Management Team

July 18, 2007

Submitted by:

Adam Chandler - DSS
Matthew Connolly - DSS
Margarita Ditmars - Mann ILS
Caitlin Finlay - Olin ILS
Jesse Koennecke - Mann Access Services - *Chair*
Olivia Nellums - Olin ILS
Jean Poland - Library Administration - *Liaison to PSEC and LMT*

Contents:

Executive Summary

The reorganized Get it! Team started meeting regularly in December 2006, though work continued on tasks from the original Priority Objective Team 6 throughout the year. The team has revised its Work Plan and Timeline to reflect changes in priorities and available systems.

The work of the team has and will continue to focus on improving our users' ability to easily obtain their research materials in a timely manner. Most of our individual projects or tasks accomplish this by improving request fulfillment turnaround time through workflow changes and mediation reduction, or by removing or reducing technical or policy barriers to the request process. We are doing this by taking advantage of developments in ILLiad, RapidILL, and OCLC, while developing our own solutions when necessary. We are also working to bring the myriad of request and delivery services together under the "Get it! Cornell" umbrella to reduce or eliminate a user's need to understand our internal systems and workflows to request materials.

The team has concentrated on several issues over the past six months focusing primarily on streamlining authentication to different request systems and examining several existing policies and practices in document delivery and interlibrary loan. For convenience, the current action items for each issue are included below. More detailed descriptions of these issues and the related tasks are included in the Current Work section of the report.

The team hopes to complete most of its work in 2007. Once done, CUL's request and delivery services will be significantly more coordinated and streamlined for providing seamless delivery of research materials to our users. Improvements will always be on the horizon and it will be important for ongoing attention to be given to the entire request and delivery arena as CUL continues to be a leader in the library world.

Current Action Items

Authentication: Once external authentication is successfully implemented for ILLiad, the Get it! Team, DLDS, and ReDS will work together to implement it for the Voyager catalog. Next year, we expect to explore the feasibility and potential benefit of synchronizing patron personal information between the ILLiad and Voyager systems.

Free Local Document Delivery (MyDocumentDelivery – MyDD): We will consult with PSEC and Access Services staff to determine the feasibility of handling a potential five-fold increase in document delivery volume. Options include offering free document delivery to CUL patrons as a six-month pilot project, or a soft release to gain a more complete understanding of demand for the service and identify improvements to workflow. We will examine the relevant data and impact on CUL resources and staffing to inform the future path of the service. We will use the data to determine alternate means for handling the potential workload, such as limiting users to a specific number of requests filled per day.

Borrow Direct and ILL item delivery to all circulation desks (and faculty department offices): The team is reviewing technical means to circulate ILL and Borrow Direct materials via the Voyager system using available technologies such as macros and Voyager templates. If a viable system can be developed we will implement it by February 2008.

Buy or Borrow: The team is involved in the current project to purchase some material requested through interlibrary loan. We expect a report to be presented to CD-Exec that will detail results of the trial.

Request and delivery services maintenance model: We are developing a recommendation for a representative group to be responsible for the ongoing maintenance, policy, and development of all CUL-wide request and delivery services including Voyager requests, Library Annex requests, ILLiad, Borrow Direct, and the WebBridge Open URL resolver. We will work with PSEC and LMT to determine the membership and charge for such a group.

ILL if CUL-owned item is in use: We are exploring the staffing and cost impact of systematically requesting materials via ILL when a CUL copy is in use. Various criteria should be considered including reserve status and patron status.

Scan ILL lending documents at unit libraries: We are developing a cost-effective way to extend scanning for interlibrary lending article supply to all unit libraries.

ILL for distance learning: We will recommend to PSEC that a group from Access Services Committee and other relevant stakeholders evaluate distance delivery systems to identify best practices and opportunities to improve and expand service.

