CHAPTER 4

DATA ANALYSIS

4.1 Introduction

This chapter presents the data collected from the respondents, both CARLI staff, and directors of CARLI member libraries, including public and private universities, community and private colleges, and research libraries. The data are grouped by library type and membership category, that is, Governing, Associate and Basic memberships. The questionnaire and interview schedules are attached as Appendix B and D.

4.2 Q1. The questionnaire response rate

The overall questionnaire response rate was 46%, (71/153), of which 44% (67/153) were valid responses and 3% (4/153) were regrets.

Table 1: Questionnaires received per member library type and membership category

Type of library	CARLI membership	Membership categories	No. of Responses		Response rate (%)
Public University	16	Governing	10	10	63
		Associate	0		
		Basic	0		
Private University	43	Governing	17	19	44
		Associate	1		
		Basic	1		
Community College	43	Governing	18	19	44
		Associate	1		
		Basic	0		
Private College	42	Governing	10	14	33
		Associate	2		
		Basic	2		
Research Library	9	Governing	5	5	56
		Associate			
		Basic	0		
Total	**153**		**67**		**44**

The response rate for public universities and research libraries was 63% (10/16) and 56% (5/9) respectively; private universities 44% (19/43), community colleges 44% (19/43), and private colleges 33% (14/42). A 56% (60/107) response rate was obtained for governing membership category, 13% (4/30) for the associate category, and 18% (3/16) for the basic membership category.

4.2.1 Q2. Response rate by library position

Eighty-one percent of the respondents were library directors while 19% were other library administrators. As noted in the 2007 CARLI Service Evaluation, library directors are more likely aware of CARLI activities, having served on CARLI committees, having used CARLI services and/or worked as the communication channels between CARLI office staff and their respective member libraries more than other library staff. Thus they provided significant insights and informed responses to the survey (CARLI Service Evaluation Survey Final Report, May 2007).

4.3 Q3: Consortium to which libraries belonged before joining CARLI in July 2005

Graph 1: Overall participation by libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger
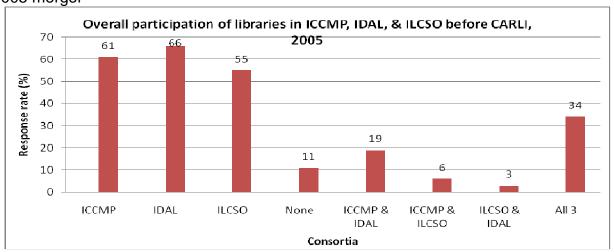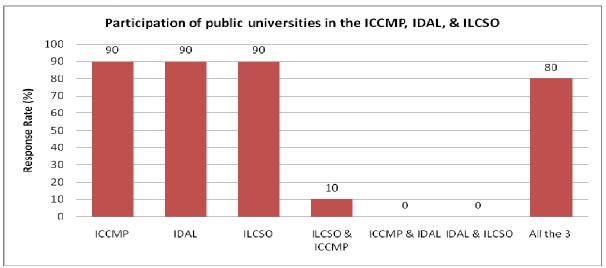

Table 2: Key 1

ICCMP =	Illinois Cooperative Collection Management Program
IDAL =	Illinois Digital Academic Library
ILCSO =	Illinois Library Computer Systems Organization

Prior to the formation of CARLI in July, 2005, libraries subscribed separately to ICCMP, IDAL, and ILCSO. Respondents were asked to which consortium they belonged. Ninety percent of the respondents belonged to at least one consortium while 11% belonged to none; 34% belonged to all the three (ICCMP, IDAL, & ILCSO) consortia. Of the respondents IDAL had 66%, ICCMP had 61%, and ILSCO had 55% member libraries.

4.3.1 Participation by public universities libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger
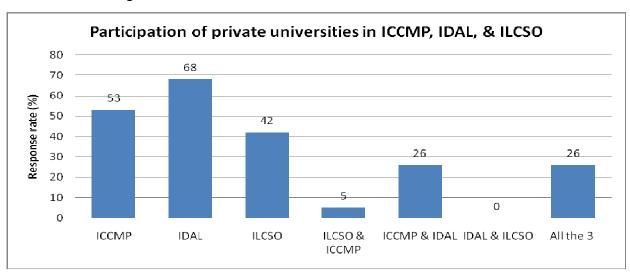
Graph 2: Participation by public universities in the ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Ninety percent of the public universities participated in at least one of the consortium, while 80% of the respondents participated in all 3 consortia.

4.3.2 Participation by private universities libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger
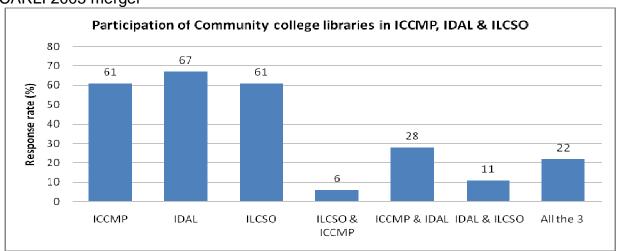
Graph 3: Participation by private universities in the ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Important differences exist between public and private universities' participation in the consortia, for example, private universities are more likely to participate in only two of the three consortia and not all 3. Private universities show a 26% participation in all the three consortia compared to 80% for public universities.

4.3.3 Participation by Community college libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger
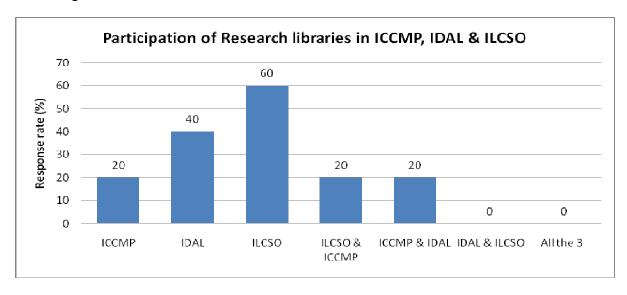
Graph 4: Participation by Community college libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Community colleges, like public and private universities do follow the same trend of participating significantly in each of the individual consortium as opposed to 2 or 3 consortia at the same time.

