Charleston Library Conference

By Popular Demand: Building a Consortial Demand-Driven Program
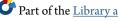
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By Popular Demand: Building a Consortial Demand-Driven Program

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Abstract:
The Orbis Cascade Alliance set out to create an e-book program for its 36 member libraries. Unlike the single-library patron-driven acquisition programs that we have seen in the past, this ambitious pilot needed to take into account the different discovery options and workflow requirements of 36 libraries and their varying size and technical capabilities. We will discuss the ideal makeup of an implementation team for a program of this size, how to assess the technical hurdles and what training must be provided, how to work with vendors effectively in this setting, and how to evaluate the success of a patron-driven program, both during the program and afterward. We will include lessons learned that are applicable both to individual libraries considering patron-driven programs and to consortia looking to provide a similar service to their libraries.

The Orbis Cascade Alliance is a consortium of 36 academic libraries in Oregon and Washington. The governance structure consists of a council of library directors that includes a representative from each institution. This body oversees all the Alliance's activities, including policies, programs and the budget. The Alliance also has a Board of Directors. There are committees, task forces, teams, interest groups and Alliance staff who manage and carry out programs and initiatives set by the Alliance Council. The Demand Driven Acquisitions Pilot Implementation Team (DDAPIT) is a temporary team that is part of the Collection Development and Management Committee (CDMC). A Collaborative Technical Services Team (CTST) is also participating in the demand-driven acquisitions pilot project through its E-book Working Group.

In late 2008 and early 2009, the Alliance Council developed a strategic agenda that led to this pilot project. Our pilot project contributes to two of the five elements of the strategic agenda, cooperative collection development and collaborative technical services. Along with several other proposals related to cooperative collection development, CDMC explored different possibilities of a shared e-book program. In spring of 2009, an e-book task force was charged to investigate the opportunities and challenges associated with a shared e-book program. The task force's report and recommendations led to the creation of a new e-book team. Starting in early 2010, this new e-book team was charged to select an acquisitions

model for e-books. This team investigated different acquisitions models, issued an RFI to e-book aggregators and publishers, and selected a demand-driven acquisitions model with EBL as the vendor of choice. Through this process, YBP had two representatives serve on the e-book team. YBP played an essential role in helping the team understand the marketplace and work through issues that came up during the selection process.

The current implementation team, including representatives from EBL and YBP, had its first meeting in January 2011. This new team also included members of the CTST. Among several initiatives, the CTST is charged with overseeing the e-book pilot project by cataloging consortial purchases. The implementation team initially set an ambitious schedule with a go live of May 2011. As a result of workflow issues, the start date was delayed until July 2011. We have reached the midpoint of our pilot project. We expect to continue the project while funds exist, which we anticipate lasting until January or February of 2012. On November 11, the Alliance Council will vote on a recommendation to extend funding through the remainder of this fiscal year. In February 2012, the implementation team will make a recommendation on whether this should turn into a permanent program and outline a more sustainable funding model.

The implementation team has met all its original goals for a shared e-book program. The participa-

tion of EBL and YBP has been critical to our success. We are also meeting our stated goal of participation by all 36 members. We are moving closer to the idea of one collection for 36 institutions through the ownership of e-books by all the libraries. By selecting an aggregator, we provided content relevant to such a diverse group of libraries.

Another key component of our project is that every library had to contribute funds to the pilot project. The pilot funding model is based on our model for e-resources purchased through the Alliance. For a permanent program, we hope to use a combination of FTE, acquisitions budget, and usage from the pilot project.

Throughout the process of setting up the demand-driven e-book pilot, our implementation team has learned several important lessons about how to manage a program of this size and scope. These lessons fall into the broad categories of collaboration and organization, workflow, communications, and evaluation.

Collaboration and Organization
Implementation of the Alliance demand-driven pilot included settling a number of issues and developing protocols to get the pilot up and running. As mentioned previously, the decision to work, at the outset, with YBP and EBL as partners was a valuable strategy to help achieve the goal of the Alliance's shared e-book program. Concerns included which publishers would be included, purchase price of each title, setting the number of short-term-loans (STLs) before a purchase was triggered, size and scope of the collection, how YBP's GOBI would reflect titles in GobiTween, and how to provide delivery and access. The team relied heavily upon its vendor partners to work through this process. YBP added new functionality to GobiTween to identify titles as demand-driven acquisitions (DDA) resources. EBL worked with publishers to identify those interested in participating, negotiated the multiplier to be used in determining purchase price and analyzed a host of data to help the team determine the initial size of the pilot and the number of STLs preceding a purchase. Rather than a lesson learned, this was one reiterated. Full partnership with the vendors was a key to our ability to move forward.

