

## PALCI Members Meeting, June 2, 2011

Chief Librarians and Official Voting Representatives Present: Rosemary Deegan, Albright College; Linda Bills, Allegheny College; David Magolis, Bloomsburg University; Berry Chavness, Bryn Mawr College; Carrie Rampp, Bucknell University; Roberta Jacquet, Cabrini College; Douglas Hoover, California University of Pennsylvania; Elaine Misko, Carlow University; Denise Novak, Carnegie Mellon University; Mary Beth Freeh, Cedar Crest College; Terry Latour, Clarion University; Eleanor Mitchell, Dickinson College; Laverna Saunders, Duquesne University; Edward Owusu-Ansah, East Stroudsburg University; Donald Dilmore, Edinboro University; BethAnn Zambella, Elizabethtown College; Scott Vine, Franklin & Marshall College; Kenneth Brundage, Gannon University; Robin Wagner, Gettysburg College; David Runyon, Harrisburg University of Science & Technology; Terry Snyder, Haverford College; Luis Gonzalez, Indiana University of Pennsylvania; Julie Woodling, Juniata College; Barbara Simpson Darden, Kutztown University; LaVerne Collins, La Roche College; Mary Beth Roche, Lackawanna College; Katherine Furlong, Lafayette College; Carol Brigham, LaSalle University; Frank Mols, Lebanon Valley College; Christine Roysdon, Lehigh University; Brenda Corman, Lock Haven University; Janet Hurlbert, Lycoming College; Nicole Book, Mansfield University; Monica Garcia Brooks, Marshall University; Zhong Geng, Marywood University; Anita Gates, Mercyhurst College; Jonathan Lauer, Messiah College; R. F. (Chip) German, Millersville University; Jennifer Luksa, Misericordia University; David Schappert, Moravian College; Joyce Hommel, Muhlenberg College; Lisette Ormsbee, Pennsylvania College of Technology; Barbara Dewey, Pennsylvania State University; Stephanie Ferretti, Philadelphia College of Osteopathic Medicine; Karen Albert, Philadelphia University; Elizabeth Evans, Point Park University; Christopher Devine, Robert Morris University; Bruce A. Whitham, Rowan University; Judy Gardner, Rutgers University; Sandra Balough, Saint Francis University; Evelyn Minick, Saint Joseph's University; Barbara Rotz, Shippensburg University; Philip Tramdack, Slippery Rock University; Alice Lubrecht, State Library of Pennsylvania; Peggy Seiden, Swarthmore College; Penelope Myers, Temple University; H. Carton Rogers, University of Pennsylvania; Fern Brody, University of Pittsburgh; Charles E. Kratz, University of Scranton; Luisa Cywinski, Villanova University; Richard H. Swain, West Chester University; Mary Strife, West Virginia University; Robert Danford, Widener University; Susan M. Campbell, York College of Pennsylvania

## 1. Susan Campbell, President of the PALCI Board

- Expressed her thanks to many people who have helped PALCI through the recent reorganization and implementation of the new Relais E-ZBorrow system. Special thanks were given to former PALCI Staff members John Barnett and Cheryl Greer; to Rush Miller and Fern Brody at Pitt for providing PALCI with home and many important services; to Bob Krall and Peter Collins from the University of Pennsylvania for their leadership and help in implementing the new E-ZBorrow; to Scott Anderson from Millersville for acting as intermediary between Relais and PALCI; to Maureen Kelly and Laura Stone, PALCI's lawyers from the firm of Babst, Calland, Clements and Zomnir, for guiding us through the steps necessary to put the organization on a firm legal footing; to PALCI's auditors, CrawfordEllenbogen LLC, who over the years have kept the organization on the right fiscal course and made sure that PALCI has not had to pay substantial IRS late fees; to Kate Nevins and Ann Yurcaba from Lyrasis for office and interview space; Greg Crawford and Jennifer Dimeler at PSU-Harrisburg for meeting space and local arrangements.
- Expressed her thanks to all the individual members of the Board: Carton Rogers, University of Pennsylvania, Vice-Chair of the PALCI Board, Financial Task Force, and E-ZBorrow work with Peter Collins, Bob Krall and Scott Anderson; to Dick Swain, West Chester University, Secretary of the Board, Financial and Bylaws Task Forces, and keeper of our agenda; to Laverna Saunders, Duquesne University, Treasurer of the Board, Chair of Financial Task Force, carried the heaviest load in getting PALCI back on track financially; to Barbara Dewey, Pennsylvania State University, one of our new board members, Personnel Task Force - used her HR background to help with all personnel issues; to Don Dilmore, Edinboro University, another new board member, Financial Task Force, responsibility