4.3.4 Participation by Research libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger
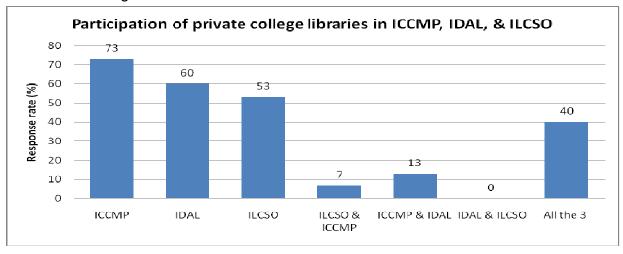
Graph 5: Participation by Research libraries in ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Participation of Research libraries in ICCMP, IDAL & ILCSO

Unlike other libraries, research libraries subscribe more to ILCSO (60%) and IDAL (40%) and this trend is different from all the other libraries.

4.3.5 Participation by private college libraries in ICCMP, IDAL & ILCSO before CARLI 2005 merger

Graph 6: Participation by private college libraries in ICCMP, IDAL & ILCSO before CARLI 2005 merger
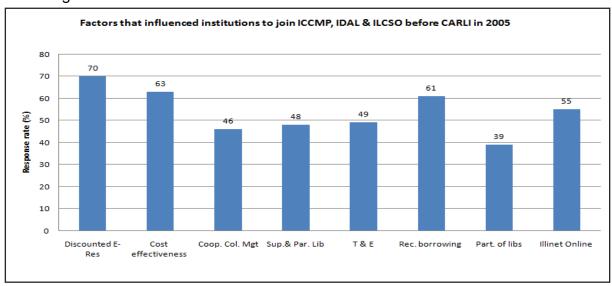

Participation of private college libraries in ICCMP, IDAL, & ILCSO

4.4 Q4 Factors that influenced libraries to join either or both ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Table 3: Key 2

Discounted E-Res =	Discounted/ subsidized electronic resources and brokering
Cost effectiveness =	Cost effectiveness
Coop. Col. Mgt =	Cooperative collection management
Sup.& Par. Lib =	Support and participation from member Libraries
T & E =	Training and continuing education
Rec. borrowing =	Reciprocal borrowing
Part. of libs =	Participation of libraries
Illinet Online =	Shared integrated library system (Illinet Online)

4.4.1 Factors that influenced libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

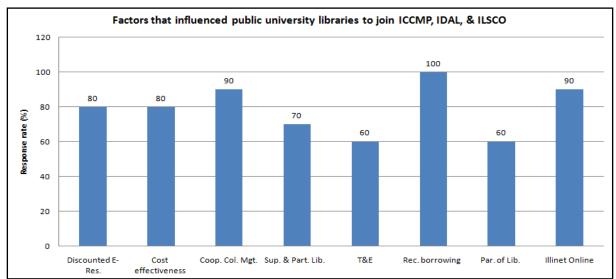**Graph 7:** Factors that influenced libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

The respondents were asked what mostly influenced them to join either or all the consortia (ICCMP, IDAL, and ILCSO); 70% were for discounted/ subsidized electronic resources and brokering, 63% was cost effectiveness, 61% was reciprocal borrowing and 55% was shared integrated library system as the most important reasons respectively. Much as Illinet Online supports reciprocal borrowing, it's underrated,

meaning that libraries value the service as opposed to how the service is provided. It's important to note that the participation of other libraries (39%) is not an important factor in influencing them to join a particular consortium.

4.4.2 Factors that influenced public university libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

In public university libraries, the factors that contributed significantly towards joining the three consortia were: reciprocal borrowing (100%), for both Illinet Online Integrated Library System and cooperative collection management (90%). Cooperative collection management is an important factor for public university libraries (90%), compared to all libraries (46%).
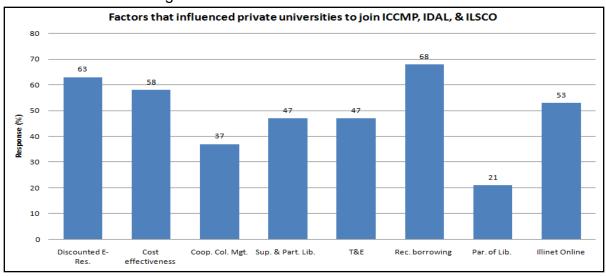
Graph 8: Factors that influenced public university libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

4.4.3 Factors that influenced private university libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger
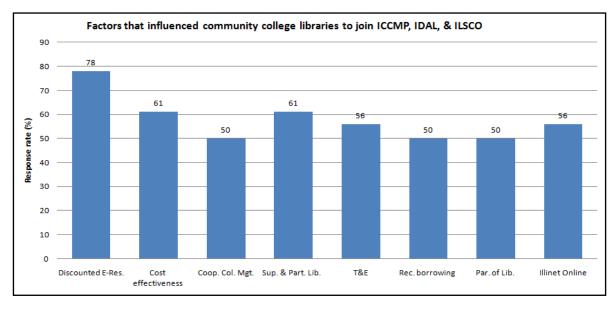
For private universities, reciprocal borrowing was an important influence in deciding to join the consortia (68%). Other factors, such as discounted/ subsidized electronic resources and brokering (63%), cost effectiveness (58%), and Illinet Online, the shared integrated library system (53%) were of less importance. Unlike public university libraries where cooperative collection management was very important (90%), for private university libraries cooperative collection management was of much less importance (37%).

Graph 9: Factors that influenced private universities to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Factors that influenced private universities to join ICCMP, IDAL, & ILSCO

4.4.4 Factors that influenced community college libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Graph 10: Factors that influenced community college libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Factors that influenced community college libraries to join ICCMP, IDAL, & ILSCO
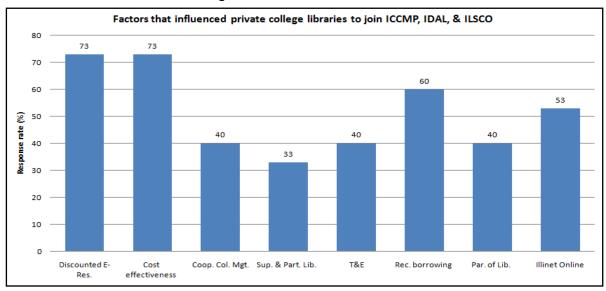
On average, all factors influenced community college libraries to join at least one of the consortia. Seventy-eight percent of the respondents were influenced by discounted/ subsidized electronic resources and brokering, and 61% influenced by both

cost effectiveness, and support and participation from other libraries. Similar trends are observed with both public university and community college libraries.