Charge and Team Membership

Reporting to LMT through its liaison Jean Poland, and under the leadership of Jesse Koennecke, Team leader, the Get it! Team will: **Expand and coordinate request and delivery services to facilitate access to both digital and analog information.** Simplify the delivery request process to make it seamless and unmediated. Implement usability testing for assessment of interfaces to services at the point of need. Investigate delivery operations and service standards. Collect and centralize data to inform collection building and service development.

The Team will provide brief written progress reports to LMT no less frequently than each quarter and a final report at the conclusion of its work in December, 2007.

Jean Poland, as the PSEC and LMT liaison for the Team, will ensure timely communication with senior management and effective resource management.

The team's current membership is:
Adam Chandler - DSS
Matthew Connolly - DSS
Margarita Ditmars - Mann ILS
Caitlin Finlay - Olin ILS
Jesse Koennecke - Mann Access Services - *Chair*
Olivia Nellums - Olin ILS
Jean Poland - Library Administration - *Liaison to PSEC and LMT*

Two long time team members left the team earlier this year:

Baseema Banoo moved off the team on March 1 when she assumed her new position as Management & Public Policy Librarian for Mann Library. She took with her considerable ILLiad customization skill and knowledge of ILL and document delivery work flows.

Julie Copenhagen retired from CUL on May 31. Her dedication to the group's ideals, extensive knowledge and experience, and ability to accomplish a lot of work efficiently and effectively will be irreplaceable. Julie will be sorely missed not only from the team and CUL, but from the international Interlibrary Loan arena as well.

Recent Accomplishments

ILLiad 7.2 implemented: As beta testers, CUL was one of the first institutions to implement ILLiad 7.2.   New functionality, including automated requesting via OCLC, Rapid-ILL integrations, and entirely new user interface will be investigated and implemented over the coming months. The ILLiad system, especially with the newly available functionality, is central to much of the team's work. Many of the available features will serve to simplify the user experience and streamline staff workflow.

Scanner upgrade: Four planetary (or overhead) scanners and software were purchased from Indus International, Inc. Two are installed at the Annex and one each at Olin and Mann ILS units. These scanners will reduce physical stress on staff and materials while potentially improving scanning speed and workflow at these high-volume units. As the Get it! Team's work simplifies the requesting process, efficient scanning will be required to meet increasing demand for documents from our print collections.

Buy or Borrow Pilot: Based on a Purdue University pilot, the team worked with Collection Development staff to develop a set of guidelines for ILL borrowing staff to make on-the-fly decisions to purchase recently published items, rather than borrowing them. These items are typically difficult to borrow through traditional ILL channels. Purchasing them has improved average turnaround time from 9 to 7 days for these materials. Between March 14 and July 2, Olin ILL staff have purchased 63 items as part of this pilot. We compared these to a sample of 36 similar requests that were borrowed from other institutions. The average turnaround time (from submission to availability) was 8.2 days under Buy or Borrow, compared to 12.7 days for the older sample. The average cost for these Buy or Borrow items from Amazon was just under $50.

ILL Scanning at Unit Libraries Pilot: Olin ILS worked with the Engineering Library to scan articles requested on Interlibrary Loan rather than photocopy and send them through library mail. This pilot was highly successful in terms of reducing delivery time to borrowing institutions, and the process integrated smoothly with existing local document delivery procedures. The next step will be to extend this method of ILS article supply to all unit libraries.

Current Work

Our current priorities consist of addressing some work on authentication and policy/procedure analysis. Once implemented, these will be major steps in bringing our different request and delivery systems closer together into a single Get it! Service from the users' perspective while maintaining the staff-side benefits of our various software systems.

A some tasks have been postponed in anticipation of vendor solutions. Whenever possible, the team relies on existing or emerging enhancements to CUL owned or licensed systems such as ILLiad, RapidILL, OCLC Resource Sharing, and Voyager. Several of these enhancements are on the immediate horizon, such as ILLiad and Rapid interoperability. Unfortunately, a few are farther off or are not likely to be available soon such as Voyager compatibility with the NCIP circulation interoperability standard. In these cases, the team is reexamining the task to determine if a local solution is feasible.