for determining salary and benefits administration for new PALCI staff; to Eleanor Mitchell, Dickinson College, Chair of Personnel Committee, with responsibility not only for staffing but also for locating office space; to Carrie Rampp, Bucknell University, Bylaws Task Force, all PALCI web services, spring meeting organization, and strategic planning exercise; to Peggy Seiden, Swarthmore College, Personnel Task Force, E-ZBorrow contract negotiation, III negotiation for NCIP

- Expressed her thanks to Charles Kratz, University of Scranton, past chair of PALCI Board, Chair of Bylaws Task Force and member of Personnel Task Force
- Expressed her thank to all the members of the Board for their hard work on the Personnel Task Force, the Bylaws Task Force, and the Fiscal Affairs Task Force and for their diligence, cooperation and collaboration in bringing the organization safely through to its current strong position.
- Susan Campbell introduced Cathy Wilt who will assume the position of PALCI Executive Director on July 1, 2011. Cathy is currently the Library Director at the Academy of Natural Sciences in Philadelphia, and she is well-known to PALCI as the former President of Lyrasis and the former Executive Director of PALINET.

1. Cathy Wilt, new PALCI Executive Director

- a. Expressed her thanks and the thanks of the PALCI Board and PALCI membership for the extraordinary leadership and vision shown by Susan Campbell, PALCI Board President, in managing PALCI through the recent reorganization and restructuring.
- b. Stated that PALCI's strength and strong foundation lies in the collaboration and participation of its Board and its members and in its position as a self-funded organization.
- c. Cathy stressed her history and ties to the region, and her desire to get to work on the shared priorities of the PALCI Board and members. Cathy believes that PALCI is "right sized" to accomplish its goals.
- d. Cathy Wilt's immediate priorities
  - i. "Turn on the lights" in the new PALCI office in Philadelphia and get settled as Executive Director
  - ii. Make sure there is a strong infrastructure for E-ZBorrow

2. Fiscal Transition – Laverna Saunders, PALCI Treasurer

- a. PALCI has established a corporate checking account at PNC, selected for regional presence.
- b. PALCI decided to continue electronic resource purchasing
- c. Cheryl Greer sent out invoices for FY12 membership dues, E-ZBorrow and RapidILL maintenance, and forthcoming databases.
- d. PALCI has completed its IRS filings
- e. Membership
  - i. PALCI's operating budget is based solely on dues (which are based on FTE)
  - ii. Some current PALCI members will drop their membership
  - iii. PALCI should not add members until Relais is up and working
- f. Services provided by University of Pittsburgh which PALCI will now have to purchase from its own budget
  - i. Office space
  - ii. Computer services
  - iii. Personnel services
- g. PALCI Office Space in Philadelphia
  - i. PALCI chose to move to office space rented in Philadelphia rented from LYRASIS because it was the least expensive space available - \$800 per month for one PALCI employee, \$400 for each additional staff member
  - ii. The space is furnished
  - iii. The lease is month to month