4.4.5 Factors that influenced private college libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Graph 11: Factors that influenced private college libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger
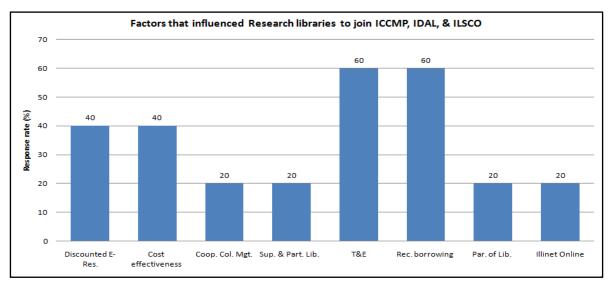

For private college libraries discounted/ subsidized electronic resources and brokering (73%), cost effectiveness (73%), reciprocal borrowing (60%) and a shared integrated library system (Illinet Online) (53%) are the most influencing factors; however other factors are relatively important. Unlike community college libraries where cooperative collection management was a strong factor (50%), 40% of private college libraries considered cooperative collection management an influencing factor.

4.4.6 Factors that influenced research libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Reciprocal borrowing (60%), and training and continuing education (60%)were the most influential factors for research libraries. Discounted/subsidized electronic resources and brokering (40%) and cost effectiveness (40%) were less influential. Even though Illinet Online facilitates reciprocal borrowing it was not identified as a major factor (20%).

Graph 12: Factors that influenced research libraries to join ICCMP, IDAL, & ILCSO before CARLI 2005 merger

Different library types participate differently in any consortia. Their participation depends on individual library needs in relation to the services offered by each consortium. It's observed that most libraries participated in a single consortium as opposed to more than one consortium at a single time. In the following section we will find out if the merger of the three consortia (ICCMP, IDAL, & ILSCO) to form CARLI in July 2005 created a difference in the participation of the libraries.
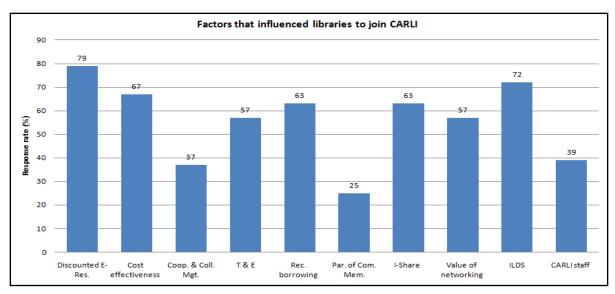
4.5 Q5. Factors that influenced libraries to join CARLI in July, 2005 after the merger of ICCMP, IDAL, & ILCSO to form one single consortium

Table 4: Key 3

Discounted E-Res. = Discounted/ subsidized electronic resources and brokering
Cost effectiveness = Cost effectiveness
Coop. & Coll. Mgt. = Cooperative collection management
T & E = Training and continuing education
Rec. borrowing = Reciprocal borrowing
Par. Of Com. Mem. = Participation of committee members
I-Share = I-Share Integrated Library System
Value of networking = Value of networking with members at CARLI meetings/ conferences
ILDS = Ability to obtain quick delivery of physical materials from member libraries (ILDS)
CARLI staff = CARLI staff

4.5.1 Factors that influenced libraries to join CARLI

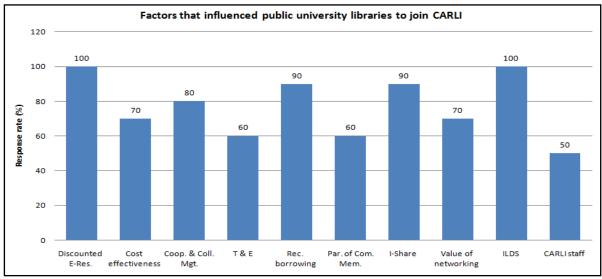**Graph 13:** Factors that influenced libraries to join CARLI

When respondents were asked why they joined CARLI in July 2005 after the merger of the three consortia, discounted/ subsidized electronic resources and brokering (79%), ability to obtain quick delivery of physical materials from member libraries (ILDS) (72%), cost effectiveness (67%), reciprocal borrowing (63%), I-Share Integrated Library System 63%, training and continuing education (57%), and value of networking with other members at CARLI meetings/ conferences (57%) were identified as the most important factors. CARLI staff (39%) also played a role in influencing libraries to join.

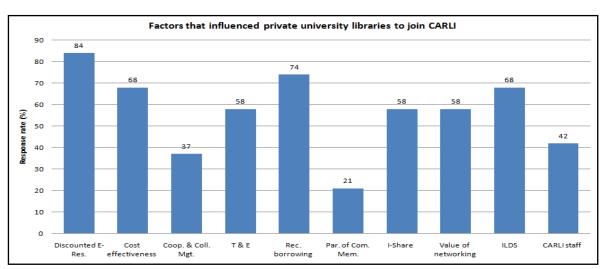## 4.5.2 Factors that influenced public university libraries to join CARLI

For public university libraries, generally all the factors contributed towards their joining of CARLI; discounted/ subsidized electronic resources and brokering 100%, ability to obtain quick delivery of physical materials from member libraries (ILDS) 100%, I-Share Integrated Library System 90%, training and continuing education 60%, and reciprocal borrowing 90% played a significant role. CARLI staff (50%) was also a major factor.

Graph 14: Factors that influenced public university libraries to join CARLI

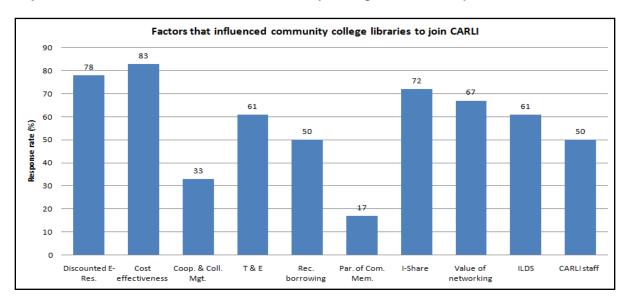### 4.5.3. Factors that influenced private university libraries to join CARLI

For private universities, discounted/ subsidized electronic resources and brokering 84%, reciprocal borrowing 74%, cost effectiveness 68%, ability to obtain quick delivery of physical materials from member libraries (ILDS) 68%, I-Share Integrated Library System 58%, training and continuing education 58%, and value of networking with other members at CARLI meetings/ conferences 58% were the most important factors; CARLI staff (42%) were also an important influencing factor for private university libraries.