Our current priority projects are:

Authentication: Truly streamlining our users' experience with requesting and receiving materials is difficult if many of the systems we expect them to navigate require separate logons. The team will explore options for and implement a solution to have the ILLiad system require a Cornell Net ID and password for authentication, rather than a different ILLiad-only logon. This will involve populating the ILLiad patron database with consistent data (valid NetID) that will properly match authenticated users to their ILLiad accounts and developing a connection from CU-WebAuth to ILLiad.

Once external authentication is successfully implemented for ILLiad, the Get it! Team, DLDS, and ReDS will work together to implement it for the Voyager catalog. Next year, we expect to explore the feasibility and potential benefit of synchronizing patron personal information between the ILLiad and Voyager systems.

Policy Review: The team has identified seven areas where potential shifts or clarification in existing policy might significantly improve service. Recommendations for policy change or further action are included with each item below.

1. Free Local Document Delivery (MyDocumentDelivery – MyDD) -
 Several universities have no fee for services to scan materials from their own collections for their own users. It is difficult to predict the potential volume of requests this might involve, but one noticeable pattern in data obtained from some of these institutions is in the ratio between user population and number of requests (See appendix A: Local Document Delivery Questionnaire Results) The ratio is approximately one to one, providing an estimate of about 32,000 requests across CUL. This is about five times the current volume of requests under our current policy of charging $4.00 per request unless there is a reason for fee exemption. Currently nearly 90% of CUL's requests fit into one or more exempt category, so there is little actual income seen for the MyDD service.

This could serve to:

- Simplify access to print materials needed by our users

- Streamline the process for requesting by eliminating the need for a user to know if CUL owns the material

- Become a high profile service useful for attracting potential funding and faculty as commented by some of the surveyed institutions

- Provide useful data for identifying future e-journal subscriptions by determining actual demand for particular titles

- Improve turnaround time for our users by reducing staff mediation in the final stages of processing

The likely costs of this policy change would be:

- Increase in local document delivery requests requiring regular and/or student staff to keep pace. A five fold increase would likely require increased student staff at several units including Mann and Olin.

- Loss of approximately $2700/year in partial cost-recovery revenue.

- Expanded scanning needs at all libraries, increasing wear on equipment. Some units will require additional or upgraded equipment. The new planetary scanners in Olin, Mann, and the Annex should help reduce strains due to increased volume.

- Initial request processing will be handled through Borrowing workflow, rather than a separate Document Delivery workflow. This change in work flow will alter the work load at ILL and circulation units, but will likely increase efficiency in the long run due to automated RAPID local holdings identification for obtaining location and call numbers.

We will consult with PSEC and Access Services staff to determine the feasibility of handling a potential five-fold increase in document delivery volume. Options include offering free document delivery to CUL patrons as a six-month pilot project, a soft release to gain a more complete understanding of demand for the service and identify improvements to workflow. We will examine the relevant data and impact on CUL resources and staffing to inform the future path of the service. We will use the data to determine alternate means for handling the potential workload, such as limiting users to a specific number of requests filled per day.

2. Borrow Direct and ILL item delivery to all circulation desks (and faculty department offices) - Currently, materials borrowed from other institutions can only be picked up at one of the five ILL units. Ensuring the safe return of all materials borrowed from other institutions is important for maintaining our ability to obtain materials in the future. It is therefore vital to be able to monitor the movement of these materials through the library system. The Voyager circulation system provides the means to accomplish this however it is not likely that ExLibris will implement a viable NCIP component to

Voyager within the next 12 months that would enable CUL to more easily develop interconnections between Borrow Direct, ILLiad, and Voyager. A completely manual process could be developed, but that would be considerably labor intensive for the 25,000 ILL and Borrow Direct requests in question.

