MOBIUS

Linking Missouri's Academic Libraries

TO: MOBIUS Executive Committee

FROM: MOBIUS Task Force on Governance and Growth Management

RE: Final Report

DATE: April 24, 2006; revised May 5, 2006

The Task Force on Governance and Growth Management is submitting its final report as charged to develop a comprehensive plan for managed growth. The report is organized to respond to the detailed charge as follows:

- Identify potential partnerships and areas for cooperation
- Identify issues concerning membership, partnerships, relationships with other agencies, and growth
- Identify costs/benefits of potential partnerships and relationships
- Develop scenarios to address the issues
- Review governance documents and recommend revisions related to MOBIUS' future development
- Make a recommendation for a plan of action to the Executive Committee

The Task Force members appreciate this opportunity to participate in planning the future growth of MOBIUS.

MOBIUS Task Force on Governance and Growth Management
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I. Identify potential partnerships and areas for cooperation.

The Task Force reviewed the various sectors of Missouri libraries and other State consortia and has concluded that the major area of growth will likely be the addition of more public libraries as cooperating partners. A breakdown of the analysis of each library sector is as follows.

A. Academic Libraries in Missouri

There are 16 academic institutions in Missouri that appear to meet the MOBIUS criteria for membership but have not made application to do so. These institutions are Aquinas Institute of Theology, Barnes-Jewish College of Nursing and Allied Health, Calvary Bible College and Theological Seminary, Central Bible College, Cleveland Chiropractic College, College of the Ozarks, Concordia Seminary, Deaconess College of Nursing, Evangel University, Kansas City University of Medicine and Biosciences, Lester L. Cox College of Nursing and Health Sciences, Park University, Research College of Nursing, Saint Luke's College, Southeast Missouri Hospital College of Nursing and Health Sciences, Wentworth Military Academy and Junior College. Though the likelihood is very low that any of these libraries will want to join MOBIUS, the Task Force recommends that academic libraries who are currently not members of MOBIUS be added should they submit applications for membership and meet the necessary criteria. The MOBIUS Executive Director should serve as liaison with these institutions.

B. K-12 Schools

The Task Force discussed this issue with State Librarian Sara Parker who advised that the strategy for K-12 resource sharing is through the public libraries. This sector is not considered an area of growth for MOBIUS.

C. Special Libraries

The Task Force has concluded that this sector includes libraries that have collections that could be good resources for the state, but that circumstances may limit the number of such libraries seeking to join MOBIUS. In the past, MOBIUS has had discussions with the Linda Hall Library but decided that a fee-based arrangement was not something we wanted to do. Initial discussions with the St. Louis Research Libraries Consortium did not come to fruition, but recent discussions with the library directors in this consortium indicate renewed interest that should be pursued. The larger academic libraries in MOBIUS have expressed interest in this potential partnership. The Task Force recommends that partnership with the St. Louis Research Libraries Consortium be pursued.

D. Consortia

There presently are no consortia that are actively discussing a potential partnership with MOBIUS. To actively consider this possibility, the most important issues would include the technical linking of systems and the proximity that makes delivery efficient. Linking with other consortia is unlikely at this time or the near future.

E. Public Libraries

The Task Force conducted a survey of public libraries in Missouri to determine if there is an audience interested in more resource sharing between academic and public libraries.

Eighty-seven (87) of 170 surveys were returned for a return rate of slightly over 50%. The responses indicated that there are 14 libraries that are *very interested* and 38 that are *somewhat interested.* The responses of these 52 libraries indicate that there is a significant possibility that MOBIUS could and probably should give consideration to some type of potential partnership with these libraries. It is also likely that once scenarios are developed and discussions take place, more interest among other public libraries might be generated.

In addition to asking a question about interest, the survey also queried funding, timeline, MARC records, online catalog, and more information. The responses to these questions speak more to the actual technical and financial feasibility for future partnerships. A spreadsheet is included below that lists the responses to these questions. Assuming that no public library will replace its current system with Millennium in order to work with MOBIUS, the public libraries that we would be most likely to work with in the foreseeable future are those that are *very interested* and are on Innovative, then some other ILS.

