

Oregon State Library
BOARD OF TRUSTEES MEETING
October 25, 2013
Oregon State Library, Salem

Board members present: Ebonee Bell, Aletha Bonebrake, Sam Hall, Susan Hathaway-Marxer, Ismoon Hunter-Morton. Not present: Ray Miao.

Guests present: Vicki Jorgensen, DAS Enterprise Human Resource Services, Sarah Miller, Deputy Chief Operating Officer, John Borden, Legislative Fiscal Office, Lisa Pearson, DAS CFO, Caleb Tucker-Raymond, Multnomah County Library, Cindy Gibbon, Multnomah County Library, John Russell, University of Oregon Libraries/LSTA Council, Jenny Berg, McMinnville Public Library/Reference Task Force.

Staff present: MaryKay Dahlgreen, Margie Harrison, Shawn Range, Jessica Rondema, Susan Westin.

Chair Aletha Bonebrake called the meeting to order at 9:20 a.m.

APPROVAL OF MINUTES

The minutes of the August 29, 2013, Board Meeting were approved.

PERFORMANCE EVALUATION OF THE STATE LIBRARIAN

The Board conducted State Librarian Dahlgreen's evaluation of her performance over the past 18 months. Bonebrake led the process, with assistance from HR manager Vicki Jorgensen. Bonebrake used feedback from the library community, the State Library staff, and the Board to evaluate Dahlgreen's performance in the following six areas: results, customer service, team building, effective communication, strategic thinking, and affirmative action. Dahlgreen's development goals will be included in the December Board packet.

REPORTS OF BOARD CHAIR AND TRUSTEES

Executive Committee Report

The minutes from the Executive Committee Meeting on October 1, 2013, were included in the Board packet.

Other Board Reports

Hall reported that Ursula Le Guin will be appearing at a fund raiser at Salem Public Library for the expansion of the children's room. The Collins Foundation is giving \$40,000. The city wants to see the money up front before they go to bid. The fundraising goal is \$400,000 and they currently have \$300,000. The goal is to close the children's room in April or May of next year, so they need to move quickly. They will also check that the library is seismically sound.

No other Board reports were given.

REPORTS OF THE STATE LIBRARIAN AND STAFF

Activities Since the Last Meeting

Dahlgreen gave the State Librarian's report. We are on target with our budget. Dahlgreen asked the Board if they would like to continue receiving the Affirmative Action report, which Rondema compiles for each Board packet. The Board agreed that seeing it at least once a year would be agreeable, unless changes occur. Hunter-Morton also suggested reformatting the report for readability, so Rondema will look into this.

Westin put together the Talking Book and Braille Services Annual Fund Report. Hall had a clarification about the amount in the Endowment. He had expected to see the different amounts going to the Endowment Fund added together, so Westin will reformat the report for next year. Due to bequests, the Endowment Fund has reached 1.3 million.

The executive summary of the Oregon Digital Collections report was included in the Board packet. Also included in the packet was Arlene Weible's article, *Collection Management: Flexibility is the Key*. She submitted this as the Oregon Regional Federal Depository Coordinator and the chair of the Depository Library Council.

Dahlgreen received a clipping about Summer Food Programs at Multnomah County Library. There are 22 libraries around the state that hold programs at Summer Food sites, and there are ten libraries that are the actual food site. This program has been embraced by the public library community. Attendance at the Summer Food Programs this summer was 9,000.

In August, TBABS dedicated one of the rooms in their area to the Telephone Pioneers. They were a group of people who used to work for AT&T, and who would volunteer to fix our cassette players. The room that they used has now been repurposed, but has been dedicated to them. Dahlgreen showed the Board a few photos of the dedication ceremony, hosted by TBABS.