The team is reviewing technical means to circulate ILL and Borrow Direct materials via the Voyager system using available technologies such as macros and Voyager templates. If a viable system can be developed we will implement it by February 2008.

3. Buy or Borrow – The pilot Buy or Borrow project is still underway as described in the accomplishments section above.

The team is involved in the current pilot project to purchase some material requested through interlibrary loan. We expect a report to be presented to CD-Exec that will detail results of the trial.

4. Request and delivery services maintenance model - Future technology developments, changes in user needs and expectations, and the evolution of library policy will make it necessary to re-evaluate request and delivery services on an on-going basis. It will be important to mainstream this process in order to provide adequate contact for users and consistent guidance and training for staff. Most of the existing request and delivery systems and services fall under the auspice PSEC Access Services Committee.

We are developing a recommendation for a representative group to be responsible for the ongoing maintenance, policy, and development of all CUL-wide request and delivery services including Voyager requests, Library Annex requests, ILLiad, Borrow Direct, and the WebBridge Open URL resolver. We will work with PSEC and LMT to determine the membership and charge for such a group.

5. ILL if CUL-owned item is in use - Currently, Borrow Direct or recall are the only options for a Cornell patron to obtain materials that are owned by CUL, but unavailable. Exceptions are made on a case by case basis to ensure timely access to materials. It may be useful to wait until a new Borrow Direct system is in place to more easily push requests to that system.

We are exploring the staffing and cost impact of systematically requesting materials via ILL when a CUL copy is in use. Various criteria should be considered including reserve status and patron status.

6. Scan ILL lending documents at unit libraries - Currently, Olin Library receives physical materials or photocopies from subject libraries. If the subject libraries were to scan the materials directly, the labor could be spread out and request turnaround time could be reduced, improving our already strong reputation with our fellow resource sharing institutions. A successful pilot of this has been implemented with the Engineering Library.

We are developing a cost-effective way to extend scanning for interlibrary lending article supply to all unit libraries.

7. ILL for distance learning - A few CUL libraries send Cornell or ILL materials to Cornell patrons that are abroad or on sabbatical. What would a CUL-wide model for meeting this need look like?   Existing services: Mann @ Large, Cornell in Washington, Architecture, Art & Planning in NYC, Cooperative Extension service.

We will recommend to PSEC that a group from Access Services Committee and other relevant stakeholders evaluate distance delivery systems to identify best practices and opportunities to improve and expand service.

Upcoming Tasks and Timeline

The team would like to complete most of its work in 2007. The following items are tasks that are expected to be well underway or finished by the end of the year. Once done, CUL's request and delivery services will be significantly more coordinated and streamlined for providing seamless delivery of research materials to our users. Improvements will always be on the horizon and it will be important for ongoing attention to be given to the entire request and delivery arena as CUL continues to lead in the library world.

Interface Redesign – ILLiad 7.2 includes entirely new interface design and features that will serve to improve our users experience with the system.
- Customization of Web interface and routing (August 2007)
- Usability testing with paper prototypes (September-October 2007)
- OpenURL to and from Voyager (December 2007)
- Update interfaces, Websites and system settings as needed to incorporate policy and usability changes (December 2007)

Policy – The Team will continue to thoroughly review policies and procedures in an effort to reduce barriers to streamlined and simplified access to print and electronic materials.
- Complete feasibility analysis with relevant service areas (September 2007)
- Obtain final approval from Library Management Team (October 2007)
- Implement policy and related work flow changes (December 2007)

Mediation Reduction – Any time one or more steps of the request fulfillment process can be automated efficiently saves time. As request volume increases CUL will need to rely on reducing mediation to handle a larger percent of the work. New technologies or systems are being developed that will provide good opportunities for reducing mediation related to Get it! requests.
- Automated search and processing in Rapid: Atlas Systems is developing an integration module to handle this. A significant number of borrowing and document delivery requests will be able to be searched and sent without staff mediation. CUL will have early access to the beta version. (Dependent upon Atlas Systems, slated for ILLiad version 7.3 by end of 2007)
- Automated search and processing in OCLC (December 2007)

