



**DALNET New Member Policy Task Force:
Report and Recommendations**

**Submitted to the
DALNET Executive Committee**

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DALNET New Member Policy Task Force

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DALNET New Member Policy Task Force: Report and Recommendations

Executive Summary

The New Member Policy Task Force respectfully submits this report for review and approval by the DALNET Executive Committee and Board of Directors. This report outlines findings and recommendations from the Task Force, which the DALNET Board convened to: “deliver a proposed new member recruitment policy. In developing this proposed policy, the group will address the technical, service, marketing and policy implications of adding new member libraries.” (For the full New Member Policy Task Force charge statement, please see Appendix A on page 8.)

Although the Task Force spent considerable time studying pricing models in completing this assignment, the main lesson the group learned in this exercise is that the benefits of DALNET membership transcend dollars and cents. DALNET’s collaborative benefits such as training, professional growth opportunities and responsive technical support need to be the centerpiece of DALNET’s marketing strategy.

These membership benefits also help to define the libraries DALNET should target in its marketing efforts. When seeking new members, DALNET should focus on libraries that recognize the value of collaboration and networking, as evidenced by the prospective member’s willingness to endorse the “Expectations of DALNET members” outlined on pages 13-14 of the report. These are the libraries that are most likely to be receptive to what DALNET can offer. And in turn, it is these libraries that will be most likely to add value for DALNET’s current membership.

To effectively recruit these libraries, the Task Force recommends a revised pricing formula, along with proposed best practices for recruiting members. When these recommendations are implemented, DALNET will be well positioned to effectively market its services, and to recruit new participants that will complement current DALNET members, and add value for the entire membership.

Here is a summary of the New Member Task Force’s recommendations:

Recommendation 1: Keep the existing pricing model for DALNET’s current members, to maintain pricing stability. (For background on this recommendation, please see page 2.)

Recommendation 2: Adjust the pricing formula for prospective new members to more accurately reflect the costs of accommodating new sites. (See pages 2-4.)

Recommendation 3: Adhere to a standard, consistent pricing formula for new members, except under special circumstances. (See pages 4-5.)

Recommendation 4: Adopt a standard set of best practices for recruiting new members. (Please see pages 6-7.)

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Section I: Pricing Considerations

This section addresses the first element in the New Member Policy Task Force charge:

- Does DALNET's current volume-based formula adequately reflect the costs of adding new members?

The Task Force devoted several meetings to this issue, reviewing the pricing formula for current members, and then developing a proposed pricing model for prospective new sites. Based on these discussions, the Task Force makes these recommendations:

Recommendation 1: Keep the existing pricing model for DALNET's *current* members, to maintain pricing stability. (Actual allocations may be adjusted when the Executive Committee's new Cost Allocation Task Force makes its recommendations early next year.)

Recommendation 2: Adjust the pricing formula for prospective *new* members to more accurately reflect the costs of accommodating new sites.

Pricing formula for current members. Under NOTIS, DALNET's original pricing formula was based on the number of volumes, computer terminals and annual circulations for each member. After totaling those figures for the entire consortium, DALNET allocated costs proportionally, based on each member's percentage of the total.

Then, with the introduction of Horizon, the Finance Committee reviewed this formula, looking at factors such as the number of patrons, transactions and building locations for each member. Based on combinations of these statistics and other factors, the Finance Committee decided to look at *alternative formulas*.

After assessing various options, the Finance Committee revised the pricing policy for current members to reflect *volumes* only, a practice that remains in effect today. Libraries in the first tier, from 0-50,000 *volumes*, pay \$8,085. Above that initial tier, the increment for each subsequent tier is 25,000 *volumes*, with libraries in each successive tier paying an additional amount above the preceding tier. This amount varies by tier. Members' cost allocations are based on holdings figures that have remained constant ever since the Finance Committee developed the current pricing policy.

How does this pricing policy for current members look today, several years after the Finance Committee developed it? Our assessment is that the volume-based formula for current members is probably about as good as we can expect. It is easy to apply and readily understandable, for example, and it provides what DALNET members rightfully expect – *price stability*.

Pricing formula for new members. In addition to evaluating the pricing formula for *current* members, the New Member Policy Task Force also focused on reviewing the pricing formula for prospective *new* members. This section details the group's findings and recommendations with regard to pricing for new members.

DALNET's current pricing formula for new members is based on the number of *records*. This figure is derived by multiplying each site's estimated *volume* holdings by three. To recover costs incurred in the early stages of accommodating new sites, DALNET also assesses a one-time fee for new members. This one-time fee is 1.5 times the annual amount assessed to the new site, and reflects the proportional costs of central site hardware, staff time and training required for adding a new member. This one-time fee goes to DALNET's equipment reserve fund, while annual costs from new and continuing members constitute DALNET's operating budget.