The Alliance uses a number of long-standing and successful strategies for appointing teams, conducting meetings and working with Council. The Demand Driven Acquisitions Pilot Implementation Team (DDAPIT) relied upon these proven approaches to meet original goals. Teams, with limited duration, are established to address a specific charge. In turn, teams appoint working groups to focus on particular elements within the charge. The Collection Development Management Committee (CDMC), which oversaw the DDAPIT, solicited nominations from member libraries to appoint the team. Because discovery and access issues were to be handled by the Collaborative Technical Services Team (CTST), the majority of team members had a collection development and acquisitions background. A member of the Alliance staff was also appointed as the consortium liaison; representatives from YBP and EBL rounded out the team.

The team expected that the creation of the YBP approval plan, which would drive selection of the individual titles in the pilot, would be a sizable challenge. Finding common collection ground among members was seen as daunting. As it turned out, writing the YBP profile was straightforward because of limited publishers and the focus on 2011 imprints. Discovery and access were considered less difficult initially, but proved to be far more challenging.

Several weeks after the DDAPIT began meeting, the CTST held its first meeting and called for nominations, asking for expertise in systems, e-book cataloging and record loading to build the E-book Working Group as a complement to the composition of the implementation team. The chair of this CTST working group was originally not included as a member of the DDAPIT, which complicated the implementation team's ability to effectively address a number of workflow and implementation issues. Once this problem was recognized, the chair of the E-book Working Group was made a member of the implementation team. While the method used to appoint each team worked well, recognizing the need to link the implementation team to the CTST working group more closely at the start would have been beneficial.

The collective experience and ability for team members to see beyond the needs and workflows

of their own libraries were important elements in moving the work forward. Sometimes issues arose, particularly technical questions involving access and discovery, which were beyond the scope of experience of some team members. It was tempting for those not directly involved in these discussions to zone out. Both conceding the issue and insuring that discussion was clear and understandable would have minimized this problem.

The Alliance asks that all participants working on strategic initiatives acknowledge that this work can involve a significant time commitment. The amount of time needed for the DDA implementation was substantial, perhaps more than initially expected. In keeping with Alliance practice, the team and working group met face-to-face and via teleconference. Numerous meetings were expected. The extent of time required for problem solving, development of manual work-arounds to handle discovery and access issues, and answering individual questions from member libraries was more than anticipated.

The Alliance operates a shared WorldCat Local catalog called Summit. The working group viewed both providing access to an individual e-book within Summit using a single link and developing alternative access scenarios as essential. To provide a single link in the Summit display, the group began working with OCLC, which brought in an additional entity and, with that, the associated issues of scheduling meetings and maintaining expanded channels of communication. After discussions with OCLC staff, the group recommended implementation of OCLC's WorldCat Knowledge Base (KB). Using the KB gave both the Alliance and OCLC the opportunity to test a new product in a complex user environment. Although the KB was an important tool to provide access and OCLC was an important component in the implementation of the pilot, the process was not without snags. The KB is still in beta release, which raised a number of problems.

OCLC's role was also important to move discovery and access forward in other ways. Staff at OCLC worked both on Alliance-wide issues and with individual member libraries to help insure that users could move from locating a title to retrieving content. For one library, interim access to WorldCat

Local was provided. OCLC also managed EZproxy servers for several member libraries.

In hindsight, starting work on access and discovery earlier in the process, asking the CTST working group chair to join the implementation team at the beginning, and developing fewer access scenarios would have alleviated a number of problems and streamlined the process. OCLC and the Alliance have a long-standing relationship and were development partners for WorldCat Navigator. As the first step of discovery and access efforts, it could have been helpful to draw on that association and ask the Alliance's Executive Director to contact OCLC at the appropriate level to provide background and initiate their involvement alongside our other vendor partners. A missed opportunity was not bringing OCLC into the conversation earlier, as the Alliance had done with YPB and EBL.