Equipment
- Recommend equipment and software upgrades to meet expected demand for services. Some unit libraries may require additional or upgraded scanning equipment. (February 2008)
- Implement new equipment and software (April 2008)

Communication
- Discuss policy issues and staffing impact with public and access services staff (ongoing)
- Update patron documentation on Gateway (Current-December 2007)

- Final Report with recommendations for the future (December 2007)

New Catalog/Gateway related items – As the CUL Vision Team nears its time to report its findings with the potential for a new public interface, there are a few Get it! We recommend that a member of the Get it! Team be included on any relevant implementation team. Items that should be considered for simultaneous implementation:
- Create combined view of Voyager and ILLiad request information
- Dynamic request routing based on item status and location

Borrow Direct related items – The Borrow Direct partners are in the process of investigating new software to replace the aging URSA system.   Jesse Koennecke is a member of the Borrow Direct Software Review Group. We hope that a new system will be in place by Summer 2008 that will enable the following among many desired features:
  TBA
- Automated search and processing in BD from ILLiad
- Renewal of BD items
- Authentication by NetID/Password
- Charge out Borrow Direct materials via Voyager
- Automated transfer of failed BD requests into ILLiad

Appendices

Appendix A – Local Document Delivery Questionnaire Results

Appendix B – CUL Document Delivery statistics 2006-2007

Appendix C - Revised Work Plan with Estimated Budget

Appendix D – Original Charge and Membership

Appendix A - LOCAL DOCUMENT DELIVERY QUESTIONNAIRE RESULTS

INSTITUTION	Cornell Univ.	Colorado State	Univ of Kansas	Texas A & M	Univ of Arizona	Univ of Akron
FILLED COPY REQUESTS						
Local Document Delivery	6,330	**31,724**	**20,300**	**41,411**	6,385	2,658
ILL Article Borrowing	9,970	62,065	25,237	39,093	6,256	4,775
ILL Article Lending	27,076	61,049	26,372	20,519	8,257	8,824
HOW LONG SERVICE OFFERED?		10 yrs	3 yrs	4 1/2 yrs	7 mo.	1 1/2 yrs
HOW MANY SERIAL TITLES?	104,000	24,000	32,600	45,806	41,592 *	13,677
ALL USERS OR BY STATUS?		All	All	All	All	Faculty & staff**
TOTAL USER POPULATION	**33,316**	**30,000**	**30,000**		51,439	
Undergraduates	13,562	20,500	20,908	36,500	28,462	
Graduates	6,077	4,170	6,026	8,500	8,574	
Total student	**19,639**	**24,670**	**26,934**	**45,000**	37,036	22,636
COMMENTS (AS TEXT BELOW):						

University of Arizona: They provided Local Document Delivery data for August-November, 1/3 of the year. Therefore, for comparison's sake,
only 1/3 of the ILL Borrowing and ILL Lending for the year are listed.
* These are the 4 libraries from which U of Arizona provides free document delivery

Texas A & M: Run through ILL with a staff of 10 FTE and about 200 hrs/week of students. Have found this to be a powerful recruiting tool for faculty and students.

University of Akron: **2005/06 was faculty, staff and 1/2 year of graduate students. Beginning Sept. 2006 they expanded to all patrons. Run through ILL. Added 3 student assistants (60 hrs/wk) to handle additional scanning. A pertinent quote: "I cannot say enough that our faculty LOVES us! We received so much positive press that the University Administration presented our department with an extra, unasked $10,000 for staffing to keep Local Document Delivery thriving". Graduate students are the heaviest users. Undergraduates don't use it much although it was marketed to them in the same way as the other groups.