- iv. PALCI will have to pay for telecommunications and networking
  - h. Cash Flow
    - i. PALCI's biggest fiscal problem is cash flow. In the past Pitt carried PALCI through cash flow problems.
  - i. New Fiscal Reality
    - i. PALCI will now need to pay rent, utilities, and salary and benefits administration
    - ii. PALCI will have to plan to cover its cash flow from its own resources
    - iii. PALCI must establish policies and procedures to insure that the organization will never again find itself in such a disorganized fiscal condition.
3. Personnel Committee – Eleanor Mitchell, Chair of PALCI Board Personnel Committee.
- Personnel Committee Members: Barbara Dewey, Peggy Seiden
- a. PALCI's personnel situation in early 2011
    - i. PALCI Board discovered that PALCI staff members were Pitt employees, not PALCI employees.
    - ii. PALCI Executive Director was leaving, and before another could be hired a new location for the organization had to be found.
  - b. Sequence of tasks for the Personnel Committee
    - i. Find a new location for PALCI office
    - ii. Find a new Executive Director
      - 1. Re-write job description
      - 2. Advertise position
      - 3. Conduct telephone interviews with five candidates
      - 4. Arrange for face-to-face interview between four candidates and the PALCI Board at the new PALCI office space in Philadelphia
  - c. Remaining work for the Personnel Committee
    - i. Recommend on additional staff
      - 1. Outsource? Increased role of membership?
    - ii. Work with Cathy on best practices
      - 1. Communication
      - 2. Staffing
4. Bylaws and Articles of Amendment – Charles Kratz, Chair of the Bylaws Committee.
- Bylaws Committee members: Carrie Rampp and Dick Swain
- a. Charles reviewed the Executive Summary of the proposed new Bylaws and opened the floor for discussion. The current Bylaws require approval by a 2/3 vote of Chief Librarians and Official Voting Representatives at a face-to-face meeting. If confirmed, the new Bylaws will allow members to amend the Bylaws much more easily. Amendments may be passed by a simple majority and voting may be conducted electronically.
  - b. Points of discussion:
    - i. Article IV- Members
      - 1. Section 4.1. It is confusing that member may be admitted by a vote of either the members or the Board.
      - 2. Section 4.2. Why are annual dues set by the Board not the members?
      - 3. Section 4.6. What does it mean that “a member no longer meets the requirements of membership?”
    - ii. Article V - Member Meetings and Voting
      - 1. Section 5.4. What does it mean that the “presiding officer ... shall have the right to establish rules of conduct for the meeting?” Why not use Roberts Rules of Order?

- 2. Section 5.5. 25% seems low for a quorum.
  - iii. Article XIV – Conflict of Interest
    - 1. What is a “disinterested director?” It is a director without a conflict of interest.
  - c. Ballots for the approval of the proposed Bylaws and for the Amended Articles of Incorporation were distributed and collected.
  - d. The ballots were counted by the Bylaws Committee.
    - i. The proposed Bylaws were approved unanimously by the 64 Chief Librarians and Official Voting Representatives present.
    - ii. The Amended Articles of Incorporation were approved unanimously by the 64 Chief Librarians and Official Voting Representatives present.
- 5. Report on E-ZBorrow Implementation, Scott Anderson, PALCI Liaison to Relais
  - a. Issues to be addressed
    - i. Top priority: NCIP for multiple item requests. Does not now work. Relais is responsible to make it work.
    - ii. Day to day reporting (operational reporting)
    - iii. Longer loan period – for interconsortial lending
    - iv. Pre-indexed searching – not federated search
    - v. Allow user to place request as soon as an item is found, before all available copies are found
    - vi. Need to have meeting of operational staff ASAP
      - 1. Need to get back practices established
      - 2. Needed to improve morale
  - b. Operational Problems
    - i. Relais should be able to compile easily a list of outstanding problems.
    - ii. Be sure to send problems to [EZBorrow@relais.com](mailto:EZBorrow@relais.com). Do not email or call Debra Denault or Scott Anderson.
    - iii. It is appropriate to get in touch with Scott Anderson if there are reported problems which have been simmering for some time, but Relais does not seem to responding.
  - c. Question: Does the login to E-ZBorrow hide credentials? Scott answered that it hides part but not all the login.
- 6. PALCI meeting on E-ZBorrow Operations
  - a. Susan Campbell stated that a meeting of E-ZBorrow operational staff will be scheduled for July or early August. It will be a top priority.
- 7. Planning Exercise, Carrie Rampp
  - a. Carrie summarized the discussion from the July 2010 planning session with the consultant. Notes of that meeting are available on Web.
    - i. PALCI Strengths: Known Brand, Diversity, Purchasing Power
    - ii. Weaknesses: expectations of membership or types of membership; communication; more opportunities to interact; need to be more nimble
    - iii. Opportunities: open source support; remote or distributed services; e-resource; print on demand; expand collaborative collection development; expand reciprocal borrowing
    - iv. Threats: Outside factors: membership not growing, many alternatives, budget limitations
  - b. Current PALCI services include:
    - i. Resource sharing – E-ZBorrow, RapidILL
    - ii. Purchase of e-resources
    - iii. Collaborative collection development – shared print archive