Graph 15: Factors that influenced private university libraries to join CARLI

4.5.4 Factors that influenced community college libraries to join CARLI

For community college libraries cost effectiveness 83%, discounted/ subsidized electronic resources and brokering 78%, I-Share Integrated Library System 72%, value of networking with other members at CARLI meetings/ conferences 67%, ability to obtain quick delivery of physical materials from member libraries (ILDS) 61%, and training and continuing education 61% were selected as the most influential factors. CARLI staff plays a 50% role as influencing factor.

Graph 16: Factors that influenced community college libraries to join CARLI
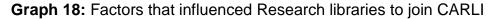

4.5.5 Factors that influenced private college libraries to join CARLI
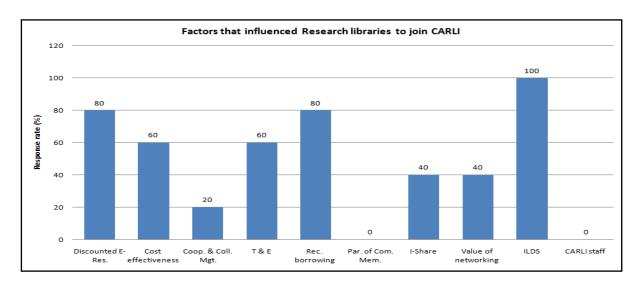
Discounted/ subsidized electronic resources and brokering 80%, ability to obtain quick delivery of physical materials from member libraries (ILDS) 80%, cost effectiveness 60%, I-Share Integrated Library System 60%, reciprocal borrowing 60% and training and continuing education 53% are the most significant factors that influenced private college libraries to join CARLI.

Graph 17: Factors that influenced private college libraries to join CARLI

4.5.6 Factors that influenced Research libraries to join CARLI

Graph 18: Factors that influenced Research libraries to join CARLI

The overwhelming factors that influenced research libraries to join CARLI included: ability to obtain quick delivery of physical materials from member libraries (ILDS) 100%, discounted/ subsidized electronic resources and brokering 80%, and reciprocal borrowing 80%, cost effectiveness 60%, and training and continuing education 60%.

The respondents were asked to identify other factors that influenced them to join CARLI other than those listed on the questionnaire, and these included: the efficiencies

presumed from merging the three legacy consortia (ICCMP, IDAL & ILSCO); commitment to the principle of library consortia; academic connection; digital library grants; potential for academic library leadership; and the larger more central power of a combined consortium for advocacy and purchasing power were identified as some of the reasons that led them to join CARLI.

4.6 Q6 Factors that influence CARLI members to continue participating in CARLI

Table 5: Key 4

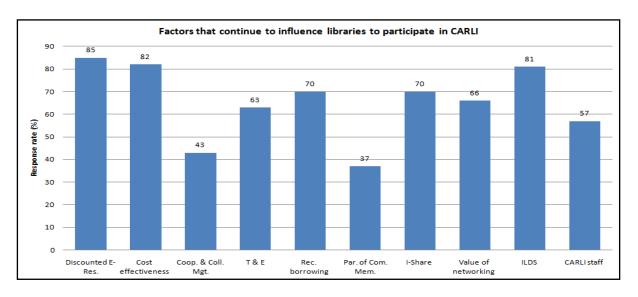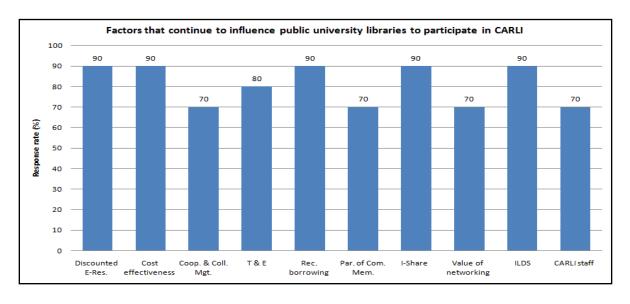| |
|---|
| **Discounted E-Res**. = Discounted/ subsidized electronic resources and brokering |
| **Cost effectiveness** = Cost effectiveness |
| **Coop. & Coll. Mgt.** = Cooperative collection management |
| **T & E** = Training and continuing education |
| **Rec. borrowing** = Reciprocal borrowing |
| **Par. Of Com. Mem**. = Participation of committee members |
| **I-Share** = I-Share Integrated Library System |
| **Value of networking** = Value of networking with members at CARLI meetings/ conferences |
| **ILDS** = Ability to obtain quick delivery of physical materials from member libraries (ILDS) |
| **CARLI staff** = CARLI staff |

When CARLI member library directors were asked why they continue to participate in CARLI, they identified discounted/ subsidized electronic resources and brokering 85%, cost effectiveness 82%, ability to obtain quick delivery of physical materials from member libraries (ILDS) 81%, reciprocal borrowing 70%, I-Share Integrated Library System 70%, value of networking with other members at CARLI meetings/ conferences 66%, and training and continuing education 63% as the most important factors. It's important to note that CARLI Staff 57% are a significant factor towards the continued participation in CARLI.

Graph 19: Factors that continue to influence libraries to participate in CARLI

4.6.1 Factors that continue to influence public university libraries to participate in CARLI

Graph 20: Factors that continue to influence public university libraries to participate in CARLI
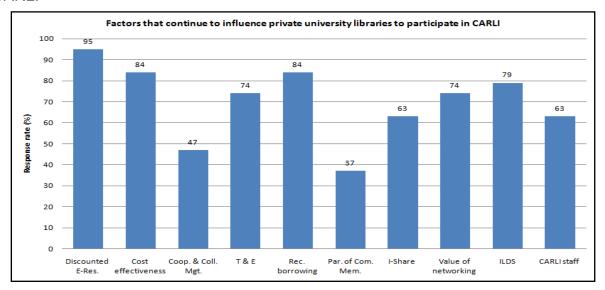

Overwhelmingly with a 70% and above response, public university libraries agreed that all ten factors influence their continued participation in CARLI. Of interest is the CARLI staff (70%) factor which significantly increased from 50% on merger. The highest ranked are discounted/ subsidized electronic resources and brokering, cost

effectiveness, reciprocal borrowing, I-Share Integrated Library System, and ability to obtain quick delivery of physical materials from member libraries (ILDS) all with 90% score of the respondents.