Because the Alliance has been working on developing a model for providing e-book access on a consortial level for over two years, it came as a surprise that managing expectations and concerns became an important role for the implementation team. The team fielded a significant number of questions; the nature of these indicated that the experimental nature of the pilot was sometimes forgotten. Several libraries believed that the collection would not serve their needs and would only address a subset of Alliance libraries. Others were concerned that end-user needs would not be fully considered. Still others worried that the pilot would cease mid-term, leaving users without access to content. Once the pilot was launched, concerns about bibliographic record quality were raised. Alliance Council members also voiced apprehensions about the project budget. These different expectations and concerns reflected varying degrees of familiarity and involvement. The implementation team members were continually working on the pilot; Council members and individual librarians were involved to a much lesser extent.

Preliminary use data indicates that the pilot titles are of interest to a broad base of users across the Alliance. Sharing this information with stakeholders in a timely manner was important to demonstrate the pilot is meeting its goals. The data also suggested that the team was too conservative in setting the

number of STLs before an auto-purchase was triggered. If the goal of purchased content was to be achieved, it appeared that the number of short-term loans should be adjusted. This change led to a discussion among the Alliance Board and with implementation team members about the balance between access and ownership. Again, sharing information was central to bringing the expectations of both groups together.

Through the management of its electronic resources program, the Alliance has a long history of developing and implementing cost-sharing models. Commonly used variables include FTE, size of acquisitions budget, and usage. Because the pilot's funding plan was interim and the consortium did not have any data to suggest use levels at individual libraries, a simple, tiered model was suggested. The proposed plan, based upon FTE, had five levels beginning at $2,500.00 and topping out at $15,000.00. This model was included in the report from the previous e-book team and was approved by the Alliance Council at their November 2010 meeting in the middle of the fiscal year. To support consortium-wide involvement, the Alliance arranged for a flexible payment option to assist member libraries to meet their financial obligation. Libraries faced with budget constraints were allowed to pay the following fiscal year; others paid up-front.

Despite this accommodation, some member libraries have voiced concerns about contributions and the impact on budgets. This unease about contributions is understandable in an age of fiscal constraints. While these and other concerns listed above may not be unavoidable, they might have been reduced with greater image and expectation management and information about the forthcoming evaluation included in formal and informal communication with Council members.

The forthcoming evaluation will provide the implementation team with information to appraise a number of issues. In the interim, it is important to note that relying upon successful organizational protocols, a collaborative approach, and partners' expertise has been instrumental in the work thus far. So too has the need to nimbly make adjustments when organizational or process issues arise, such as the necessity to make changes in committee

make-up to address the discovery and access issues. Those issues became some of the most problematic and internal adjustments to the team and a different approach with OCLC could have facilitated a smoother process. Perhaps the most important lesson was the reminder that the Alliance, its implementation team and its vendor partners should remain flexible, recognize apprehensions and pitfalls, and approach with confidence.

Workflow
Initially, the Alliance, EBL, and YBP assumed that the collection development aspects of the pilot project would prove the most difficult and time-intensive. This was not the case, however. Once the implementation team and the vendors started defining the range of needs, resources, and expectations across the libraries and the range of cataloging and workflow options available, it was obvious that building a successful technical services workflow would prove challenging. Moreover, the Demand Driven Acquisitions Pilot Implementation Team (DDAPIT) was very much aware that the workflow and its associated tasks and outcomes would impact greatly the member libraries' assessment of the pilot.

As previously mentioned, the Alliance operates a shared WorldCat Local (WCL) catalog, Summit. Some of the member libraries utilize institutional instances of WCL, others maintain Innovative catalogs, some run both, and one library uses Evergreen. While the DDAPIT understood the cataloging and technical services needs to be diverse in this environment, the goal was to deliver a single workflow that could be utilized by all, as the prospect of creating multiple workflows to suit each library was seen as too time-consuming and expensive to develop and manage. To help define the best process, the Alliance's Collaborative Technical Services Team (CTST) solicited feedback via survey. The team also asked the vendors to outline the cataloging options, defining such details as the availability of OCLC control numbers, the cost, and the quality of records. Finally, being a WCL consortium, the Alliance consulted with OCLC in order to understand how and by what means content could best be made discoverable and accessible at the shared and local levels.