Of the Innovative public libraries, 1 respondent is *very interested* and 2 are *somewhat interested.* Apart from Innovative public libraries, MOBIUS has already had conversations with Mid-Continent and Daniel Boone, both SIRSI and both ready to move forward with MOBIUS. Since the Direct Consortial Borrowing (DCB) software being developed by Innovative to interface with non-Innovative systems can be interfaced with any other vendors' ILS, we can generalize that any non-Innovative public libraries that are *very interested (13)* or *somewhat interested(36)* may be potential new cooperating partners provided the DCB software proves to be acceptable and funding can be found. The DCB software is described at Section 4.

The results of the survey are summarized on the chart that follows. The chart is sorted using Question 5 (library system used at each library).

Public Library Survey by System

Library	Question 1 **Interest Level**	Question 5 **System Name**	Question 6 **Need More Info**
McDonald County Library	No at this time	Book Systems/Atrium	no answer
Wright County Library	No at this time	Book Systems/Atrium	no answer
Cedar County Library District	Somewhat	Book Systems/Webrary	Yes
Gentry County Library	Somewhat	Book Systems/Webrary	Yes
Mercer County Library	No at this time	Book Systems/Webrary	Yes
Scotland County Memorial Library	No at this time	Book Systems/Webrary	Yes
Ray County Library	No at this time	Booksystem/Concourse	no answer
St. Louis Public Library	Somewhat	DRA	Yes
Brentwood Public Library	Very	Dynix	Yes
Cape Girardeau Public Library	Very	Dynix	Yes
Kirkwood Public Library	Very	Dynix	Yes
University City Public Library	Very	Dynix	Yes
Maplewood Public Library	Somewhat	Dynix	no answer
Rock Hill Public Library	Somewhat	Dynix	Yes
Webster Groves Public Library	Somewhat	Dynix	Yes
Adair County Public Library	No at this time	Dynix	Yes
Joplin Public Library	No at this time	Dynix	Yes
Cameron Public Library	Somewhat	Follett	Yes
Carthage Public Library	Somewhat	Follett	Yes
Worth County Library	Somewhat	Follett	Yes
Stone County Library	Very	Innovative	Yes
Lebanon-Laclede County Library	Somewhat	Innovative	Yes
Webster County Library	Somewhat	Innovative	Yes
Boonslick Regional Library	Very	Lib Corp	Yes
Poplar Bluff Public Library	Very	Lib Corp	no answer
St. Clair County Library	Very	Lib Corp	Yes
Barton County Library	Somewhat	Lib Corp	no answer
Douglas County Public Library	Somewhat	Lib Corp	Yes
Mississippi County Library District	Somewhat	Lib Corp	Yes
Riverside Regional Library	Somewhat	Lib Corp	no answer
Mexico-Audrain County Library	No at this time	Lib Corp	no answer
Rolla Public Library	No at this time	Lib Corp	Yes
Barry Lawrence Regional Library	No interest	Lib Corp	no answer
Trails Regional Library	Somewhat	Listen 2000	Yes
Livingston County Library	No at this time	Listen 2000	no answer
Scenic Regional Library	No interest	Listen 2000	Yes
Bonne Terre Memorial Library	Somewhat	no answer	Yes
Brookfield Public Library	Somewhat	no answer	Yes
Crystal City Public Library	Somewhat	no answer	Yes
Dallas County Library	Somewhat	no answer	Yes
Desloge Public Library	Somewhat	no answer	Yes
DeSoto Public Library	Somewhat	no answer	Yes
Louisiana Public Library	Somewhat	no answer	Yes
Marceline Carnegie Library	Somewhat	no answer	Yes
Ozark Regional Library	Somewhat	no answer	Yes
Park Hills Public Library	Somewhat	no answer	Yes
Pulaski County Library District	Somewhat	no answer	Yes
Putnam County Public Library	Somewhat	no answer	Yes