In addition, there is an *epixtech* licensing fee for new sites, which may be \$0, \$5,000 or \$10,000 – depending on the size of the new member's collection. New DALNET sites are also responsible for the costs of data conversion. These costs include extract programs from an ILS vendor, bibliographic record purchases from a bibliographic utility, and *epixtech* services for data conversion into Horizon. Data conversion costs vary, depending on arrangements that need to be made with *epixtech* and other vendors.

What's lacking in DALNET's pricing formula for new members? For starters, the relationship between *volumes* and *records* is ambiguous. In addition, the existing formula does not address new sites with multiple locations (those with more than one project manager), which require more complex support. Moreover, there are inconsistencies in the amounts charged to members, due to special contractual arrangements negotiated when these sites joined DALNET.

After identifying these shortcomings, the New Member Policy Task Force sought to develop a clear, consistent and equitable new members cost formula that:

- Represents *good value* and a *clear price advantage* for prospective members.
- Realistically reflects the costs associated with adding new members.
- Is easy to apply, using readily available information.
- Reflects the costs of supporting sites with multiple project managers, with their added complexity.

Based on our research, the New Member Task Force recommends:

- Shifting from a records-based formula to one based on volumes. This will align the formula for new members with the one used for continuing members. Volumes are physical and virtual resources, including electronic books, serials or images owned or leased by the library.

- Adjusting the Tier 1 fee to \$12,500. This amount needs to be adjusted for inflation each year.
- Reducing Tier 1 from 0-50,000 records to 0-14,999 volumes, adjusting tiers in increments of 10,000 rather than the current 25,000 figure, and increasing the one-time fee for new members from 1.5 to 1.7 times the annual fee for each new site.
- Implementing an additional ongoing fee of one-half the Tier 1 charge (\$6,250 per project manager) for new members with multiple project managers, to reflect the additional complexity of training and supporting multiple staff members.
- Negotiating fees for sites with more than 155,000 volumes on a case-by-case basis.

This table summarizes the Task Force's recommended new member pricing formula. (For a complete picture of the proposed formula, please see Appendix B on page 9.)

Proposed DALNET New Member Pricing Formula		
	Current	Recommended
First tier size	50,000 <i>records</i>	14,999 <i>volumes</i>
Increment between tiers	25,000 <i>records</i>	10,000 <i>volumes</i>
First tier amount	\$8,085	\$12,500
Tier dollar increment	Varies by tier	\$4,000
Price per additional PM	Included in first tier fee	\$6,250
One-time new site fee	1.5 times tier amount	1.7 times tier amount
epixtech contractual fee	\$0, \$5,000 or \$10,000 depending on <i>volumes</i>	
epixtech data conversion	Varies by site	
1) PM = Project Manager. 2) This proposed formula is intended for new members only, and is not meant to be used retrospectively for existing DALNET members. 3) All cost figures should be adjusted annually for inflation. 4) Negotiate fees for sites with over 155,000 volumes on a case-by-case basis.		

What's the net impact of this proposal? New members – especially those with smaller collections – will pay more than with the current formula, and this model will generate **more revenue if it is applied consistently to all new members. Consistency is the key.** Once the Board agrees on a pricing formula, the Task Force recommends that the formula then be applied uniformly, except under special circumstances. That is the basis for our third recommendation:

Recommendation 3: Adhere to a standard, consistent pricing formula for new members, except under special circumstances. (See Appendix B on page 9 for the complete New Member Pricing Schedule.) Current practice is to use the new member pricing

formula as a *beginning point* for negotiating contracts with prospective members. While this strategy has arguably been a major factor in DALNET's growth, it has also resulted in inequities, as members with comparable collection sizes pay different rates, depending on the deals they were able to make when they joined the consortium. This approach presents a problem, since it builds inequities – real and perceived – into the pricing structure from the outset.

In the interest of promulgating a consistent, equitable process, the New Member Policy Task Force recommends that DALNET adhere to this formula, with the understanding that the Executive Committee should retain some flexibility to negotiate other arrangements on the basis of special considerations, as appropriate. Examples of such special considerations might include libraries that wish to pay more up front to lower their ongoing fees. In its recommendations to the Board, the Executive Committee should explain the rationale for any such special arrangements.

To illustrate the implications of this proposed formula, the table below compares costs for three prospective new members, with collections from 25,000 to 100,000 volumes.