These efforts provided a map of the needs, expectations, capabilities, and options that would inform the workflow. The cataloging survey revealed, for instance, that the majority of libraries planned to promote discovery through Summit and local record loading; that 16 of the member libraries operated local instances of WCL; and, 29 libraries were prepared for OCLC batch record retrieval and loading. The CTST led the communication with OCLC. Of primary concern was how discovery and access would be achieved via Summit, as there was not a locally hosted instance of the shared catalog or an Alliance holding symbol. The latter was relatively simple to create; the former, they learned, could be addressed by integrating into the workflow a new service, the WorldCat Knowledge Base (KB). The KB allows WCL libraries to set holdings for electronic titles and collections, facilitating access via "one-click" links. Taken together, the member, OCLC, and vendor feedback advised the following requirements:

- The delivery of batch files of OCLC WorldCat Cataloging Partners (WCP) records.
- Use of the OCLC KB and the necessary automated communication between EBL and OCLC to set holdings data.
- Two Alliance holdings symbols, one to designate non-owned pilot content and one to designate purchased pilot content.
- A monthly record delivery schedule, following the monthly KB update.

It is also important to contextualize these requirements and the implementation team's decisions, within the behind-the-scenes activities of YBP and EBL. Most academic libraries are familiar with the schedule of a typical book slips or approval plan. The Alliance utilizes a YBP profile to drive the content in the pilot. As such, that plan identifies matching EBL content on a weekly basis. Upon notification from YBP, EBL confirms and activates accessibility for the titles. The profile, the communication between YBP and EBL, and the title activation are automated processes, independent of the Alliance's monthly workflow and the KB schedule. While the schedule of the KB updates and the monthly record delivery plan would delay discovery of new content, the implementation team and CTST believed that it was more important to ensure successful content accessibility in Summit.

Building a workflow from these requirements was not an easy or straightforward process. It required vendor development to realize the automated knowledge base updates and meet OCLC's file intake schedule. The implementation team and CTST teams had to create, revise, and re-revise a process for distributing the monthly MARC files and build an effective pre-processing procedure. In all, it was a complex course of planning, development, education, and very often, adjustment. Below is a high-level overview of the resulting monthly workflow and schedule.

1. Each week, YBP sends EBL weekly files of profiled titles and EBL activates accessibility in the user interface.
2. On the 2nd of each month, EBL sends OCLC a comprehensive catalog KB file feed.
3. On the 20th of each month, EBL sends OCLC an Alliance holdings file feed.
4. On the last weekend of each month, OCLC updates the KB to represent the files in steps 2 and 3.
5. Upon confirmation of step 4, EBL orders a file of WCP records for the Alliance, limited to only those titles represented in the KB and OCLC makes the records available within 24 – 48 hours.
6. An Alliance staff member retrieves the record file and distributes it to the member libraries.
7. The member libraries pre-process and load the file.

This workflow was operational for the first three months of the pilot project. And, setting aside a few tweaks to the KB, a handful of incorrect links, and a few missing titles, the user experience was relatively seamless – they could find and access titles via Summit or, if the institution had loaded files locally, their library's OPAC. As described above, the KB was central to the activities and the schedule of the workflow. Largely, it successfully delivered the automated creation of "single-click" access links in Summit and in member library instances of WCL. The Alliance, EBL, and YBP expected, planned for, and weathered the idiosyncrasies and surprises that come with any new product.

Managing the workflow was not simple, however, either for the vendors or for the Alliance. For EBL, the workflow necessitated a large and time-consuming body of manual activities and worka-rounds. For example, ensuring the monthly record orders only included titles with KB links required a title-by-title review. For the Alliance, and particularly the CTST, reviewing, trouble-shooting, and processing the monthly MARC files involved the efforts of multiple team members and many hours of work. Looking toward the future and a post-pilot program, the workflow was unsustainable. Moreover, member library reporting revealed that the majority of intuitions were not relying on Summit or the KB to facilitate discovery and access to the pilot content: 26 of the 36 libraries chose to load records locally. Lastly, while new content was added to the program on a weekly basis, discovery via Summit and the library catalogs was consistently one to two months delayed.

In late September 2011, after an evaluation of the strengths and weaknesses of the workflow and a review of how the member libraries were actually utilizing its products, the implementation team created a revised and simplified process, which was implemented in early October. Most significantly, the team chose to disconnect the delivery of records from the status of the KB, and to receive weekly record deliveries. These changes were made to facilitate a timelier discovery service and to build the foundation for a sustainable, automated long-term workflow. The KB remains an integral component of the process, but its status no longer dictates the timing of workflow activities. In this, the Alliance had to make a difficult compromise: without the careful timing of the original workflow, Summit access for some portions of the pilot content is broken – the needed links do not appear. This was accepted, however, as the new workflow better meets the discovery and access needs of most Alliance users.