Public Library Survey by System

Library	Question 1 **Interest Level**	Question 5 **System Name**	Question 6 **Need More Info**
Seymour Community Library	Somewhat	no answer	no answer
Sullivan Public Library	Somewhat	no answer	Yes
Van Buren/Carter County Public Library	Somewhat	no answer	Yes
West Plains Public Library	Somewhat	no answer	Yes
Bloomfield Public Library	No at this time	no answer	no answer
Centralia Public Library	No at this time	no answer	Yes
Eminence Public Library	No at this time	no answer	no answer
Farmington Public Library	No at this time	no answer	Yes
Howard County Library	No at this time	no answer	no answer
Monroe City Public Library	No at this time	no answer	no answer
Morgan County Library	No at this time	no answer	no answer
Mountain View Public Library	No at this time	no answer	Yes
Price James Library (Tipton)	No at this time	no answer	no answer
Puxico Public Library	No at this time	no answer	no answer
Rich Hill Memorial Library	No at this time	no answer	no answer
Camden County Library District	No interest	no answer	no answer
Clarence Public Library	No interest	no answer	no answer
Fairview Community Library volunteer	No interest	no answer	no answer
LaPlata Public Library	No interest	no answer	no answer
New Madrid County Library	No interest	no answer	no answer
Norborne Public Library	No interest	no answer	no answer
Ozark County Library volunteer	No interest	no answer	no answer
Sikeston Public Library	No interest	no answer	Yes
Rolling Hills Consolidated Library	No interest	no answer	Yes
Keller Public Library	No at this time	OPAC	no answer
Grundy Co. Jewett Norris	Very	Sagebrush	Yes
Shelbina Carnegie Public Library	Very	SIRS Mandarin	Yes
Maryville Public Library	Somewhat	SIRS Mandarin	Yes
Cass County Public Library	Very	SIRSI	Yes
Daniel Boone Regional Library	Very	SIRSI	Yes
Little Dixie Regional Libraries	Very	SIRSI	Yes
Mid-Continent Public Library	Very	SIRSI	Yes
Jefferson County Library	Somewhat	SIRSI	Yes
Kansas City Public Library	Somewhat	SIRSI	no answer
Neosho/Newton County Library	Somewhat	SIRSI	Yes
North Kansas City Public Library	Somewhat	SIRSI	Yes
St. Joseph Public Library	Somewhat	SIRSI	Yes
Sedalia Public Library	No at this time	Winnebago	no answer
Washington County Library	No at this time	Winnebago	no answer

II. Identify issues concerning membership, partnerships, relationships with other agencies, and growth.

The Task force was charged to identify issues concerning membership, partnerships, relationships with other agencies, and growth. After investigation, we acknowledge the following:

- The Task Force recognizes that the Coordinating Board for Higher Education no longer participates in funding and governance as specified in MOBIUS documents.
- The University of Missouri is the fiscal and legal agent for MOBIUS.
- The continuance of the centralized server environment is important for the financial sustainability of MOBIUS.
- The Task Force suggests that the library director of the University of Missouri-Columbia and the executive director of the Missouri Library Network Corporation serve on MOBIUS Executive Committee as ex-officio non-voting members.
- MOBIUS should maintain the status quo with academic institutions as full members and others as cooperating partners.

The Task Force further recommends that MOBIUS implement the following for adding new members and cooperating partners.

1. For academic institutions making application for full membership:
   - Evaluate qualifications and requirements.
   - Study and recommend how to add to existing cluster structure with cluster participation.
   - Determine direct and indirect costs for the new member.

2. For special libraries making application for cooperating partner (at this time, limited to the St. Louis Research Libraries Consortium):
   - Identify desired benefits.
   - Clarify terms of agreement.
   - Determine direct and indirect costs.

3. For public libraries making application for cooperating partner:
   - Evaluate library system/interface for technical compatibilities.
   - Evaluate qualifications (technical, librarian, collection, standards)
   - Determine direct and indirect costs.
   - Clarify special issues of large, urban libraries.
   - Determine hardware and software issues and cost for InnReach.

III. Identify costs/benefits of potential partnerships and relationships.

The Task Force has determined and wants to reinforce the positive nature of partnerships and relationships with libraries and consortia as this is an integral part of our vision. However, the reality is that technical requirements and funding resources are necessary to make this feasible. Because of these requirements, we have focused on the most feasible scope for future partnerships – public libraries in Missouri. The following list of benefits and concerns with regard to public library partners has been developed by the Task Force.

A. Benefits:

- Increased population served would appeal to legislators and may result in some restoration of MOBIUS funds.
- The experience with Springfield-Greene County Library and Missouri River Regional Library has been very successful.
- MOBIUS patrons get access to materials not typically collected by academic libraries.
- We participate in contributing to educating life long learners, including our own alumni.
- Relationships between public and academic libraries are strengthened.
- Where cooperating partners have the same system as MOBIUS members, that would facilitate ease of use and transferability for all patrons.
- MOBIUS access for public libraries makes processing requests easier than going through OCLC and mailing books to requesting libraries.
- Institutions that have distance education programs in Missouri benefit from distributed access through MOBIUS.
- Assuming that the public libraries would cover their own direct costs and pay a joining fee, they would not be a financial burden. Rather, they would generate some funds for MOBIUS.
- As long as public libraries sign agreements stipulating the standards (including cataloging standards) by which they will abide, the quality of the Common Library Platform would remain high.