Cost Comparison for a New Member With 25,000 Volumes and One Site				
	Current formula	Recommended	Difference	Increase
Tier amount	\$13,409	\$20,500	\$7,091	53%
1-time new site fee	\$20,114	\$34,850	\$14,736	73%
Additional site fee	\$0	\$0	\$0	NA
Total start-up costs	\$33,523	\$55,350	\$21,827	65%
Annual costs	\$13,409	\$20,500	\$7,091	53%
Cost Comparison for a New Member With 50,000 Volumes and One Site				
	Current formula	Recommended	Difference	Increase
Tier amount	\$24,105	\$28,500	\$4,395	18%
1-time new site fee	\$36,158	\$48,450	\$12,292	34%
Additional site fee	\$0	\$0	\$0	NA
Total start-up costs	\$60,263	\$76,950	\$16,687	28%
Annual costs	\$24,105	\$28,500	\$4,395	18%
Cost Comparison for a New Member With 100,000 Volumes and Two Sites				
	Current formula	Recommended	Difference	Increase
Tier amount	\$40,175	\$48,500	\$8,325	21%
1-time new site fee	\$60,263	\$82,450	\$22,187	37%
Additional site fee	\$0	\$6,250	\$6,250	New fee
Total start-up costs	\$100,438	\$137,200	\$36,762	37%
Annual costs	\$40,175	\$54,750	\$14,575	36%

The pricing models proposed in this report are for *current* services. If DALNET adds new services, it may need to consider new pricing models.

Section II: Best Practices

This section addresses these charge elements collectively:

- How can DALNET write an impact statement for prospective members in terms of each prospect's financial, staffing, equipment and resource implications?
- Should DALNET assess what each prospective member might bring to the consortium, including factors such as each prospect's special contribution, the value of their collection, and the prospective member's benefit to existing DALNET services?
- Can DALNET develop a set of criteria to be used for recruiting prospective members? What factors should play into decisions to approach prospects?
- What is the best process for involving the DALNET Finance Committee throughout the new member recruitment process? At what point should the Board be notified that candidacy discussions are underway with a prospective member?

The Task Force believes the best way to address these issues is to implement a standard approach for recruiting new members. This approach uses standard forms and a consistent process to provide information the prospective member and DALNET can use to make informed decisions. That's the basis for our fourth recommendation:

Recommendation 4: Adopt a standard set of best practices for recruiting new members. The Marketing/Outreach Librarian will have lead responsibility, with support from the Assistant Director, Board members, and others as appropriate.

New member recruitment process. Once it is determined that a prospective new site would complement DALNET's current membership, the Task Force suggests that staff and the Executive Committee use a nine-step recruitment approach. This approach is outlined below, and illustrated in Appendix C on page 10. Detailed information to be exchanged in steps 1-3 is shown in Appendix D on pages 11-15.

Step 1: Information gathering. DALNET staff meets with the potential member, and compiles preliminary information, using a standard checklist. During this initial phase, which may occur via multiple on-site meetings or phone conversations, staff outlines the added values of DALNET membership, provides background on DALNET, gathers information from the potential member, and outlines expectations for DALNET members. (Detailed information to be exchanged in steps 1-3 is shown in Appendix D on pages 11-15.)

Step 2: Pricing proposal. Next, the DALNET Treasurer prepares a pricing proposal for staff, based on information gathered in Step 1.

Step 3: Complete membership application. Staff reports back to the prospective member about the likely costs of DALNET membership. If the prospect wishes to apply for membership, staff holds additional meetings to help the potential member complete the membership application. Information to be gathered at this stage includes budget data and the project manager's experience with integrated library systems.

Step 4: Staff prepares impact statement. Following the preliminary visit(s), staff reviews the membership application, assesses the potential member's possible impact and completes a report outlining findings for the Executive Committee, including technical qualifications and infrastructure impact.

Step 5: Executive Committee reviews application. Next, the Executive Committee reviews the potential member's application, and requests additional information or clarification as appropriate. Based on this review, the Executive Committee makes a recommendation to the Board concerning this candidate's membership.

In reviewing membership applications, the Executive Committee should consider the new site's unique subject strengths and other reciprocal resource sharing benefits to be derived by DALNET's current members and by the new site. When devising its recommendation, the Committee will consider factors such as the prospective member's:

- Ability to meet continuing membership obligations.
- Contribution, in terms of collection value, geographic or type of library diversity.
- Current relationship with one or more DALNET member institutions.
- Expertise that could contribute to DALNET's advancement.
- Political impact, such as whether or not the new member would expand DALNET's sphere of influence or enhance the consortium's grant-seeking ability.