4.6.2 Factors that continue to influence private university libraries to participate in CARLI
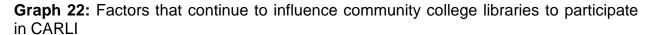
With the exception of cooperative collection management 47% and participation of committee members 37%, private university libraries like public university libraries identified the following factors as the most important for their continued subscription to CARLI. These included discounted / subsidized electronic resources and brokering 95%, cost effectiveness, and reciprocal borrowing 84%, ability to obtain quick delivery of physical materials from member libraries (ILDS) 79%, Value of networking with other members at CARLI meetings/ conferences, and training and continuing education 74%, and I-Share Integrated Library System, and CARLI Staff (63%) as the most significant factors.
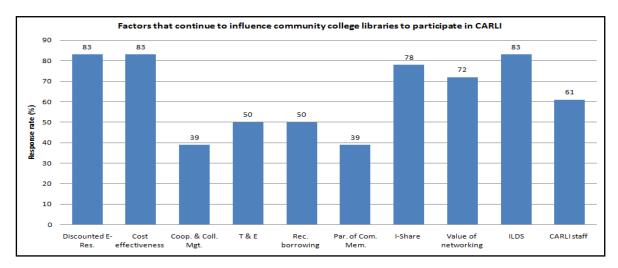
Graph 21: Factors that continue to influence private university libraries to participate in CARLI

4.6.3 Factors that continue to influence community college libraries to participate in CARLI

Community college libraries too maintained the same trend of factors that continue to influence participation in CARLI like both public and private universities.

Graph 22: Factors that continue to influence community college libraries to participate in CARLI

Community college libraries valued mostly discounted / subsidized electronic resources and brokering, cost effectiveness, and, ability to obtain quick delivery of physical materials from member libraries (ILDS) all at 83%, I-Share Integrated Library System 78%, and value of networking with other members at CARLI meetings/ conferences 72%. CARLI staff (61%) is highly significant for research libraries.

4.6.4 Factors that continue to influence private college libraries to participate in CARLI

Graph 23: Factors that continue to influence private college libraries to participate in CARLI

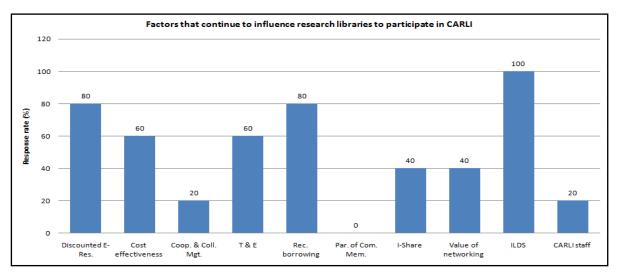Private college libraries too followed the same trend as public and private university libraries, and community college libraries. Percentages included discounted / subsidized electronic resources and brokering, and cost effectiveness all 87%, ability to obtain quick delivery of physical materials from member libraries (ILDS) and, I-Share Integrated Library System together at 80%, reciprocal borrowing 73%, training and continuing education 67%, CARLI Staff, and value of networking with other members at CARLI meetings/ conferences together at 60%.

4.6.5 Factors that continue to influence research libraries to participate in CARLI

Graph 24: Factors that continue to influence research libraries to participate in CARLI

Ability to obtain quick delivery of physical materials from member libraries (ILDS) 100%, discounted / subsidized electronic resources and brokering, reciprocal borrowing together at 80%, cost effectiveness, and training and continuing education at 60% are the most significant factors for research libraries to continue participating in CARLI.

The respondents also identified other factors that continue to influence them to participate in CARLI and these included: being part of a unified voice for libraries in Illinois and the United States; the academic connection; digitization grants; and new options for last-copy print archiving.
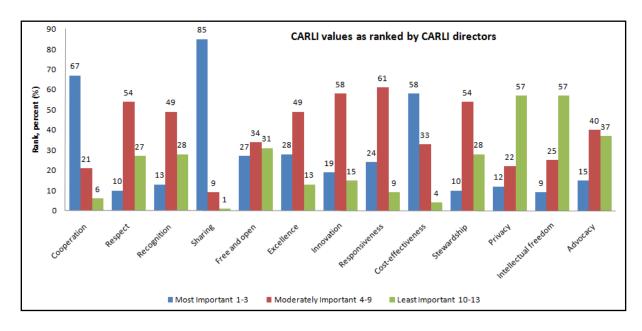
4.7 Q7 CARLI values

CARLI has 13 guiding principles or values. The respondents were asked to rank these values from 1-13 (1 being most important, and 13 being the least important) the way they think that they are important to CARLI, their membership, and institutions. During the analysis, the rankings were grouped into 3 categories, including 1-3 as most important, 4-9 as moderately important, and 10-13 as least important. The CARLI values (Oct. 2009) are as shown in the key below.

Table 6: Key 5

Cooperation	Cooperation among academic and research libraries of all types, sizes and missions.
Respect	Respect for the diverse missions and populations served by member institutions.
Recognition	Recognition of each member institution's autonomy
Sharing	Sharing the full range of academic library resources effectively and economically.
Free and open	Free and open access to all intellectual resources
Excellence	Excellence in providing services and programs
Innovation	Innovation in identifying and implementing collaborative solutions to shared challenges.
Responsiveness	Responsiveness to member needs
Cost-effectiveness	Cost-effectiveness in the delivery of programs, services, and products.
Careful stewardship	Careful stewardship of all CARLI resources
Privacy	Protecting the privacy and security of library records
Intellectual freedom	Supporting intellectual freedom
Advocacy	Advocacy for academic and research libraries at the local, state, regional and national levels

4.7.1 Overall ranking of CARLI values by the CARLI Library Directors

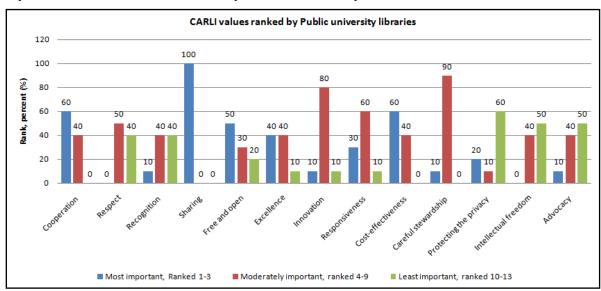**Graph 25:** Overall ranking of CARLI values by the CARLI Library Directors

Overall, sharing the full range of academic library resources effectively and economically 85%, cooperation among academic and research libraries of all types, sizes and missions 67%, and cost-effectiveness in the delivery of programs, services, and products 58% were ranked as the most important CARLI values by CARLI directors. Responsiveness to member needs 61%, and innovation in identifying and implementing collaborative solutions to shared challenges 58% were the moderately important values. The least important were protecting the privacy and security of library records, and supporting intellectual freedom at 57%, however it's important to note that some values like free and open access to all intellectual resources, and supporting intellectual freedom are strongly supported by the respondents but seen as NOT unique for CARLI as quoted below "I strongly support this value, but it's not unique to CARLI, and hard to rank in comparison to others". There are certain values that members obviously expect from the consortium shown by the fact that they participate in that consortium, such as free and open access to all intellectual resources.