B. Concerns:

- If public libraries are cooperating partners, should their patrons have "visiting patron" privileges? Would this be open to all public library patrons, including children, which might be a problem in academic libraries? The most beneficial solution to this concern is to allow these privileges only by agreement between the cooperating partner and an individual member library.
- Expanding our partnership with public libraries may increase public use of materials and facilities, creating a burden on some libraries, especially small, specialized libraries.

- Increased membership in MOBIUS would generate more borrowing and could lead to longer turn-around times due to increased workloads.
- Academic libraries might need to restrict borrowing of heavily-used portions of their collections [such as audio-visual and curriculum materials].
- Public libraries would need to adhere to established cataloging standards.
- We are unable to provide general costs for the broad scope of partnerships. However, we have developed a scenario with costs that seems very feasible for MOBIUS expansion.

IV. Develop scenarios to address the issues.

At the final meeting of the Task Force, there was presented detailed technical and financial information concerning a specific type of project having the goal of incorporating a number of Missouri public libraries into the MOBIUS Common Library Platform (CLP). The purpose of that information was to have a discussion that would expose the many issues that arise with respect to such a project.

What is presented here is not a scenario or project description but a summary of the issues that need to be addressed before a project can be designed, along with some recommendations for how to begin addressing these issues.

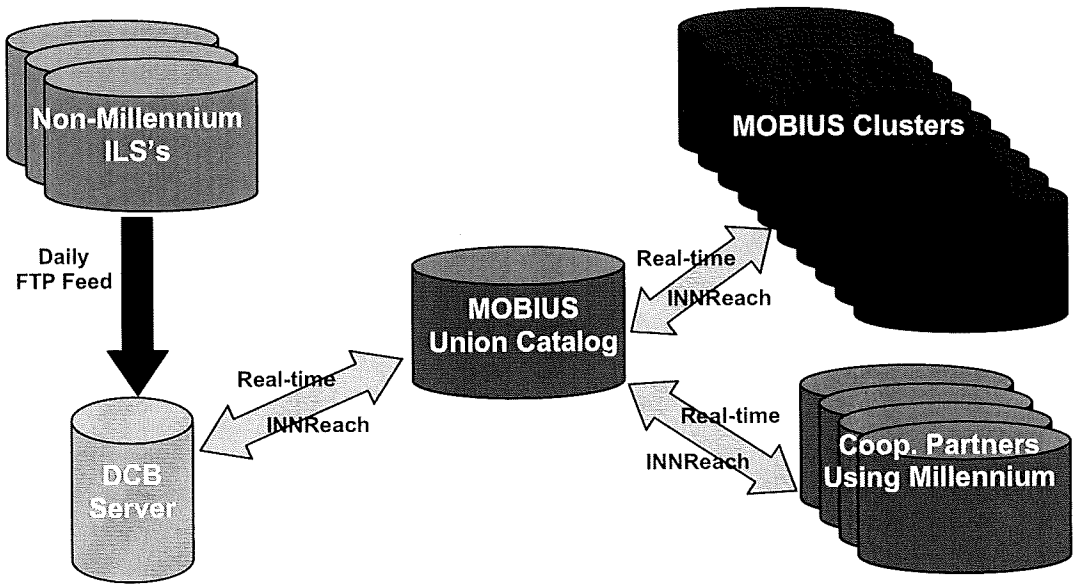
As reported elsewhere in this report, the Task Force conducted a survey of public libraries in Missouri to assess interest with respect to participation in the CLP. The good news is, there are a number of public libraries in Missouri that are interested or very interested in participating in the CLP. The bad news is, none of them use Millennium for an integrated library system, and the technology for incorporating non-Millennium systems into an INN-Reach system like the CLP leaves a lot to be desired.

A. Context

The MOBIUS CLP is used by 60 academic libraries and 2 public libraries. All participating libraries use Millennium and INN-Reach. There are a few additional public libraries that use Millennium and could be incorporated into the CLP easily, namely St. Louis County Library and the libraries that use Springfield-Greene County Library's CoolCat system. While the CoolCat libraries have expressed interest in participating in the CLP, St. Louis County has not, at least not as of the date of this report.