While the original workflow proved to be problematic and was modified, the implementation team absorbed several valuable lessons. Initially, the team underestimated the time and resources required. While this mistake was quickly discovered, the project would have benefited from an earlier understanding of this. The team also learned the im-

portance of beginning with a sustainable workflow, rather than building a difficult to manage, manual process it hoped would be automated in the future. Activities should be prioritized to address majority requirements and expectations. While Summit is an important resource for the Alliance and the workflow still addresses its needs, it is no longer the central focus of the workflow, as most of the member libraries are not using it as a primary discovery interface. The changes the implementation team made to the workflow highlight the importance of flexibility. From the start, the team understood that modifications—in all areas of the project—might be needed in order to influence success. Finally and most importantly, all of the team's activities and decisions were informed by a holistic understanding of the Alliance's technical services environment. While it could have been used more effectively at times, without this data and its detail, the team would have been lost and the workflow irrelevant.

Building and managing technical services workflows is hard work, and even more challenging in a consortial environment. The success or failure of a workflow is far-reaching: money can be saved or lost, time can be invested efficiently or wastefully, and users can or cannot find what they want. The implementation team was aware of these possibilities and the workflow's influence on the success of the pilot. The workflows described above are by no means perfect, but the implementation team utilized a thoughtful and flexible approach, applying lessons gathered along the way. This strategy will be important for the Alliance to continue and an important model for consortia looking to build shared processes.

Communication, marketing and training
Beyond workflow challenges, the Demand Driven Acquisitions Pilot Implementation Team (DDAPIT) needed to consider the best ways to communicate the plan for the pilot and any changes that happened along the way. The team also considered if the pilot should be marketed to library users and how to best train library staff members in all 36 libraries to manage their role in the project.

The existing committee structure of the Alliance provided the framework for reporting out at the committee, council and individual library levels.

Implementation team members shared information between the team, their home institutions and their respective committees. With the Collection Development Management Committee (CDMC) charged with responsibility for overseeing the e-book project implementation, communication between the implementation team and the CDMC was of critical importance. Including representation from the Collaborative Technical Services Team (CTST) and e-book team was intended to facilitate communication with these groups. As described in the structure discussion, the inclusion of CTST and e-book team representation on the implementation team helped bring more clarity to the discussions about workflow and technical issues.

Expanding representation did not prevent, however, an occasional loss of focus during very detailed conversations. At times, the group struggled with the challenge of remaining engaged when confronted with complex technical issues. This problem underscores the importance of having the right mix of skills and knowledge on the team, including the ability to follow technical discussions and make related decisions in areas where one does not have a high level of expertise. Fortunately, the team benefited from having a member who could translate complicated technical information into easily comprehensible ideas for those with less knowledge in these areas.

During the implementation phase, it became clear that the project could benefit by having a specific liaison assigned at each institution in order to ensure both dissemination of information from the group as well as the gathering of feedback from member libraries. An email discussion list was established in support of this arrangement.

While information sharing within this structure appears to have worked well, there were a few instances of individual channel breakdown. For some member library staff, the implementation team's website, and particularly the continuously updated FAQ, served as a primary source of information during the implementation phase.

The implementation team met in person periodically throughout the planning and implementation phases of the project. Team members, the e-book

task force representative, Alliance staff and vendor representatives were present at every meeting. Including vendor representatives in meetings throughout the project ensured that the vendors had a clear understanding of the goals and requirements of the project. The vendor representatives were also added to all the email lists created for the project. This level of cooperation served the project well. Based on meeting discussions, the vendors adapted services and adjusted development schedules in support of the project.

During the initial phases of the project, marketing efforts have been limited. It was decided during the planning phase that there would be no end-user marketing during the pilot phase of the project. There were a number of reasons for this decision, including anticipated difficulties with evaluation data. While a few questions were raised about the lack of end-user promotion, it appears that this approach has been followed by all Alliance members. This issue will be addressed again, at the end of the pilot phase.

Throughout the project, questions about the basic structure of the program, including the shared purchase concept and content coverage, have arisen from different member libraries. While the shared purchase model is not new for the Alliance, the project does not have many precedents to look to and there does seem to be ongoing discomfort with the "newness" of the approach. While the implementation team has worked hard at addressing these concerns, the need for more internal marketing has been recognized.

