

DALNET STRATEGIC PLANNING RETREAT -- Number 3
July 25, 1996
Ward Conference Center, Outer Drive Campus
University of Detroit Mercy

Purpose of the Retreat:

To discuss the ALA report of DALNET members of the Ameritech/DALNET Partnership Team and provide guidance to them for their assignment.

To discuss planning issues, to make progress in our strategic planning process, and to agree on next steps.

Morning Session

- 8:30 a.m. Coffee/Continental breakfast
- 9:00 a.m. Report and Recommendations (L. Bugg and team)
 from Ameritech/DALNET
 Partnership Team members--M. Auer
 (backup at ALA M. Sheble), L.
 Bugg, A. Fidler, J. Houser, M.
 Klein, F. White
- 10:00 a.m. Developing the Strategic Plan (S. Frankie)
 Components
 Pyramid and Definitions
 Threats and Opportunities
 Proposed Mission and Vision
 Statements
- noon Lunch

Afternoon Session

- 1:00 p.m. DALNET Values/Business Principles, (P. Breivik)
 including DALNET Business and
 Financial Principles

 Cooperative projects
- 2:00 p.m. Discussion of DRAFT document: (L. Bugg and team)
 "DALNET's Vision for the Next
 Generation Library Information
 Services and System"
- 2:30 p.m. Break

Afternoon Session (continued)

3:30 p.m. Benefits of DALNET Membership (M. Auer)

4:00 p.m. Wrap-up; Plan for next steps,
including goal development; schedule
next retreat/Board meeting

4:30 p.m. Adjourn

L. Bugg/cmz
7/23/96

Attachments:

1. Map
2. Report and Recommendations from Ameritech/
DALNET Partnership Team
3. Components Diagram
4. Proposed Definitions
5. Threats/Opportunities
6. Proposed Mission and Vision Statements
7. Values/Principles Statement
8. DALNET Business and Financial Principles
9. Possible Projects memo 7/18/96
10. DALNET's Vision for the Next Generation
Library Information Services and System
(DRAFT)
11. Benefits of DALNET Membership (DRAFT 2)

Location

The Outer Drive Campus of the University of Detroit Mercy is located in northwest Detroit, on West Outer Drive at the Southfield Freeway between McNichols (Six Mile) and Seven Mile Road. The campus is accessible from the Southfield (39), Jeffries (I-96) and Lodge (US 10) Freeways

Northbound Southfield Freeway (39)

Exit at McNichols (Six Mile) Road. Proceed north on service drive to second traffic light and turn left on West Outer Drive. Cross-over Southfield Freeway and the University is located on your right.

Southbound Southfield Freeway (39)

Exit at Seven Mile Road. Proceed south on service drive to third traffic light and turn right onto West Outer Drive. The University is located on your right.

Eastbound I-96 to I-696 to Northwestern Highway (10)

Exit south onto the Southfield Freeway and follow the southbound Southfield Freeway directions.

Northbound John Lodge Freeway (10)

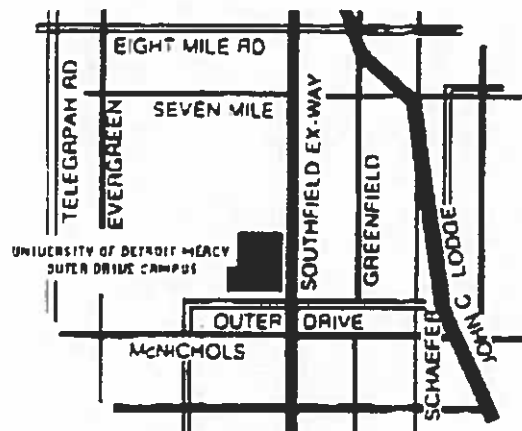
Exit at McNichols (Six Mile) - Meyers Road. Proceed on service drive to third traffic light and turn left onto West Outer Drive. Follow Outer Drive until it crosses over the Southfield Freeway. The University is on your right.

East or Westbound I-96 (Jeffries Freeway)

Exit north on the Southfield Freeway and follow the northbound Southfield Freeway directions.

East or Westbound I-94

Exit north on the Southfield Freeway and follow the northbound Southfield Freeway directions.



Ward Conference Center
2200 W Outer Drive
Detroit, Michigan 48219-0900
313-993-6088

Southbound I-75 (from Pontiac)

Exit at Eight Mile (Baseline) Road and turn right onto Eight Mile Road. Proceed to the Southfield Freeway and go south. Follow the southbound Southfield Freeway directions.