Step 6: Board action. Once the Executive Committee submits its recommendation, the DALNET Board acts on the recommendation.

Step 7: Notification. Then the Director and/or the Board Chair informs the potential member of the Board's decision. If the Board approves the application, the Treasurer issues a contract, and staff offers to help with potential member's internal approval process, as appropriate.

Step 8: Prospective member approval process. Next, the potential member completes the contract and joins DALNET.

Step 9: Implementation. If the member joins DALNET, staff then prepares the new member implementation plan and assists the new site with executing the plan.

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Appendix A: New Member Policy Task Force Charge

Deliver a proposed new member recruitment policy by the June 2002 DALNET Board meeting. In developing this proposed policy, the group will address the technical, service, marketing and policy implications of adding new member libraries. Issues to be considered include:

- Does DALNET's current volume-based formula adequately reflect the costs of adding new members?
- How can DALNET write an impact statement for prospective members in terms of each prospect's financial, staffing, equipment and resource implications?
- Should DALNET assess what each prospective member might bring to the consortium, including factors such as each prospect's special contribution, the value of their collection, and the prospective member's benefit to existing DALNET services?
- Can DALNET develop a set of criteria to be used for recruiting prospective members? What factors should play into decisions to approach prospects?
- What is the best process for involving the DALNET Finance Committee throughout the new member recruitment process? At what point should the Board be notified that candidacy discussions are underway with a prospective member?

In preparing its recommendations, this group will confer with the DALNET Executive Committee.

Working group membership: Margaret Auer, Steven Bowers, Dee Callaway, Bob Harris, Scott Muir and Michael Piper. Advisor: Patricia Orr

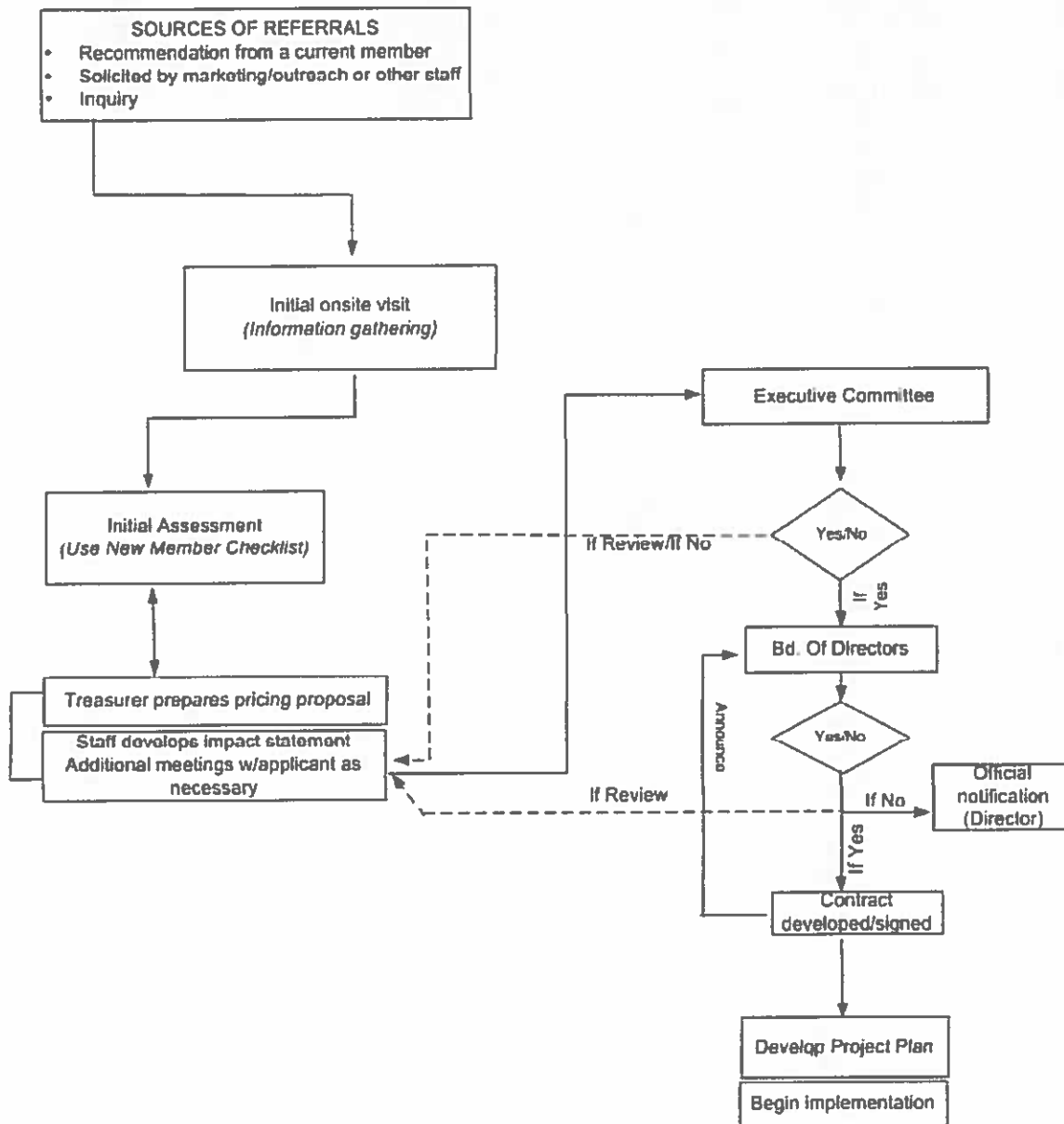
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Appendix B: Proposed New Member Pricing Schedule