While the team made great efforts to answer questions quickly and update online materials as needed, it occasionally received questions that could not be answered, either because of decisions that had not yet been made or information that was not yet available. In addition to the information sharing the team was responsible for, the team also found it needed to remind people frequently that this is a pilot project and a certain degree of flexibility is required while new concepts and workflows are being tested.

It is interesting to note that that there is some anecdotal evidence that the project could be respon-

sible for increasing e-book acquisition and usage among Alliance libraries. During the implementation phase, a few libraries that had not previously purchased individual e-book titles began the first steps toward doing so. If there is a correlation between the project and increased e-book purchasing at individual libraries, the project would deserve credit for successfully marketing e-books to the uninitiated library.

In addition to marketing the project, the implementation team was responsible for preparing member library staff to work with the new service. Two training sessions were held soon after the project went live and online training materials were made available for those who could not attend a live session. Central locations in Portland and Seattle were selected for the in-person sessions in order to accommodate as many libraries as possible. Because of time and other logistical restraints, two different audiences were served in both sessions: public service and interface issues were addressed as well as technical services and systems concerns. Additionally, YBP information was provided for collection development purposes.

The team had difficulties in setting the training schedule due to the workflow issues previously discussed. In hindsight, the project would have been better served had the team provided the Alliance membership more and more timely information about the reasons for the delay and adjusted the schedule accordingly

In addition to these sessions, the implementation team had the opportunity to provide training and information at an annual Alliance meeting. This event brought together members of the CDMC, directors and others from throughout the Alliance. While productive discussions occurred during the meeting, it was clear from a number of questions and comments that there had been communication failures in the process. A significant number of the questions asked had already been addressed on the team's website and through formal communication channels.

Based on survey results, the training sessions and materials were well received overall, with the documentation from EBL and the CTST group receiving especially positive feedback. The sessions were well attended and many FAQ updates were generated, based on questions and discussions during the sessions.

In summary, the challenges faced by the team as it worked to inform, train and encourage member libraries about the project underscore the importance of communications management. In taking on a project this significant, we recommend bringing together all decision-making groups at the beginning of the project to discuss goals and methodology. Decision-making responsibilities and communication strategies should be outlined from the start. Expectations about who will be sharing what information, when and how, should be defined before other project work begins.

Evaluation

As the Demand Driven Acquisitions Implementation Team (DDAPIT) started their work, it was clear that a definite plan for evaluating the project was needed. Despite countless presentations and papers on the relative failure or success of libraries' demand-driven acquisition projects, there were not many in-depth evaluations of this type of pilot available, especially at the consortial level. Additionally, the expansion from one library to 36 libraries meant there were far more stakeholders and administrators who would want data on the outcome of the project.

The first step was defining what a successful project would mean for the Alliance. Understanding what the consortium wanted to achieve would define what it wanted to measure. Chief among the goals that defined the evaluation was the desire to create a program that could be sustained beyond the six-month pilot. This led to measurements like the effect of different discovery options used by different libraries. If the implementation team can learn which discovery options are most successful during the pilot, the team can recommend these options to the group in the future. Sustaining a program is also tied to maintaining publisher support and contribution of content. That means measuring the usage of each publisher's books in the pilot, but more importantly, that means keeping a close eye on spending by month to make sure the project stays on target. If less money is spent than expected, the pilot can be tweaked to speed up spending and maintain publisher support of the program.

Next the team needed to decide who needed information and when. The team contacted each of the libraries and asked them to provide the person or people who would be the contact for the pilot project. A lesson learned early in the process was that, even after designating contacts within each library, the team received questions from other librarians at these institutions, making it clear that these internal contacts were not disseminating the information. Likewise, staff from branch campuses sometimes did not receive updates because the internal contact was not sharing information with the branch. After these realizations, the team was careful to ask the institutional liaisons that information be shared as widely as possible, specifically including branch campuses.