Northbound I-75 (from Toledo)

Exit onto the northbound Southfield Freeway and follow the directions for the northbound Southfield Freeway.

DALNET PARTNERSHIP TEAM REPORT AND RECOMMENDATIONS
ALA Annual Conference Vendor Meetings

July 23, 1996

John Houser, DPL, Mary Ann Sheble, UDM (representing Margaret Auer), and Louise Bugg met at ALA in New York City with representatives from Ameritech Library Services to plan our Partnership Team Retreat this summer. We also met with representatives from CARL Corporation and DRA, at the request of the Board, to explore opportunities for partnering with them.

Mary Ann took extensive notes at these meetings, which were distributed to the rest of the team members when she got back from New York. The DALNET Partnership Team members then met on July 17th and 23rd to discuss what we had learned at ALA and to outline our report and recommendations for the Board.

SUMMARY OF ALA MEETINGS

1. DRA on July 6

Six DRA representatives, led by Barbara Baumgartner, met with us for 2 hours. We discussed the components of DALNET's vision for the next generation system and our desire to explore working in partnership with a vendor to develop the system we need. We also discussed DALNET's migration needs from our mainframe system with proprietary IBM networking.

The DRA group then made a presentation on their new client/server system and its development. They emphasized that many of the features of their system, either currently available or now in development, addressed the needs of the DALNET libraries. DRA is currently committed to a number of development projects through which they will be delivering some of the features and functionality they described. They are not in a position to take on additional development partners at this time, though they are interested in learning more details about our needs for future consideration. They would, of course, be interested in selling us their new system.

*Shut us in
sell by
5/97*

2. CARL on July 8

Three CARL representatives, led by Patricia Caulkin, met with us for 2 hours. We exchanged information much as we did at the DRA meeting. The direction at CARL has been to develop a series of separate enhancements and modules for their system, rather than to build a new "all-in-one" system. Some of their modules, such as the Kids Catalog, can be used with other vendors' systems, e.g., Dynix. CARL has a legacy system with thousands of lines of programming code to initially convert and later re-design and re-write as they become UNIX-based and system independent from their current Tandem platform.

The CARL group considers the company in a "partnership" with all its clients. They are interested in coming to Detroit to show us their system in more detail. They deliver system enhancements through contractual agreements with clients.

3. Ameritech on July 7

Ameritech representatives, led by Tom Burns, included Kevin Ash, Bill Easton, and Mari Hoashi-Franklin. Together, we discussed the elements of a report on the feasibility of a partnership between DALNET and Ameritech. Ameritech envisions a model metropolitan multi-type library information system.

We came up with these plans for a two-day retreat to explore the partnership by addressing the three components identified by Tom--our shared vision, impact, and trust.

DATE: August 28-29, 1996

PLACE: Detroit Metropolitan Area

WHO: DALNET Partnership Team representatives
Ameritech team, including Kevin Ash, Tom Burns, Stacey Cheatham,
Bill Easton, Mari Hoashi-Franklin.
Plus--someone to be the recorder (e.g., Mary Ann Sheble); someone to
facilitate (e.g., from Ameritech); an Ameritech representative
from their telecommunications or other customer services area.

TENTATIVE AGENDA:

Develop a shared vision for DALNET 3 to 5 years in the future

Identify possible short and long term joint projects to achieve that vision

Identify the importance/impact of those projects

Identify additional benefits beyond the integrated library system that
Ameritech can bring to a partnership arrangement

Outline a partnership proposal within the framework of multiple projects.

HOMEWORK FOR THE RETREAT:

DALNET Team: develop a document that describes DALNET's vision for
the next generation system by the week of August 5th, and make the local
site arrangements for the Retreat.