Tier	# of Volumes	Annual Cost	One-Time Cost
1	0 - 14,999	\$12,500	\$21,250
2	15,000 - 24,999	16,500	28,050
3	25,000 - 34,999	20,500	34,850
4	35,000 - 44,999	24,500	41,650
5	45,000 - 54,999	28,500	48,450
6	55,000 - 64,999	32,500	55,250
7	65,000 - 74,999	36,500	62,050
8	75,000 - 84,999	40,500	68,850
9	85,000 - 94,999	44,500	75,650
10	95,000 - 104,999	48,500	82,450
11	105,000 -114,999	52,500	89,250
12	115,000 -124,999	56,500	96,050
13	125,000 -134,999	60,500	102,850
14	135,000 -144,999	64,500	109,650
15	145,000 -154,999	\$68,500	\$116,450
Note: 155,000 and above: Negotiated individually.			

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Appendix C: New Member Recruitment Flow Chart



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Appendix D: Info to be Exchanged During Steps 1-3 of the Recruitment Process

Step 1: Information gathering. DALNET staff meets with the potential member, and compiles preliminary information, using a standard checklist. During this initial phase, which may occur via multiple on-site meetings or phone conversations, staff outlines the added values of DALNET membership, provides background on DALNET, gathers information from the potential member, and outlines expectations for DALNET members.

DALNET Added Values

Hardware/Software Maintenance

- Regular updates of software. Server operations, upgrades.
- Reporting scripts for running ILS statistics developed and shared by members.
- Testing scripts for the ILS developed and shared by members.

Services

- Remote Patron Authentication (RPA) Services, providing remote access of password-protected resources.
- OCLC monograph holdings updates.
- Record loading, for retrocon projects or other bulk purchases of records.
- DALNET Member Services Group and Information Technology Group. The work performed by these groups makes it possible for an institution to run an ILS without having to fund an additional IT staff member.
- Support for digitization projects.

Professional Development

- Training for the ILS and other software used by DALNET.
- Members are afforded the opportunity to stay informed about new developments.
- DHMT and Project Managers consultation – Instant contacts to “figure out” how to do something in Horizon by seeking the help of others who have already done it. These groups are also available for discussion and consultation for any other work that a library may be doing.
- The work of the library professional is made easier through cooperative efforts.

Shared Information Resources

- Access and input to DALNET and DALNET member institution-made databases. Reciprocal borrowing agreements.
- MiLE and other cooperative ILL services

Other DALNET membership benefits

- Promotion in a known library consortium.
- An influential relationship with a major ILS vendor – *epixtech*.
- DALNET members have the opportunity to make decisions to be part of what is going on. The influence of a consortium has the potential to be much more than that of an individual institution.

During the Step 1, staff also shares the following information about DALNET with the prospective member:

DALNET history

- Establishment – when, where, why
- Information regarding current members
- DALNET Web Site
- Relationship to WSU

Current DALNET organization

- Provide copy of Board membership
- Provide copy of organization chart
- Provide copy of Bylaws

DALNET services: Who we are and what we do

- Leadership and coordination of automation programs
- Access to staff expertise
- Training
- Collaboration with members
- MiLE and Reciprocal borrowing
- ILS: software, servers and functionality
- Digital projects

Vendor relationship

- Developmental partnership with *epixtech*
- Contractual enhancements in the works

Expectations of members

- Board membership responsibilities
- Project Manager responsibilities
- Committee participation
- Future plans