Once a list of liaisons was created, the team started sending weekly expenditure reports. The initial plan was to post brief monthly reports on the team website, but it was immediately obvious that the appetite for data was greater than expected and the plan changed to weekly emailed reports. EBL also set up an Alliance-specific reporting site that the implementation team could access to view real-time expenditures and usage, for use in answering any questions that came up as the pilot progressed. The emailed reports started with the total amount of money spent so far, the number of short-term loans made, and the total number of purchases to date. The reports also provided information about which type of patron was responsible for the majority of usage so far, how many institutions had usage activity, the total number of titles accessed to date, and the total number of times loaned titles were accessed. Finally, the reports detailed the combined list price of content accessed (including browsing), the percentage of list price the consortium had paid to provide access to that content, the combined list price of the loaned content, and the percentage of list price the consortium had paid to provide access to that content.

A report looked like:

Expenditure Summary for the week:

Total Amount Spent: $000
Total No. of STLs against X titles: 000
Total No. of Purchases: 0

Usage:

Currently, the majority of usage is coming from [undergraduate/faculty/graduate] students.

There has been some usage activity at X of the 36 institutions.

Overall, 000 titles have been accessed 0000 times (this includes browsing). The 000 titles with a demand-driven acquisitions (DDA) transaction have been accessed 0000 times (this excludes browsing).

The combined list price of the content accessed is $000000. The Alliance has paid 0% of list price to facilitate access to this content.

The combined list price of the content with a DDA transaction is $000000. The Alliance has paid 0% of list price to facilitate access to this content.

The next step in the evaluation plan was a midpoint evaluation. As the three-month mark of the six-month pilot grew nearer, it became clear that the midpoint in time would not be the same as the midpoint in the money spent. At the three-month point, very little of the project money had been used. The projected plan for the midpoint evaluation was to survey the member libraries about the quality and effectiveness of the training provided, to create case studies of a few libraries in the Alliance to showcase the project so far, and, finally, to create method documents that would allow libraries to assess their own participation and their return on investment. The team decided that, though the three-month mark might not be a true midpoint for the pilot, it was a good time to follow through with these plans. The projected plan for the case studies was changed as well, anticipating that every library would want to measure their participation to date. Rather than creating a few case studies, the

team put together short profiles on each library's usage by the midpoint. While the method document could accomplish the same thing for libraries that chose to do the analysis, not all of the libraries would have time to do their own analysis and they would appreciate it being provided for them. The team still created a method document for libraries that wanted to do an analysis of their return on investment later in the project.

The plan for evaluation concludes with a larger analysis at the end of the pilot. This is scheduled for February 2012 and promises to be a big task. First, the team will conduct another survey of the member libraries, this time focusing on the technical and content aspects of the pilot. In particular, the survey will cover the process of loading MARC records locally, the profile of titles, the publisher list, and the perceived effect of discovery option choice. Next, there will be an evaluation of the catalog records used for the pilot, to determine if the quality of the records had any effect on the content purchased by users. Finally the team will evaluate the pilot using these measures:

Content:
- Usage by broad discipline and by EBL subject
- Percent of titles available in subject area versus percent of titles purchased in that subject area
- Cross-check use by publisher with percent representation of each publisher in the file
- Percent of titles generating short term loans but not purchases
  - Subject area breakdown for titles generating short term loan but not purchase

Collaboration and Dissemination:
- Number of unique users overall and per library
- How many schools contributed to the purchase?

Discovery:
- Summer versus fall usage, and which libraries have summer programs
- Usage based on discovery options
  - What is the library's main catalog interface?
  - Did the library locally load records?
  - Timing of first load (versus recommended timing)

Return on Investment:
- Percent of budget spent per month
- List price of content accessed/loaned/purchased versus individual library contribution
- Print duplication during pilot – YBP report covering purchases during pilot period

A thorough and careful analysis of the pilot project will be a marketing tool as the Alliance looks to continue and expand the project. As the Alliance member libraries analyze their own participation, the implementation team can provide data to show their institution's usage and information about choices, such as discovery options, that may have affected usage. Likewise, the success that is demonstrated through the evaluation will help entice more publishers to contribute content to the ongoing program. Finally, the team expects that the evaluation will be a tool for other libraries and consortia that are interested in starting similar projects.

The Orbis Cascade Alliance Demand Driven e-book pilot is still in progress but already the implementation team has learned a great deal about setting up and maintaining a project of this scope. The implementation team is looking forward to a successful conclusion to the pilot and expects that it will evolve into an ongoing program in 2012. The lessons learned will be incorporated into the program's long-term management structure and strategy. Moreover, the team and the Alliance will continue to share its experience in order to help other consortia and institutions realize similar goals.