Analysis of the ranking of CARLI values by library type shows significant differences and similarities.

4.7.2 CARLI values ranked by Public university libraries

Graph 26: CARLI values ranked by Public university libraries

In public university libraries, sharing the full range of academic library resources effectively and economically 100%, and cooperation among academic and research libraries of all types, sizes and missions 60% were ranked as the most important values. Careful stewardship of all CARLI resources 90%, and innovation in identifying and implementing collaborative solutions to shared challenges 80% were rated as the moderately important values. Protecting the privacy and security of library records 60%, supporting intellectual freedom 50%, and advocacy for academic and research libraries at the local, state, regional and national levels 50% were ranked as the least important values.

4.7.3 CARLI values ranked by Private university libraries

Graph 27: CARLI values ranked by Private university libraries

Like public university libraries, private university libraries too show the same trend towards CARLI values.

4.7.4 CARLI values ranked by Community college libraries

Both community and private college libraries show the same trend towards CARLI values. Cooperation among academic and research libraries of all types, sizes and missions (83%, 80%); sharing the full range of academic library resources effectively and economically (83%, 87%); and cost-effectiveness in the delivery of programs, services, and products (56%, 67%) were ranked as the most important values respectively. One respondent emphasized that "cooperation is very impotant for a small community college library".

Graph 28: CARLI values ranked by Community college libraries

CARLI values ranked by Community college libraries

4.7.5 CARLI values ranked by Private college libraries

Graph 29: CARLI values ranked by Private college libraries

CARLI values ranked by Private college libraries

4.7.6 CARLI values ranked by Research libraries

Research libraries show both similarities and differences in the preferred values. Cooperation among academic and research libraries of all types, sizes and missions 80%, sharing the full range of academic library resources effectively and economically

60%, and innovation in identifying and implementing collaborative solutions to shared challenges 60% were ranked as the most important values. Excellence in providing services and programs 80%, responsiveness to member needs 80%, cost-effectiveness in the delivery of programs, services, and products 60%, and careful stewardship of all CARLI resources (60%) were ranked as moderately important values.

Graph 30: CARLI values ranked by Research libraries

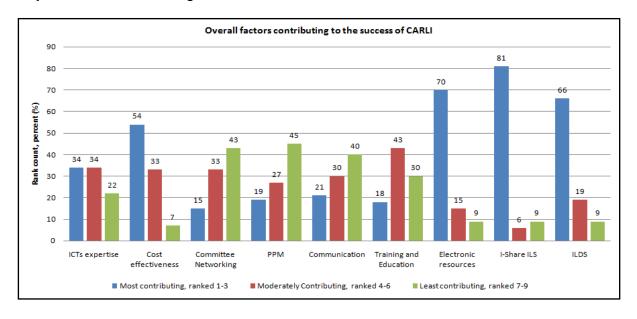### 4.8 Q8 Factors that have contributed to the success of CARLI

CARLI libraries were asked to rank nine factors that were listed in the survey as possibly contributing to the success of CARLI. The rankings were grouped into 3 categories, 1-3 as most contributing, 4-6 as moderately contributing, and 7-9 as least contributing. The following key shows details of the factors.

Table 7: Key 6

ICTs expertise = Technical expertise in Information and Communication Technologies	
Cost effectiveness = Cost effectiveness	
Committee networking = Networking and involvement (CARLI committees)	
PPM = Project planning and management	
Communication = Effective Communication	
Training and Education = Training and Education	
Electronic resources = Electronic resources brokering	
I-Share ILS = I-Share Integrated Library System	
ILDS = Illinois Library Delivery Service (ILDS)	

4.8.1 Overall ranking of the factors that have contributed to the success of CARLI

Graph 31: Overall ranking of the factors that have contributed to the success of CARLI

Overall, I-Share Integrated Library System 81%, electronic resources brokering 70%, Illinois Library Delivery Service (ILDS) 66%, and cost effectiveness 54% were ranked high as most contributing factors to the success of CARLI. One respondent stated that "cost effectiveness and return on investment is very important and mostly during the hard economic times where higher education leaders want to know whether they've gotten the university's money's worth …" They further stressed that "CARLI's achievement of a good financial model with quality products and services to offer to its members like I-share and ILDS".

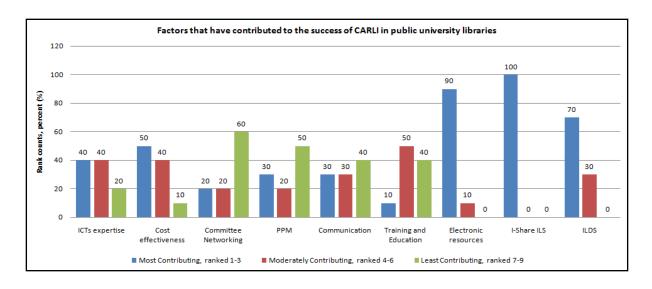All the other factors were in either moderately or least contributing categories and ranked below 50%. Analysis by library type shows I-Share Integrated Library System, electronic resources brokering, Illinois Library Delivery Service (ILDS), and cost effectiveness as the most contributing factors; however some significant difference in the percentage of rankings shows up.

Comments from respondents included: ILDS is a wonderful cost-saving opportunity for the library, well-run program, and delivery time has gone from 5-7 days to 1-2 days; our institutions are small, so this area is very important and successful; and collegiality and sharing ideas have been very helpful.

4.8.2 Factors that have contributed to the success of CARLI in public university libraries

Graph 32: Factors that have contributed to the success of CARLI in public university libraries

Training and education 50%, cost effectiveness, and ICTs expertise were ranked as moderately contributing factors for public university libraries, whereas networking and involvement (CARLI committees) (60%), project planning and management (50%) were the least contributing factors for public university libraries.

4.8.3 Factors that have contributed to the success of CARLI in private university libraries

On top of the overall best three contributing factors, cost effectiveness (74%) is ranked high compared to Illinois Library Delivery Service (ILDS) (53%) by private university libraries. Project planning and management was ranked at 63%.