In the Step 1, staff also gathers the following information from the prospective member:

- Size of collection
- Current automation
- Audience served
- Collection development
- Collection specialties
- Digital collections, current and potential
- Reciprocal arrangements in place
- Organizational structure (number of sites)
- Technical expertise of staff
- Financial/human resource responsibilities of potential member sites
- Identified costs, including explanation of pricing formula
- In-institution staff responsibilities: Director and Project Manager
- Information Technology requirements, such as network connections (no dial-up) and workstation requirements

Expectations of DALNET members

During this phase, staff outlines expectations of DALNET members, covering the following points:

- 1) DALNET is comprised of its host institution, Wayne State University, and those institutions that have been approved by the DALNET Board, and have signed a valid DALNET Online System Agreement with WSU. Membership is open to academic, public, school and special libraries as well as information organizations within DALNET's service area.
- 2) DALNET members contribute to a shared online system. They also share a commitment to advancing resource sharing to better serve the people of southeast Michigan. Each member pays an appropriate share of the costs of managing and operating the shared online system, as determined by the DALNET Board.
- 3) Participation in DALNET requires shared decision-making and collaboration in developing common policies. Membership in DALNET represents a privilege with the expectation of active and continuing participation by each member site. As a consideration for acceptance and continuation of institutional membership and participation in DALNET, member institutions agree to:
 - a) Share resources and provide interlibrary loan services to other members within DALNET standards and procedures, and according to institutional policies.

- b) Deliver library services and a collection adequate for local needs, and contribute to the Horizon shared system and online public access catalog.
- c) Maintain onsite equipment, telecommunications network and technical staff compatible with the DALNET infrastructure and standards.
- d) Abide by the DALNET Bylaws and applicable DALNET database standards.
- e) Appoint a project manager, who will administer the member's Horizon operation, participate in Project Managers' meetings, provide appropriate communications about DALNET issues within their host institution, and provide local management of other DALNET services. This includes loading the Horizon client and helping with Horizon table configuration.
- f) Participate in DALNET governance by sending a representative to Board meetings.
- g) Contribute to the work of the consortium by delegating library staff to serve on DALNET committees and to participate in appropriate training and continuing education programs.
- h) Support the Library Bill of Rights, Librarians Code of Ethics and ALA's Freedom to Read and Freedom to View statements, and their interpretations.
- i) Support DALNET marketing within the institution's user community.
- j) Evidence commitment to advance DALNET to higher levels of service beyond the ILS by supporting Beta or demonstration projects.

Step 2: Pricing proposal. Next, the DALNET Treasurer prepares pricing proposal for staff, based on information gathered in Step 1.

Step 3: Complete membership application. Staff reports back to the prospective member about the likely costs of DALNET membership. If the prospect wishes to apply for membership, staff holds additional meetings to help potential member complete the membership application. Information to be gathered at this stage includes:

- 1) Number of sites? Administered centrally or by individual site?
- 2) Current library annual operating budget in the following categories: technical infrastructure (including computer replacement) and other operating expenses. Current library technology budget. Two-year infrastructure replacement budget.
- 3) Library staffing, including: number of degreed librarians, number of support staff, and number of other staff (e.g., student assistants).

- 4) Library administrator(s), including experience with integrated library systems, resource sharing and library cooperation.
- 5) Project manager, including technical qualifications, credentials, and experience with integrated library systems, resource sharing and library cooperation.
- 6) Technical/network infrastructure, including: speed of Internet connection; Internet service provider; number of staff computers in library; general technical description of these computers, current and planned; computer replacement schedule.
- 7) Library resources profile, including: collection size (monograph volumes, microforms, and print and electronic journal titles); annual growth of collection over past three years (monograph volumes, microforms, and print and electronic journal titles); general collection emphasis (e.g., subject areas); and special collection strengths.
- 8) Population served by your library, including: patron head counts and FTE counts; annual library materials circulation count (last three years); and annual interlibrary loan (lending and borrowing) count (last three years), as applicable.
- 9) Policies for onsite use of your library resources by people other than your primary user population (e.g., access and use by the general public).
- 10) Current automation environment: Integrated library system:
 - a) Which of the following control numbers do you currently maintain in your bibliographic records? Check all that apply: ISBN, OCLC, ISSN, Other.
 - b) What formats do you currently use for item and patron barcodes and ID numbers?
 - c) Will you need to transfer data electronically? Check all that apply:
 - Send fines data to a billing office
 - Order data to suppliers
 - Serials claiming
 - Upload patron data from administrative database(s)
 - Other:
- 11) Please discuss why your institution wants to join DALNET. Please address any fiscal and/or technical issues that prompt your institution to look for a new ILS.
- 12) Please tell us how your institution would add value to the DALNET community.