The dozen or so libraries that reported strong interest in joining the CLP use a variety of integrated library systems. Innovative Interfaces Inc. does have a solution for interfacing such non-Millennium systems with INN-Reach. This solution is called Direct Consortial Borrowing (DCB).

III's Direct Consortial Borrowing interface utilizes a limited-function Millennium system (referred to herein as the DCB box) to serve as the gateway between the non-Millennium systems participating in an INN-Reach system and the INN-Reach union catalog. The following diagram illustrates the relationships among the systems involved in a DCB/INN-Reach environment and how data flows among them.



The DCB Server houses a database of bibliographic, item and patron records loaded daily from the non-Millennium systems connected to it. The DCB Server uses normal INN-Reach messaging to communicate with the INN-Reach union catalog. Non-Millennium library staff use a special limited-function client on the DCB Server to perform INN-Reach transactions. Note that there is no flow of data from the DCB Server to the non-Millennium systems. When lending a book, the staff first check it out on their own system, then process it on the DCB Server using the limited-function Millennium client.

At the present time, the DCB solution for interfacing non-Millennium systems with an INN-Reach environment cannot work if the INN-Reach environment is one in which Pickup Anywhere is used, as it is in MOBIUS.

Even if the Pickup Anywhere incompatibility issue is resolved, the DCB solution has two major disadvantages compared to native Millennium/Inn-Reach. One, there is no real-time two-way interface between the non-Millennium system and the INN-Reach union catalog. This means the availability information for the non-Millennium library holdings in the union catalog is not current. It is reasonable to expect that the fill rate for requests against these holdings to be worse than for the holdings in Millennium libraries.

Two, unlike the automatic two-way data flow that occurs between an INN-Reach union catalog and a Millennium system, the data flow from a non-Millennium system to an INN-Reach union catalog is one-way and manual. Managing this daily feed when there are a number of non-Millennium systems involved will be a significant new workload for the MOBIUS Consortium Office.

B. Issues

- Which technical strategy (DCB or native INN-Reach/Millennium) is the right one for adding new libraries to the CLP?
- Which libraries should be targeted for potential inclusion in the CLP?
- Over what time frame should the expansion be spread?
- Is it technically feasible to make DCB work with Pickup Anywhere and, if it is, will III undertake this development; if it will, under what terms?
- Given the limitations of the DCB solution, will the benefits of implementing it offset the costs, both monetary and logistical?
- What are the costs of the alternatives?
- What are the possible sources of revenue for covering these costs?

C. Next Steps

- Approach Millennium-using libraries in Missouri to assess interest and ability to fund participation in the CLP.
    - St. Louis County Library
    - CoolCat libraries
    - St. Louis Research Libraries Consortium
- Determine the technical strategy for non-Millennium libraries.
    - Discuss with III the feasibility of a development project to resolve the Pickup Anywhere problem.
    - Send a team to Michigan for an in-depth evaluation of the DCB approach.
    - Develop a detailed workflow plan for a Missouri DCB solution.
- Determine the non-Millennium libraries to be approached.
    - Use the expertise of the Missouri Library Network Corporation, Springfield-Greene County Library, Missouri River Regional Library, and the Missouri State Library.
    - Do not talk to libraries until marketing plan has been developed.
- Based on the technical strategy and the libraries, develop a detailed plan.
    - Determine costs.
    - Develop a funding plan.
    - Develop a project plan.
    - Develop a marketing plan (to be used in persuading libraries to participate).

V. Review governance documents and recommend revisions related to MOBIUS' future development.

The Task Force was charged to review MOBIUS governance documents as related to its future development. Our recommendations incorporate both current practice as well as growth items.

A. Memorandum of Understanding

The Task Force recommends that an addendum to the *Memorandum of Understanding* be prepared for the membership and signed by each college/university president. The addendum should contain 3 issues:

1. University of Missouri serving as the legal entity for MOBIUS.
2. Reinforcement that the MOBIUS members recognize the investment in the centralized server structure as a balance between local autonomy and economic advantage. Major changes in this structure would jeopardize MOBIUS financial stability.
3. Incorporate language that documents *cooperating partners* as ex-officio, non-voting members of MOBIUS and acknowledges their participation in resource sharing.