Last Monday, a world-renowned calligrapher from China visited the State Library. Ma Weihau donated an exquisite book of his work to the State Library, which has a sister relationship with China. He happened to be teaching calligraphy in Oregon, so we invited him to a reception in our building to thank him personally. In attendance were Senator Edwards of Eugene and Representative Williamson of Portland, whose district includes Chinatown. There was also a reporter from the Portland Chinese Times. We gave Ma Weihau a certificate as a thank you, and he gave us a beautiful calligraphed poem. Dahlgreen has asked Rondema to research details about getting the piece framed for display.

Dahlgreen visited the Medford Public Library during their "Learn-a-Palooza." Dahlgreen showed the Board a photograph of herself with Kim Wolfe, director of the Jackson County Library. They had both dressed in costumes of children's books. The Jackson County Library is going out for a district in May, and the county commissioners are supportive.

Dahlgreen reported that the Board should have a new member by the next meeting.

The GRS team did a wonderful job assisting with the State Capitol's 75th birthday party and putting together a fantastic web exhibit. The Statesman Journal interviewed some of our staff regarding the transformation, which will most likely be published soon.

Next week, MaryKay will be in Savannah, Georgia, at a meeting of the Chief Officers of State Libraries Agencies (COSLA).

The mobile app for BARD has been released, which is an amazing product. It is only available for Apple right now. We are also working on database procurement.

Plinkit Websites

Darci Hanning, Technology Development Consultant in Library Development, will give the report on Plinkit websites at the December Board meeting.

Digital Collaboration Report

The Oregon State Library contracted with Danielle Cunniff Plumer, PH.D., a consultant specializing in collaborative cultural heritage digitization, to perform an environmental scan of digital collections in Oregon. Plumer gave a PowerPoint presentation of her report to the Board via telephone. Westin will send the Board the full report and the PowerPoint.

OPEN FORUM

No one was present to comment.

NEW BUSINESS

Recommendations of the LSTA Advisory Council

John Russell, of the LSTA Council, presented the recommendations to the Board. This year, unlike previous years, the Council decided not to approve three proposed projects as well as two statewide ongoing projects. The conversation of the council was about thinking more critically with spending and prioritizing projects in a time with fewer resources. It is recommended that we do not approve funding for the MLIS Statewide Scholarship Project and the Oregon Encyclopedia. The council did not feel that it is as high a priority in a time without much money. There were some questions about the Oregon Encyclopedia's copyright and lack of collaboration. This started as a competitive grant, and for the last few years, we have been giving them \$20,000 a year, as an ongoing statewide project. Originally, this was a project of Oregon's sesquicentennial celebration. Portland State University began the project, but there are other partners involved. These articles are peer-reviewed and submitted to create an online encyclopedia of Oregon history and culture. They have received funds from many different places. It appears to be moving to the Oregon Historical Society.

Hall had a question about the approximately \$172,000 allocated to the Extend Services to the Unserved. The Board may have a discussion about how to spend that money. Hall mentioned encouraging libraries to make some proposals for next year.

Hall moved to approve the proposal to fund the FFY 2014 LSTA competitive grants. Hathaway-Marxer seconded. The motion passed unanimously.

Hall moved to approve the FFY 2013 Oregon LSTA program. Hathaway-Marxer seconded. The motion passed unanimously.

The Board considered the draft of the grant application guidelines for LSTA FFY 2015. These changes align the instructions to the outcome-based evaluation model used for training in the summer of 2013. Russell said that this adds in examples and objectives related to the outcome-based evaluations. Hathaway-Marxer moved to approve the grant guidelines for FFY 2015. Bell seconded. The motion passed unanimously.

Jenny Berg, Caleb Tucker-Raymond, and Cindy Gibbon, representatives from the Task Force on Statewide Collaborative Reference Service, were present at the meeting. Berg said that the members did not go into the task force with the emphasis to save L-net/Answerland, but through a very sound deliberation process, their conclusion was to retain a virtual reference service with added components. The task force was also made up of many librarians from different parts of the state and from different fields. It was a unanimous decision that this is the best way to serve the collaborative reference needs of Oregonians.

The Board went through the recommendations from the task force, located on page 42 of the Board packet. Bonebrake clarified the intent of these recommendations, which is that there would be a transition team formed to design and market the service, including finding a new fiscal agent.