Graph 33: Factors that have contributed to the success of CARLI in private university libraries

4.8.4 Factors that have contributed to the success of CARLI in community college libraries

Graph 34: Factors that have contributed to the success of CARLI in community college libraries

Illinois Library Delivery Service (ILDS) 78%, I-Share Integrated Library System 72%, electronic resources brokering 67%, cost effectiveness 61%, and ICTs expertise 50% were ranked as the most significant and successful contributing factors for community college libraries.

Other factors like good communication contribute to the success of CARLI as one respondent stated that "… through bottom-up communication … smaller libraries feel that their needs and concerns are acknowledged, thus a feeling of recognition regardless of size and/ discipline".

4.8.5 Factors that have contributed to the success of CARLI in private college libraries

Graph 35: Factors that have contributed to the success of CARLI in private college libraries

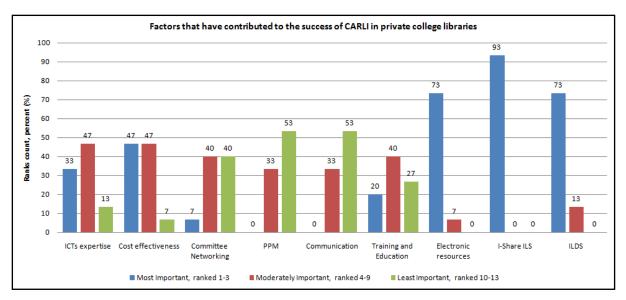Factors that have contributed to the success of CARLI in private college libraries

Like community college libraries, private college libraries follow the same trend; however project planning and management, and effective communication (53%) were ranked as the least contributing factors.

4.8.6 Factors that have contributed to the success of CARLI in Research libraries

Research libraries show the same trend in ranking, however networking and involvement in CARLI committees (60%) was ranked as the least contributing factor.

Graph 36: Factors that have contributed to the success of CARLI in Research libraries

Factors that have contributed to the success of CARLI in Research libraries

4.9 Q9 Compared to money and other factors, what has led to the success of CARLI

Hypothesis: Good relationship between consortium leadership and full participation of member libraries plays a more important role than money (funding) for the success of a consortium.

Seventy-five percent of the respondents agreed that it's not money that leads to the success of a consortium; rather it is good leadership and full participation of member libraries. However, the respondents insisted that money still played a bigger role as one respondent states that "… good relationship between consortium leadership and full participation make the consortium stronger and will help it succeed during times when resources (money) are scarce and times are tough …the consortium will function effectively when more money is available… good relationships and full participation cannot be sustained if availablility of money drops to a point where the consortium cannot fulfill its core mission, …people will look to other consortia or alternatives to satisfy needs".

4.10 Q10. Other factors identified by respondents that have contributed to the success of CARLI

The respondents were asked to suggest other factors that are better predictors of success of a library consortium than those in Q.9 as discussed below:
There is a need for strong support and enthusiastic backing of a coordinating institution as a respondent puts it that "… helps a 'great' deal to have at least one strong anchor institution that is committed to the consortium. In CARLI's case, that has been the University of Illinois Urbana-Champaign".

Money too was identified as another factor as one respondent puts it "while a good relationship between consortium leadership and member libraries does predict consortium success to a certain degree, a greater predictor, particularly in these tough economic times, is the value libraries get for each dollar spent for that membership. The greatest value is in Shared Integrated Library Systems (in which the consortium houses and supports the ILS) and brokered electronic resources; without one or both of those things, I doubt inidividual libraries would consider becoming consortium members.

The leadership/ membership relationship certainly have their own 'added value' that member libraries truly appreciate and contribute to member loyalty".

The contribution of the state through funding is another identified factor. One respondent puts it this way: "we're nothing without the state funding for resources … a good relationship between CARLI staff and libraries is an important factor …, but we wouldn't be here as a group without funding."

The need for the consortium members to have a common goal as one respondent puts it that "like-mindedness, common goals and interests" … leads to member libraries to have a common concern that unites them, like a shared catalog, shared resource sharing, or the need for advocacy for the consortium. The respondent suggests "a grassroot movement that sustains a consortium over time despite challenges".

There is a need for institutional administrators like presidents, provosts, deans, and boards to see the value in the consortium which leads to shared goals, high degree of fiscal responsibility and good fiscal planning, and transparency in all consortium operations. Most importantly, an administrator's understanding that "… membership doesn't mean a free ride and relief to reallocate resources else where …".

Finally the willingness of the participating libraries to contribute staff, both professional and non-professional, to serve on committees and participate in consortium activities like at an awareness level, thus the "retention of members over time".

4.11. Interview with CARLI staff

As stated in the methodology, four CARLI management staff were interviewed to further investigate the hypothesis "it's not money that leads to successful resource sharing in a consortium rather a number of other factors". Presented below is the thorough investigation of what CARLI management does differently, how they do it and why they choose to do what they do the way they do it.

CARLI management staff was asked to identify what has and continues to be the primary factor behind the success of CARLI, and they said

Extraordinary staff that knows the consortium landscape is a major factor towards the success of CARLI and this is in conformity with the survey data from the respondents, for example Q5. Graph 15, over 39% of the libraries were influenced by

CARLI staff to join CARLI, and 57% said they continued to participate in CARLI because of the CARLI staff which is a significantly large percentage increase (from 39% to 57% overall). The trend is also similar for each library type. See graphs 13-18 & 19-24. According to CARLI management, "CARLI staff is self-motivated …, they know that this is a good thing to do for the society and for the State of Illinois …, and it's not for money".

The main focus of CARLI is not the libraries, but rather the patrons (staff, students & Illinois community) that benefit from this service and this is in conformity with the survey results from the respondents; for example, in **Q7**, Graph 25, 85% of the respondents ranked sharing the full range of academic library resources effectively and economically as the most important CARLI value; and sharing of information resources is facilitated by the I-Share integrated library system, Illinois Library Delivery System, and brokering of e-resources which were ranked 81%, 66%, and 70% respectively in **Q8**, Graph 31 as the most contributing factors towards the success of a consortium. All these products, services and programs are directed to the users openly. According to CARLI staff, "to think like this is a mission, not just a job".

The long tradition of cooperation as a service in Illinois State is a factor to the success of CARLI as the survey showed in Graph 1. Overall participation of libraries in ICCMP was (61%), IDAL was (66%), & ILCSO was (55%), and similar trends are shown by library type as in Graphs 2-6, where 90% of the respondents participated in some consortium before joining CARLI. According to CARLI staff "CARLI is seen as … one thing as opposed to having many things at the same time". Libraries looked at CARLI as a one stop shop on merging because they have a choice over a selection of the services, products, and programs to subscribe to.