The MOBIUS Executive Director has advised that the University of Missouri's attorneys would prefer to draft language for the first issue above. Language for item 3 above follows:

> Cooperating partners are those special and public libraries in Missouri that have met the criteria for participation in resource sharing within MOBIUS. These criteria include but are not limited to:
>
> - The cooperating partner may be a single library, a library system with branches, or a group of libraries sharing a system.
> - The cooperating partner must make application for such. The MOBIUS Council shall approve all applications.
> - The cooperating partner shall sign an individualized agreement with MOBIUS.
> - The cooperating partner will participate via their local Millennium system or an INNReach interface with their local system.
> - The cooperating partner shall maintain bibliographic, authority, holdings, and patron records to agreed-upon MOBIUS standards.
> - The cooperating partner is responsible for all costs associated with its activities in MOBIUS.
> - The cooperating partner will participate in borrowing via the electronic request function; the Visiting Patron option will not be activated (except by agreement between the cooperating partner and individual institutions).
> - Delivery sites must intersect with the MOBIUS delivery system.
> - The cooperating partner may send non-voting representatives to the MOBIUS Council. Participation in advisory committees and task forces will be defined in the MOBIUS bylaws.

B. Host Institution Agreement

The Task Force recommends that the Executive Committee revise *Section 5: MOBIUS Executive Director* in this document to reflect current practice. We recommend the following additional changes:

- Revise language to update the University of Missouri's role as the legal entity for MOBIUS.
- The Treasurer as mentioned in section 6 has not traditionally presented the budget nor has direct responsibility for the preparation of such. Change this to agree with any changes regarding the Treasurer in the Bylaws document.
- Delete last sentence in 7.2 as that task has been accomplished.
- Replace MOCBHE with MOBIUS Executive Committee in section 10.

The MOBIUS Executive Director advises that the University of Missouri's attorneys are prepared to develop language in the contract as it defines the terms and conditions under which the University of Missouri hosts the MOBIUS Consortium Office.

C. Bylaws

The Task Force recommends the following updates as well as one item currently in the Bylaws that needs to be enforced:

- II.A – Move second sentence on ex-officio members to III. C.1 & D.1. Change CBHE to State Library.
- II.C – Add wording: …and policies of MOBIUS *available on the Web.*
- Remove II.E (special membership).
- Keep II.F but renumber to II.E.
- III.D – Add University of Missouri—Columbia representative to the Executive Committee as ex-officio, non- voting.
- III.D – Add a representative from the cooperating partners to the Executive Committee.
- III.E.1 – Add that the Executive Committee is responsible for maintaining regular communications with Council representatives on consortium business matters and activities.
- III.E.6. Change to: The Treasurer is responsible for staying fully informed and being able to communicate financial information to the MOBIUS Council and Executive Committee.
- III.E.8. This section needs to be enforced so that the officers present annual reports to the Council.
- III.I.4 – Add to the duties of the Executive Director: custodian of official records.

- III.J.2.a – Revise to: …must be drawn from member institutions *or cooperating partners*.
- III.J.2.b – Add: Cooperating partners may serve on selected Advisory Committees as specified in the cooperating partners' agreements.
- III.K.1. – Revise to: … must be drawn from member institutions *or cooperating partners*.

D. Service Policy Agreement

The Task Force recommends the following updates:

- Sections 1.1, 1.2, and 2.1 need to be modified regarding CBHE as the sponsoring agency.
- Section 3 – Change to reflect that it is reviewed annually by the Executive Committee, the Executive Director, and appropriate representative of the host institution.
- Signatories need to be modified

E. Cooperating Partners Agreement

Although each cooperating partner will have a specialized agreement, we recommend that the following changes be incorporated.

- Replace all references to *INNOPac* or *III* to *Millennium* or *INNReach* as appropriate.
- Hardware, Software and Resource Sharing Arrangements – modify the agreement when appropriate to indicate that a cooperating partner may utilize a MOBIUS approved InnReach interface to a local library system. Modify bullet 4 to indicate a second option where the cooperating partner's local delivery system must *intersect* with the courier system managed by MOBIUS.
- Operational Issues – combine bullet 2 and bullet 8 regarding authorized borrowers. Change bullet 7 to indicate that the cooperating partner sets the borrowing limits as long as they do not exceed the MOBIUS standard. Bullet 9 should specify that the cooperating partner needs 1 intersecting stop with the courier system. Revise bullet 12 …policies, procedures, and cataloging/authority standards currently in force...