University of Kansas: Have received overwhelming positive comments from many users. Pertinent quote: "I didn't include the above [positive comments] to brag but to demonstrate that this is one of our most beloved services that make for happy patrons which make for happy staff and administration. It's difficult to estimate a dollar value of this greatwill but worth considering"

Appendix B – CUL Document Delivery statistics 2006-2007

By Scanning (Owning) Library

Location	Requests Filled
Bailey Hortorium	24
Entomology	66
Hotel	7
Geneva	382
Kroch Asia	69
Math	11
Olin	598
Veterinary	267
Adelson	1
Africana	1
Engineering	249
Fine Arts	38
ILR	18
JGSM	15
Mann	1450
Ornithology	38
Physical Sciences	114
Annex	2895
Law	16
Music	1
networked resource	14
Uris	25
Total:	6299

By Payment Method

Pay Method	Requests Filled
Credit Card	491
Department Account	188
Exempt	5620
Total:	6299

By Patron Status

Status	Requests Filled
F - Faculty	1105
G - Grad Student	2218
L - Library Staff	95
O - Cooperative Extension	63
O - Mann Distance	1059
O - Res. Assoc.	340
O - Staff	1000
U - Sr. Honors	2
U - Undergrad	417
Total:	6299

Appendix C - Revised Work Plan with Estimated Budget

CUL - Get it! Team - Initial Work Plan: Projected Times and Costs (revised 2/6/2007)

Task *Authentication*	Staff needed beyond Team membership	Time needed	Expected completion date	Cost	Cost details and notes	Purpose
Populate ILLiad patron database via Voyager patron load	AS, DSS, ILS	4 months	Jun-07	n/a	Part of ILLiad customization hours as in contract with Atlas. Atlas has agreed to work on this. Minimal CUL programming.	Necessary to develop Phase 1 Authentication and interoperability of systems.
CU Net ID to authenticate into ILLiad	DSS, AS, CIT	4 months	Jun-07	10,000	Potential CUL programming and/or Atlas systems development costs beyond the team's available resources. CUL receives some Atlas development as part of contract.	Provides users with a common logon for a wider range of resources.
CU Net ID to authenticate into Voyager	DSS, EIS, CIT	10 months	Dec-07	10,000	Potential CUL programming and/or ExLibris systems development costs beyond the team's available resources.	Provides users with a common logon for a wider range of resources.

Interface and Requesting						
Usability testing with paper prototypes		3 months	May-07	500	Incentive for testers, typically $10 for 1/2 hour session.	Inform interface design.
Customization of Web interface and routing	DSS	2 months	Aug-07	1500	Ongoing as policy and workflow decisions are made.	Take advantage ILLiad 7.2 improvements. Reduce the overall number of forms.
Customize Gateway/OPAC forms, appearance, and documentation	CUL staff, EIS, CULS, ReDS	2 months	Aug-07	n/a	Ongoing as policy and workflow decisions are made.	To fully integrate the improved delivery services into the CUL system.
Create a combined view of Voyager and ILLiad request information	AS, DSS, ReDS	6 months	Dec-07	5,000	Potential CUL programming and/or Atlas systems development costs beyond the team's available resources.	Provide a single interface for users to see what requests are outstanding or waiting to be viewed/picked-up.

OpenURL from Voyager to ILLiad	ReDS, EIS	2 months	Jun-07	n/a	Feature of Voyager OPAC to be investigated and enabled.	Enable users to easily request scanned articles and book chapters from CUL catalog.

Mediation Reduction						
Automated search and processing in OCLC before staff handle request	AS, ILS	3 months	May-07	n/a	Feature of ILLiad 7.2 to be investigated and enabled.	Reduce staff time needed to handle many requests.
Automated search and processing in RAPID before staff handle request	RAPID, AS, ILS	3 months	May-07	n/a	Future feature of ILLiad 7.2 to be investigated and enabled.	Reduce staff time needed to handle many requests.