New Member Recruitment Process

Step 1: Information gathering. DALNET staff meets with the potential member, and compiles preliminary information, using a standard checklist. Staff determines if site is interested in the shared ILS or not. During this initial phase, which may occur via multiple on-site meetings or phone conversations, staff outlines the added values of DALNET membership, provides background on DALNET, gathers information from the potential member, and outlines expectations for DALNET members.

Appendix A: Initial Member Profile

Appendix B: DALNET Added Values

Appendix C: DALNET Background and Administration

Appendix D: Expectations of DALNET members

Step 2: Advise Board: staff advise Board that they have entered a discussion with the new potential member. Board should advise staff of any immediate concerns.

Step 3: Pricing proposal. Next, the DALNET Treasurer prepares a pricing proposal for staff, based on information gathered in Step 1 and based on the current cost allocation formula.

Step 4: Complete membership application. Staff reports back to the prospective member about the likely costs of DALNET membership. If the prospect wishes to apply for membership, staff holds additional meetings to help the potential member complete the membership application. Information to be gathered at this stage includes budget data and the project manager's experience with integrated library systems.

Appendix E: Membership application

Step 5: Staff prepares impact statement. Following the preliminary visit(s), staff reviews the membership application, assesses the potential member's possible impact and completes a report outlining findings for the Executive Committee, including technical qualifications and infrastructure impact.

Step 6: Executive Committee reviews application. The Executive Committee reviews the potential member's application, and requests additional information or clarification as appropriate. Based on this review, the Executive Committee makes a recommendation to the Board concerning this candidate's membership.

In reviewing membership applications, the Executive Committee should consider the new site's unique subject strengths and other reciprocal resource sharing benefits to be derived by DALNET's current members and by the new site. When devising its recommendation, the Committee will consider factors such as the prospective member's:

- Ability to meet continuing membership obligations.

- Contribution, in terms of collection value, geographic or type of library diversity.
- Current relationship with one or more DALNET member institutions.
- Expertise that could contribute to DALNET's advancement.
- Political impact, such as whether or not the new member would expand DALNET's sphere of influence or enhance the consortium's grant-seeking ability.

Step 7: Board action. The Executive Committee submits its recommendation and the DALNET Board acts on the recommendation.

Step 8: Notification. Then the Director and/or the Board Chair informs the potential member of the Board's decision. If the Board approves the application, the Treasurer issues a contract, and staff offers to help with potential member's internal approval process, as appropriate.

Step 9: Prospective member approval process. The potential member completes the contract and joins DALNET.

Step 10: Implementation. If the member joins DALNET, staff then prepares the new member implementation plan for any contracted services and assists the new site with executing the plan.

Appendix A: Initial Member Profile

- Size of collection
- Current automation
- Audience served
- Collection development
- Collection specialties
- Digital collections, current and potential
- Reciprocal arrangements in place
- Organizational structure (number of sites)
- Technical expertise of staff
- Financial/human resource responsibilities of potential member sites
- Identified costs, including explanation of pricing formula
- In-institution staff responsibilities: Director and Project Manager
- Information Technology requirements, such as network connections (no dial-up) and workstation requirements

Appendix B: DALNET Added Values

Hardware/Software Maintenance for ILS

- Regular updates of software. Server operations, upgrades.
- Reporting scripts for running ILS statistics developed and shared by members.
- Testing scripts for the ILS developed and shared by members.

Services

- Authentication Services, providing remote access of password-protected resources.
- OCLC monograph holdings updates in shared ILS.
- Record loading, for retrospective conversion projects or other bulk purchases of records. <is this shared ILS only?>
- DALNET Staff - The work performed by this staff makes it possible for an institution to run an ILS without having to fund an additional IT staff member.
- Support for digitization projects.

Professional Development

- Training for the DALNET shared ILS and other software used by DALNET.
- Members are afforded the opportunity to stay informed about new developments.
- Project Manager's consultation – Instant contacts to “figure out” how to do something in Horizon by seeking the help of others who have already done it. This group is also available for discussion and consultation for any other work that a library may be doing.
- The work of the library professional is made easier through cooperative efforts.

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- Access and input to DALNET and DALNET member institution-made databases.
- Reciprocal borrowing agreements.
- MiLE and other cooperative ILL services

Other DALNET membership benefits

- Promotion in a known library consortium.
- An influential relationship with a major ILS vendor – Dynix
- DALNET members have the opportunity to make decisions to be part of what is going on. The influence of a consortium has the potential to be much more than that of an individual institution.