F. Policy on Admission of New Members

The Task Force recommends revision of the policy on admission of new members. The language has already been developed and follows. The primary changes include making provision for evaluation of the institution to assure adherence to qualifications/standards and some consultation with the involved

cluster. There is also a funding issue where we recommend adding charges for staff time in addition to the direct cost charges.

Institutions accepted for MOBIUS membership are responsible for the direct costs associated with their addition to the consortium, including III costs and data conversion costs. [Current estimate for these costs is approximately $40,000 – 50,000.] Costs within the institution for desktop computer upgrades, network implementation and upgrades, barcoding and retrospective conversion are the responsibility of the institution.

Academic institutions wishing to be admitted to MOBIUS must sign a letter of intent directed to the Executive Director of MOBIUS. The application is reviewed by the MOBIUS Executive Committee and submitted to the MOBIUS Council for consideration of membership. If an institution's application for membership is approved by the MOBIUS Council, implementation of the institution in the Common Library Platform will be scheduled in consultation with that institution.

An additional one-time fee of $10,000 will be assessed each new member to cover indirect costs associated with incorporating the institution into the Common Library Platform such as training time and other services provided by the MOBIUS Consortium Office.

Each new member accepted must also meet normal membership expectations as outlined in other MOBIUS documents. Examples of these expectations include adherence to cataloging standards, maintaining of library collections, contributing to the growth of the shared resources within the consortium, providing authority control for cataloging records, and complying with all policies and procedures applicable to consortium members.

Cluster affiliations for participation in MOBIUS will be recommended to the MOBIUS Council by the Executive Committee with advice/guidance of the member representatives of affected clusters. Issues considered would include size of the cluster, geographic locations, and missions of institutions.

The annual membership fee during the first year of membership will be prorated based on the month the membership becomes active.

Other categories of membership in the MOBIUS Consortium are Cooperating Partners and MOBIUS Affiliates outlined elsewhere.

VI. *Make a recommendation for a plan of action to the Executive Committee.*

The Task Force recommends the following steps for implementation of the recommendations contained in this report.

A. Review, revise, and approve the recommendations of the Task Force. Present the final report to the MOBIUS Council for approval. As documents are updated, present the updated documents to the MOBIUS Council for approval.

B. Address issues related to the preparation of the addendum to the *Memorandum of Understanding* and the updates to the *Host Institution Agreement.*
    1. Chair, Chair-elect, and the Executive Director need to meet with the Coordinating Board for Higher Education and discuss the changes being proposed. Consultation needs to happen prior to making any changes.
    2. University of Missouri's attorneys need to submit language regarding the areas that affect the university.
    3. Executive Committee needs to revise Section 5: MOBIUS Executive Director in the *Host Institution Agreement.*
    4. Members of the Task Force can serve as additional writers and possibly some material development could be done by Susan Bartel or other professional writer.

C. Address issues related to the *Service Policy Agreement*, *Bylaws*, *Cooperating Partners Agreement*, and *Policy on Admission of New Members.*
    1. Executive Director should update the *Service Policy Agreement.*
    2. Members of the Task Force can serve as writers for updates to the *Bylaws* and *Cooperating Partners Agreement.*
    3. The language is already prepared for the *Policy on Admission of New Members.*

D. The Executive Committee should direct the Executive Director to continue the exploration and evaluation of the DCB Server as developed by Innovative Interfaces, Inc. in Michigan. The evaluation should include the technical details, implementation issues, and resulting library functionality of this interface in Michigan. Recommendations should be developed regarding it potential use within MOBIUS. If appropriate negotiations should take place with Innovative Interfaces, Inc. for an interface compatible in an INNReach system that uses Pickup Anywhere.

E. The Executive Committee should direct the Executive Director to prepare an ongoing program for maintaining contact with groups of libraries identified as potential academic members and cooperating partners.

F. The Executive Director shall accept and process applications in accordance with the steps detailed in section II of this report.

G. The Executive Committee should direct the Executive Director to continually seek funding alternatives for assistance with the MOBIUS programs and for incorporating new members and cooperating partners.

H. The Executive Committee should develop a financial plan for MOBIUS. The Task Force attempted several times to discuss various methods of changing the assessment of fees for participation in the central server environment as well as those participating only at the INNReach level. It was very clear that there are many difficulties related to revamping these funding issues internally. We recommend that the Executive Committee direct the Executive Director to develop various alternatives for creating such a financial plan.