- iv. Emergency preparedness training
- c. Planning Exercise
  - i. Carrie posed three planning questions and asked each table to discuss them.
    - 1. What challenges are facing member libraries?
    - 2. What new or innovative ideas could PALCI provide or facilitate?
    - 3. How could PALCI help?
  - ii. After the discussion any person present was given the opportunity to stand up and propose an idea of something that PALCI could undertake in the future.
  - iii. The ideas were entered into a computer and displayed on monitors around the room.
  - iv. After all ideas were presented and recorded each person present was given a packet of Monopoly money. An envelope was set out for each idea, and members could “vote” for their favorite ideas by putting their money in one or more of the envelopes.
- d. Results of the planning exercise

Priority	Item	Play Money Awarded	% of Money
1	Collaborative eBook purchasing	\$9,500	17.59%
2	Continue to develop, explore the future of, and expand core services, EZB and eResources	\$8,700	16.11%
3	Develop resource sharing around streaming media, licensing matters and ADA considerations around digital media	\$7,600	14.07%
4	Benchmark PALCI against other organizations, take stock of selves by comparing to others, look for sweet spot for financial model (dues, etc.)	\$5,700	10.56%
5	Shared expertise bank member library. Maybe store money in PALCI, and ‘spend’ it on that possibly to find and purchase expertise from another	\$5,100	9.44%
6	PALCI to develop an off-site storage offering, either on its own or in cooperation with others	\$3,500	6.48%
7	Feasibility study of doing books on demand, print on demand	\$2,500	4.63%
8	PALCI toolkit on value proposition and relevancy of libraries	\$2,400	4.44%
9	Cooperative ILS offering, PALCI to facilitate finding natural partners	\$2,100	3.89%
10	Create knowledgebase to help with assessment or accreditation items	\$1,900	3.52%
11	Maximize other options for resource sharing, such as ILLiad to expand options, RAPID expansion	\$1,900	3.52%
12	Use PALCI personnel budget to do limited engagements/ consulting/ outsourcing to other entities rather than permanent staff	\$1,500	2.78%
13	Emergency Preparedness/Disaster-ready -- continue to be a PALCI value, May Day	\$1,000	1.85%
14	Look for other creative models, like using EZB as your ILL system, maybe just for borrowing	\$600	1.11%
	Totals	\$54,000	100.00%

8. PALCI's 15<sup>th</sup> Anniversary

- a. The formal meeting adjourned to a celebration of PALCI's 15<sup>th</sup> anniversary which included a birthday cake.

Minutes Submitted by Richard Swain, PALCI Board Secretary  
June 7, 2011

Attached: Bylaws, Amended Articles of Incorporation