Appendix C: DALNET Background and Administration

DALNET history

- Establishment – when, where, why
- Information regarding current members
- DALNET Web Site
- Relationship to WSU

Current DALNET organization

- Provide copy of Board membership
- Provide copy of organization chart
- Provide copy of Bylaws

DALNET services: Who we are and what we do

- Leadership and coordination of automation programs
- Access to staff expertise
- Training
- Collaboration with members
- MiLE and Reciprocal borrowing
- ILS: software, servers and functionality
- Digital projects

Appendix D: Expectations of DALNET members

- DALNET is comprised of its host institution, Wayne State University, and those institutions that have been approved by the DALNET Board, and have signed a valid DALNET Online System Agreement with WSU. Membership is open to academic, public, school and special libraries as well as information organizations within DALNET's service area.
- DALNET members contribute to a shared online system. They also share a commitment to advancing resource sharing to better serve the people of south-east Michigan. Each member pays an appropriate share of the costs of managing and operating the shared online system, as determined by the DALNET Board.
- Participation in DALNET requires shared decision-making and collaboration in developing common policies. Membership in DALNET represents a privilege with the expectation of active and continuing participation by each member site. As a consideration for acceptance and continuation of institutional membership and participation in DALNET, member institutions agree to:
 - Share resources and provide interlibrary loan services to other members within DALNET standards and procedures, and according to institutional policies.
 - Deliver library services and a collection adequate for local needs, and contribute to the Horizon shared system and online public access catalog.
 - Maintain onsite equipment, telecommunications network and technical staff compatible with the DALNET infrastructure and standards.
 - Abide by the DALNET Bylaws and applicable DALNET database standards.
 - Appoint a project manager, who will administer the member's Horizon operation, participate in Project Managers' meetings, provide appropriate communications about DALNET issues within their host institution, and provide local management of other DALNET services. This includes loading the Horizon client and helping with Horizon table configuration.
 - Participate in DALNET governance by sending a representative to Board meetings.
 - Contribute to the work of the consortium by delegating library staff to serve on DALNET committees and to participate in appropriate training and continuing education programs.
 - Support the Library Bill of Rights, Librarians Code of Ethics and ALA's Freedom to Read and Freedom to View statements, and their interpretations.
 - Support DALNET marketing within the institution's user community.
 - Evidence commitment to advance DALNET to higher levels of service beyond the ILS by supporting Beta or demonstration projects.

Appendix E: Membership application*

- 1) Number of sites? Administered centrally or by individual site?
- 2) Current library annual operating budget in the following categories: technical infrastructure (including computer replacement) and other operating expenses. Current library technology budget. Two-year infrastructure replacement budget.
- 3) Library staffing, including: number of degreed librarians, number of support staff, and number of other staff (e.g., student assistants).
- 4) Library administrator(s), including experience with integrated library systems, resource sharing and library cooperation.
- 5) Project manager, including technical qualifications, credentials, and experience with integrated library systems, resource sharing and library cooperation.
- 6) Technical/network infrastructure, including: speed of Internet connection; Internet service provider; number of staff computers in library; general technical description of these computers, current and planned; computer replacement schedule.
- 7) Library resources profile, including: collection size (monograph volumes, microforms, and print and electronic journal titles); annual growth of collection over past three years (monograph volumes, microforms, and print and electronic journal titles); general collection emphasis (e.g., subject areas); and special collection strengths.
- 8) Population served by your library, including: patron head counts and FTE counts; annual library materials circulation count (last three years); and annual interlibrary loan (lending and borrowing) count (last three years), as applicable.
- 9) Policies for onsite use of your library resources by people other than your primary user population (e.g., access and use by the general public).
- 10) Current automation environment: Integrated library system:
 - a) Which of the following control numbers do you currently maintain in your bibliographic records? Check all that apply: ISBN, OCLC, ISSN, Other.
 - b) What formats do you currently use for item and patron barcodes and ID numbers?
 - c) Will you need to transfer data electronically? Check all that apply:
 Send fines data to a billing office

- Order data to suppliers
- Serials claiming
- Upload patron data from administrative database(s)
- Other:

- 11) Please discuss why your institution wants to join DALNET. Please address any fiscal and/or technical issues that prompt your institution to look for a new ILS.
- 12) Please tell us how your institution would add value to the DALNET community.

*Sections related to the ILS can be omitted if site does not plan to participate in the shared ILS

Appendix F: Flow Chart