Policy Analysis & Recommendations						
Compile list of policies and procedures to be reviewed, set timeline for review		1 month	Jan-07	n/a		
Gather information and data to estimate usage and costs	CUL staff	2 months	Mar-07	n/a		
Present report and recommendations to PSEC/LMT		1 month	Apr-07	n/a		
Integrate policy and work flow changes	CUL staff, ILS	3 months	Jun-07	TBD	Some policy recommendations will have estimated associated costs.	

Equipment and Software						
Recommend equipment and software upgrades	Desktop Services	6 months	Aug-07	n/a	Dependent on policy and procedure decisions	For consistency in procedure and quality of service. These scanners serve multiple purposes including: e-reserve, document delivery, and ILL.
Implement new equipment and software	Desktop services	2 months	Dec-07	45,000	Approximately 15 scanners and software at ~$3000 each	

16

Borrow Direct Related Items						
New Software Investigation and Implementation				6,000	Travel expenses expected for several CUL staff during software investigation and implementation	*New products are currently being investigated to support Borrow Direct. All BD tasks are on hold, awaiting implementation. (expected 6/07-6/08)*
Automated search and processing before staff handles request	BD		TBD	25,000	NCIP support may be required	Take advantage of Borrow Direct's reduced mediation to handle many loan requests.
Renew BD items	BD		TBD		NCIP support may be required, see item 32 for estimate	Greatly improved patron service.
Authentication by NetID/Password	DSS,BD, CIT		TBD			Consistency with other systems
Charge out Borrow Direct materials via Voyager	BD		TBD		NCIP support may be required, see item 32 for estimate	Show Borrow Direct requests on Patron Info screens, provide the means to renew and charge fines for BD materials.

Estimated budget total: $103,000   For FY 07/08

Key:

DSS = Cornell University Library Discovery Systems and Services

AS = Atlas Systems inc. (ILLiad)

CIT = Cornell Information Technologies

BD = Borrow Direct group

ILS = CUL Interlibrary Services staff

EIS = ExLibris - Endeavor Information Systems

ReDS = CUL Resource Discovery Systems Working Group

n/a = covered by operational costs

Appendix D – Original Charge and Membership

Priority Objective #6 Implementation Team: Charge and Membership

Expand and coordinate document delivery services to facilitate use of both digital and analog information.
Simplify the delivery request process to make it a seamless and unmediated service. Investigate e-reserve, electronic document delivery, and ILL operations and service standards to determine operational relationships to digitization for collection building.

Charge:
Reporting to the Library Management Team and under the leadership of Pat Schafer, the Team leader, the Enhancing Document Delivery Implementation Team will:

1) Expand and coordinate document delivery services to integrate them with our electronic resources. Make document delivery as seamless and simple as possible for library users.
2) Review the *MyDocumentDelivery Pilot Project Final Report and Recommendations,* the November 14, 2003 report of the ad hoc committee on document delivery, and the recommendations to LMT summarized by Anne Kenney on July 14, 2004 to ensure that current document delivery processes are in accord with the goals articulated in those documents.

As a first step, the Team will review and, if appropriate, recommend modifications to this charge. Any recommendations for modifications should be made to LMT by February 28.

The Team will also develop an initial work plan that will include a projected timeline, measures of success, and a budget. The budget should reflect how much it will cost to accomplish the objective and estimate what part of this will come from existing resources and what part will require new funds. The work plan should be provided to LMT by March 31.

The Team will provide brief written progress reports to the Library Management Team no less frequently than each quarter and a final report at the conclusion of its work.

Jean Poland is the LMT liaison for the Team, ensuring timely communication with senior management and effective resource management.

Members
Pat Schafer—Team leader
Amy Blumenthal
Julie Copenhagen
Jesse Koennecke
George Kozak
Terry Kristensen
Ed Zieba
Jean Poland—LMT liaison

Rev. 3/25/05