Hall verified that these recommendations are consistent with the LSTA budget that was just approved.

Bonebrake wanted to know what incentive people have to contribute to Answerland if they do not necessarily have to access it through their library.

The public libraries could be assessed a fee in the future. Dahlgreen said that the transition team will communicate to the libraries in the state that this is the advantage to get from this cooperative reference model.

Hunter-Morton noted that rural libraries often use Answerland as back-up reference.

Dahlgreen mentioned that it has been discussed that if a library wants a subsidy for databases, they need to contribute to Answerland as well. The smallest libraries are held harmless in the OAR that allows the State Library to charge for Answerland.

The recommendation will reduce funding over the next five years. Libraries will need advanced notice.

Dahlgreen said that the Statewide Database Licensing Advisory Committee will be meeting with the LSTA Advisory Council to discuss the apparent successful proposer for the statewide databases. At the next Board meeting, there will be a discussion about the database vendor, because our contract with Gale is up next August. The Board will most likely be looking at whether to start charging for databases in addition to Answerland.

Hall moved to approve the 2013 Task Force on Statewide Collaborative Reference Service's recommendations regarding Answerland, as well as the Answerland cost sharing

recommendations. Hunter-Morton seconded. Tucker-Raymond clarified the council's intent regarding using LSTA funds to raise awareness of LSTA-funded programs. The motion passed with one abstention from Bell.

Bell had some concerns about having enough funds to fund the projects. Gibbon said that after ten years, Multnomah County Library did not want to be the fiscal agent anymore. It was time to have the conversation about alternatives.

Russell said that Answerland is important enough, that it becomes a higher priority. Tucker-Raymond and the others working on Answerland, are working to make this sustainable.

The LSTA Advisory Council Bylaws were discussed in the past. This is the formal final approval from the Board. Hathaway-Marxer moved to adopt the updated bylaws. Hall seconded. Motion passed with one opposition from Bell.

CONTINUING BUSINESS

State Library Transformation Report

Deputy COO Sarah Miller spoke to the Board regarding the Transformation. She and Dahlgreen received a letter from Senator Steiner Hayward, co-chair of the General Government Subcommittee of the Ways and Means Committee, and Representative Nathanson early this morning, and distributed it to staff and the Board. Because of a misunderstanding about submission dates for legislative hearings, the Advisory Committee did not get a chance to review the transformation report document before it was submitted to the subcommittee. Senator Steiner Hayward talked with MaryBeth Herkert from the Archives, Cathryn Bowie from the State of Oregon Law Library, Kerry Tymchuk from the Oregon Historical Society, and Dahlgreen from the State Library. The senator realized that the assignment, for OSL make changes that would impact others, would need a wider scope. She thought that giving legislative direction to all four parties, with DAS as the convener of the implementation planning, was a better way to move forward.

On behalf of the General Government Subcommittee of the Ways and Means Committee, Senator Steiner Hayward told Dahlgreen and Miller that she was planning to look at the February 2012 report, the State Library's report, and authorizing statutes. She also planned to meet with the individuals of the effected organizations individually, to gather their feedback. She would then work with others on the committee, including Representative Nathanson, to compile these recommendations into the letter. The letter was not ready by October 15th, because she wanted the co-chairs of the Ways and Means Committee to sign off on it before it was distributed, to give it support from the leadership. Senator Steiner Hayward sent the four parties a draft, to be kept confidential, and asked for their feedback. The senator aggregated the feedback, before presenting the letter to the committee yesterday afternoon.

Miller read through the report, section by section, beginning with the general overview. In the letter, Senator Steiner Hayward focuses on functions, rather than particular services or programs. She acknowledges that there will be some aspects that are not explicitly clear, which we will have to work through. She mentions the reports she used as frames of reference, and the people she talked to from the Oregon Library Association and SEIU for feedback. Because of the lack of details, she expects DAS to convene the detailed implementation effort and that Miller or her

designee will speak with committee members if the aspects of the recommendations are not clear. They also expect to receive regular updates from Miller about our progress.