Historically CARLI and all the pre-consortia (ICCMP, IDAL & ILCSO) have been respected and trusted by its membership. CARLI has and continues to provide a service that is cost effective to the libraries and this is due to the trust and honesty between all stakeholders; for example, cost-effectiveness in the delivery of programs, services, and products was ranked by 58% of the respondents as one of the most important CARLI values. Without trust and honesty, membership won't believe and have confidence in this consortium leadership. According to CARLI staff "… it is important to have trust in

people and people to have trust in us … bringing upfront things that will work and those that will not work … being able to select which services will work for each library and what does not work is the core of our operation".

Through effective communication, CARLI staff indicated it is able to liaise efficiently and successfully with its membership no matter how big the geographical area. According to CARLI staff, communicating effectively facilitates the marketing of new services and products upfront to members' attention through committees and temporary "ad hoc" groups. Thereafter members' views and feedback are collected through different channels like wikis, tele- & computer conferencing, webinars, CARLI web page forms, annual surveys and annual CARLI directors' conference. In addition, preliminary background information about a given product, service or program is provided to all committee/ group members to accelerate the whole process. Small groups of people can be facilitated to speed up awareness and implementation of a service, however to avoid high costs to CARLI, these are occasional. There is constant flow of communication between libraries and CARLI throughout the year. For example the quarterly communication sent by CARLI staff to libraries is intended to keep members up-to-date and aware of opportunities of which they may take advantage.

CARLI staff emphasize that there is an "expectation" that staff in CARLI member libraries share their expertise on committees, attend necessary training, and are, in general, active participants in the consortium. This assists consortium staff in the identification, evaluation, selection, implementation and operation of programs and services that will benefit the students, faculty and staff of the member libraries. The participation of libraries in CARLI committees explains the big organizational structure of CARLI and is a contributing factor towards CARLI's success according to CARLI staff. However this contrasts with the respondents of whom 43% ranked networking and involvement (CARLI committees) (Graph 31) as the least contributing success factor towards CARLI's success. According to CARLI staff, member libraries also benefit from their participation in the committees. For example members benefit professionally through career development and tenure, they get known outside their libraries by other members, they become a voice for their respective libraries as their views and concerns will be taken care of thus self protection, acquire extra expertise, skills and hands on

experience like web design, digitization, indexing and abstracting. It's important to note that some factors like effective communication will be important to the consortium staff and less important to the membership because the membership only looks at the end product not to the means by which the product is developed.

The culture of volunteering to perform consortium activities is another factor that has led to the success of CARLI, for example both CARLI's Standing (permanent) committees, and Temporary "ad hoc" groups are constituted by volunteers. In 2009, for the 30 committee positions available, over 170 members volunteered to serve. The committees not only bring members together, but also encourage new members to learn more about CARLI and create diversity of views in the consortium. CARLI makes a point of seeing that there is a diverse representation on committees so that no one library dominates a given committee and there is a balanced representation between smaller and larger libraries. Additionally, CARLI sees volunteering as a way to train and pass on skills to the new generation that has never been in cooperation before. Feedback given to each individual library's contribution/s helps to motivate members to volunteer more.

When CARLI staff were asked if the large organization structure and the involvement of many committees doesn't slow down decision making and implementation, they said "this is the best way to approach issues in a consortium … and CARLI liaison staff are tasked to and always give guidance to the group/ committee; however where an agreement fails, CARLI board of directors will make a final decision". From CARLI staff experience, "… a consortium does not move at 'lightning speed', things have to go step by step; and if it (consortium) does, then it will make a big mistake, thus the danger to cause catastrophe is very high. However there is need to move fast enough as moving slow is not good either". Through surveys, members' views are collected for making informed decisions.

When asked how significant UIUC is to CARLI's success, they were quick to say that "… UIUC is the coordinating institution through a Memorandum of Understanding that guides the two parties"; and this to CARLI has been an invaluable contribution because UIUC acts as a leader among other institutions. For example, CARLI enjoys a number of benefits from UIUC like payment for a substantial amount of CARLI's office

space; CARLI also uses the UIUC legal department services and university purchasing department services. CARLI is supported by the university's technology infrastructure like website and e-mail hosting, and UIUC's monetary contribution is very important to the consortium. CARLI staff members are academic professional or Civil Service employees of the University of Illinois. CARLI's funding is an appropriation by the state of Illinois to the University and is received through the UIUC.

When asked if such 'superiority' of UIUC does not demoralize other libraries, the staff said "… some libraries see it as honor and great opportunity to work with a bigger university … however, there might be some rivalry". CARLI as an independent organization labors to demonstrate independence from UIUC throughout all processes. For example, all CARLI products and official documents are branded with the CARLI logo and the CARLI web page uses unique colors to distinguish it from UIUC. UIUC staff may not serve on every committee and there is equal balance among the big and small libraries. Tender documents are posted on CARLI web page and managed by CARLI staff. Ultimate decisions in the consortium are made by the CARLI Board of Directors which consists of representatives of the CARLI membership, not just the UIUC. In fact UIUC does not always have a seat on the CARLI Board. CARLI staff continuously reminds libraries of their active participation in CARLI through communication and being transparent.

CARLI staff indicated that "CARLI does not do everything for every member library … otherwise it would become practically impossible to manage the consortium activities". They further say that "each member library should have the obligation to meet the needs of their users (students, faculty, staff and community). For example CARLI does not buy books for libraries, so libraries buy their own books, and hire their own reference librarians, and other staff". A library as big as UIUC's will have more services that it does by itself compared to a community college, therefore the size of the institution and library matters. Such freedom enjoyed by libraries, like subscribing to the service that they need, subscribing to other consortia other than CARLI, has helped CARLI to concentrate on those services that matter to the majority of libraries.

4.12 Conclusion

Hypothesis: When CARLI staff were asked of money and other factors which one has been the most contributing factor towards the success of CARLI, they said "money has a significant push in a consortium because there is a big difference between consortia that receive funding and those that don't, for example, "money is the foundation … and adds value to the consortium…; however other factors are HIGHLY significant, because failure to involve members in the "whole thing", then who will implement it …, and to whom will the consortium staff be accountable?". Though the respondents in the survey disagree that effective communication does not lead to consortium success, (Q8, Graph 31, effective communication is ranked at 40% of the respondents as the least contributing factor to the success of CARLI), it's important to note that there are factors that matter to consortium staff as opposed to the membership.