Miller reviewed the proposed timeline for this work. The senator plans to use a personal bill in the February session in order to implement the necessary policy changes to support this. The Legislative cycle requires that in December we work with her and Legislative Council to be clear about the statutory impacts so the bill can be drafted in advance of the February session. Senator Steiner-Hayward intends to include an emergency clause, making it effective the day after it has passed. She expects it to have future implementation dates as well. This allows us to do some of the work beforehand, while the larger, structural changes won't happen until the 2015-17 agency budget process.

We will need to give a progress report in January, so we will not be in front of committee in November. Senator Steiner Hayward expects the legislation that would adjust necessary statutes and give timelines for implementation to pass in the February session. Then we have the remainder of the biennium to actually do the work and start to make the transitions.

The second year of budget funding for the State Library was put in a special purpose appropriation. A policy bill does not have to be passed in order to release an allocation from a special purpose appropriation. The senator and members of the subcommittee have been very clear that they anticipate releasing the second year of funding for the work of the State Library, which would happen in February. The senator's letter states that ideally, by July 1, 2015, everything will be in its end state.

Senator Steiner Hayward is very interested in technology and supporting access to information implemented in a different way than we have in the past. Throughout the letter, she mentions an integrated online reference system. She wants DAS to facilitate the adoption or creation of this system. She is also very interested in figuring out ways that other agency libraries can be brought under the fold of the State Library. She would like to have collections existing digitally as much as possible. This new system might be part of the State Library's budget request for 2015-17.

The senator is also interested in the use of shared client services, which is a trend occurring across state government. Agencies with less than 100 FTE are being encouraged to use shared services, either from DAS or from other agencies.

The letter also discusses storage and location of materials. Regardless of where items reside, the hope is to make them available to Oregonians. For example, items may remain at the State Library, but while being the responsibility of the State Archives.

The Division of Functions list is alphabetical, listing functions from the 2012 report, the project report, authorizing statute, and individual conversations. Miller read through each of the functions and who is or will be responsible for them. Following this is a list of functions arranged by organization.

Although this letter is not an actual piece of legislation, it is clearly instruction from our funders. The organizations have agreed to cooperate and implement these recommendations.

Bonebrake said she sees clear direction with regard to services and collections, but it is unclear what should be done with the peripheral items that are specific to each agency. She asked if they should be continued, or if they were overlooked in the letter.

Miller said that there are many underlying issues related to these functions, including staffing and support. This will be the heavy work that goes into the implementation plan. The Legislature trusts that the four leaders of these agencies, with DAS, are in a better position to work out what it would take to do make these changes. Some items, such as the online reference system will take an additional investment. Meeting with SEIU and drafting a letter of agreement might be necessary for individual employees who will be impacted by the transition of job functions. There are functions that are missing from the list. Miller said Steiner Hayward is pretty clear, thematically, so we may need to apply the same logic model to functions that were omitted. The senator also expects Miller to approach her with any questions about clarity.

Bonebrake feels that this cooperative authorization is a very positive step forward. Hall verified that the theme in this letter is that the State Library should not have a role in preserving the history and culture of the state and that this should be shifted to the Oregon Historical Society, a private organization. There will need to be a conversation about the funds appropriated to the State Library possibly going to the Historical Society. They already receive funding, but their appropriation may be expanded.

Bonebrake said that it sounds like there will be such a cooperative environment enabled by technology, that anything will be accessible digitally, no matter where these materials reside, to whoever has a need.

Miller mentioned the portal of library services idea that was mentioned in the 2012 report, in addition to the Secretary of State's partnership with Business Oregon to create a Small Business Portal. Senator Steiner Hayward wants this model applied to information in state government, and that the State Library should own the portal, regardless of where the information lives.

The senator is expecting Miller to continue to appear in front of the legislature to report on the progress. The Board's role will remain strategic oversight of the functions of the State Library. These functions will look different than they do now, but there is most likely opportunity for "in bound" functions as well. Miller's role as convener will mean she will regularly report to the Board on the progress, as well as reporting to the other organizations. The State Library Board will continue to have responsibility for State Library budget requests, so as we build the 2015-17 biennium budget, the Board will look at the business plan to implement the State Library's core functions.

DAS will be taking on the responsibility of the Oregon.gov search engine, without a budget appropriation, because the State Library is not currently receiving budget appropriation. The creation of the integrated online reference system will require funds, which the State Library will need to request.

Hathaway-Marxer asked if we were going to take on responsibility for the libraries within other state agencies. Miller answered that their functions will indeed become a responsibility of the State Library. Their resources may be better located where they are, but the function will become ours. This will be inbound implementation planning.

Ann Reed of Library Development asked Miller if she had any thoughts about reconciling the service for fee model with the library service for free model. Miller said financial model will have to be examined.

Oregon Historical Society charges for digitization, the help that they give, and access to the collection. Reed had a concern as a taxpayer that items that were donated for free are being given to an entity that charges access for items she has already paid for.

Robin Speer of Library Administrative Services asked if the Legislative Library would come over to the State Library. Miller says that it seems reasonable that it should, but does not know for sure.

Hall asked if there would be further collaboration with State Law Library. Miller said that the Integrated Online Reference Portal would include items that the Law Library is responsible for although the level of granularity may be different due to licensing concerns. Dahlgreen read the portion of the report that the State of Oregon Law Library “must be authorized through statute to provide consulting services to county governments (including law libraries) and provide county law libraries with electronic legal resources.

Alice LaViolette of Government Research Services had a question about Oregon Center for the Book, which is a program through the Library of Congress. If we no longer participate, will Oregon be the only state that is not an affiliate? Dahlgreen said yes. In some states, it is not a function of the state library but of the humanities council or a consortium or a private non-profit. Since no funds come with the affiliation, the LSTA money could be used for something else.

Hunter-Morton gave a general statement about her sense of the report. When she read it, she felt as if all the documents we’ve done such a good job collecting are being shipped to another agency. There is a feeling that we are losing our stuff, or what we’ve been doing, in terms of collecting history and making sure it’s available to the public. If employees feel the same way, she would like to know, because this is something she is interested in working on; the idea of whose stuff is it, and who is going to use it, and what this means for our group versus their group, relating to collaboration of information services.

Dahlgreen said that this is not our stuff, but the state of Oregon’s stuff. These items really belong to the citizens of Oregon. The heritage community needs to realize that it isn’t their stuff, but that it belongs to Oregonians. Also, where things are located, doesn’t determine ownership. Dahlgreen sees this as a very good opportunity to break down walls, regardless of who owns what, and making items available to every Oregonian in a variety of formats.

Jessica Rondema of Library Administrative Services mentioned that staff knew this was coming, but it is difficult to hear. Thinking on a higher level, it is true that we don’t own these historical items, and aren’t technically losing anything, but it feels as if we are losing something. We have such a history of having history here, and staff are tied to these items, so this will be very difficult. But she also sees that this might create a better way for people to access these materials.

Hunter-Morton said that we have space and are experts on public library service. She has been completely amazed at the services we provide.

Rondema also commented that many of us were afraid of items getting destroyed at the Archives, once they reach their retention. So hearing that some of these items may go to the Oregon Historical Society is comforting.

Susan Westin mentioned that she did not hear anything about reference services or document delivery in the report. Miller said that those items were not explicitly called out. Those will need to be worked out, to see where the work ends up residing. The staff are multi-trained cross-functionally to support multiple services, so it is more complicated than the staff dealing with one service, going with that service.

Cindy Gibbon from the Multnomah County Library wanted to raise a bit of alarm around the ability of the Oregon Historical Society to actually manage some of what they are being asked to manage. They are a private organization with a private Board. She understands that the Legislature would have some leverage if there was funding available with some of these expectations. She wonders how realistic it is, that there will actually be funds coming with these recommendations.

Miller said the State Library gets funds appropriated to do those functions currently, so our budget will look different. It will be her job to help sort out how much certain functions cost, and the amount of support they require. But these functions have been paid for with state assessment dollars, which will no longer be the case. Therefore, there may need to be a request for a general fund appropriation.

Gibbon said that the people in Multnomah County are the only ones with free access to the Oregon Historical Society, because they pay a tax.

Hunter-Morton said if we are going for digital access, OHS has an amazing collection. In that respect, this is a perfect collaboration. However, their research library is only open fifteen hours a week.

Bonebrake commented that this has been a very positive conversation, giving us a comprehensive vision of what can be done. There is a lot of room for collaboration among the agencies regarding services.

Caleb Tucker-Raymond from Multnomah County Library, has worked with the State Library for ten years, but is not familiar with everything the State Library does. He would like to know what other collections will remain in the library.

Miller said it sounds like we will not be keeping many of our collections. It does not specifically mention the Poetry Collection, but in the spirit of applying the same logic, it is probably not going to remain as one of our responsibilities.

Inbound collections from other state agencies would be under the responsibility of the State Library, such as items in support of state government. The Library Science Collection would remain here.

Dahlgreen has drafted a message for project team members to distribute with their workgroups, with this document attached.

The current project team structure, including the what and the how workgroups, will be reconfigured into implementation planning teams. There will be a team for items going to State Archives, one for items going to OHS, and one for items that are inbound to the State Library. The Transformation Advisory Committee will stay in place, at least until the February session.

Dahlgreen will send out a cover letter for workgroup conveners to send to their workgroups. Managers have been asked to send these to the advisory boards. Rondema will include an article in the LTLO (Letter to Libraries Online) and post something on the transformation page of our website.

Bonebrake thanked Miller for being willing to give us updates and commented that it is good to be moving forward.

PLANS FOR NEXT MEETING

The Board will hold their planning session on December 19th and their Board meeting on December 20th at the Oregon State Library in Salem. The Board discussed details about the retreat on December 19th. The LSTA Advisory Council has asked to meet with the Board. The Board agreed that priorities for funding need to be discussed. Dahlgreen will begin a draft and bring it to the Executive Committee meeting. Having a facilitator present may be a good idea. A representative from the Public Library Division will also be present to discuss recently created public library standards.

Bonebrake would like to discuss the concept of team management vs. manager management and the best way to manage an agency. Dahlgreen agreed that we need to discuss the team-based organization structure. She has been doing some research on the topic.

Hall expressed some concern about the timeline DAS has proposed for the transformation, and the Oregon Historical Society's readiness to take on what they have been charged with. Bonebrake said that if things come up between now and then, or someone has ideas, please share it with her.

The following tentative schedule was proposed for 2014 Board meetings:

- February 21st at Concordia University
- April 16th at the Oregon State Library in Salem due to the OLA conference
- June 20th in Monroe in Benton County
- August 15th at the Driftwood Public Library in Lincoln City
- October 17th in the Oregon State Library in Salem
- December 11th and 12th at the University of Portland

The meeting adjourned at 3:27 p.m.

ACTION ITEMS

- Dahlgreen will provide her development goals in the December Board packet.
- Westin will send the full version of Oregon's Digital Collections report and PowerPoint by Danielle Plumer to the Board members. It will also be posted on our website and shared with our partners.

- Digitization Projects could be an agenda item for the December planning meeting.
- Rondema will only include the Affirmative Action report in the Board packet once a year, unless there are changes that affect the data. Rondema will also look into a different format for the report, to make it easier to read.
- Westin will review the format for the TBABS donation report.
- Dahlgreen will send staff a cover letter to be sent with the transformation report as it gets distributed to workgroups and other interested parties.
- Rondema will post the final report on our Transformation webpage and include a related article in the LTLO.
- Westin will look into whether or not the Board members are allowed to know whom the bequests come from.
- Dahlgreen will talk with Hunter-Morton about her offer to do a diversity training.