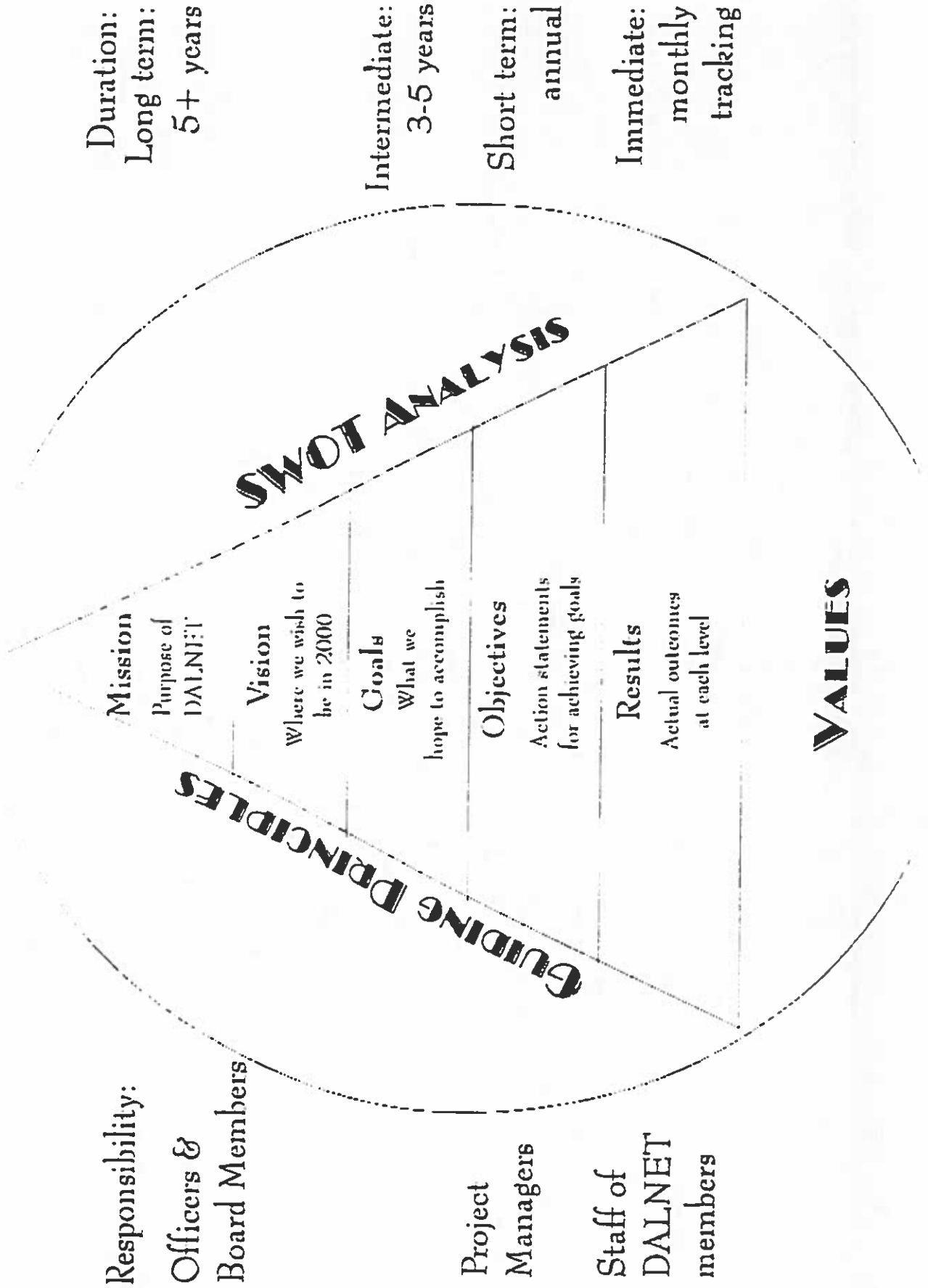
Ameritech Team: draft the agenda for the Retreat by the week of August 5th, and identify a facilitator and a telecommunications representative.

RECOMMENDATIONS

- I. The DALNET Partnership Team should proceed with the 2-day retreat with the Ameritech team members, as outlined above. A retreat site needs to be identified from among DALNET institutions. From DALNET's vision statement, the Team should develop a conceptual outline for the next generation system to be discussed at the DALNET Strategic Planning Retreat on July 25th. The feasibility report requested by the DALNET Board to help make the decision on the acceptability of the partnership will now be targeted for delivery ^{Retreat 10/11/96} in early October. This will be followed by an oral presentation to the Board of the pros and cons. This assignment should be the Team's number one priority.
- II. The DALNET Partnership Team, with input from knowledgeable DALNET staff, should further educate themselves about the current client/server marketplace by conducting a literature review and structured demonstrations of 3 to 5 leading client/server library information systems. The DALNET Partnership Team will arrange these demos and develop the list of components and key features to be examined to help determine the value of a partnership as compared with the outright purchase of a system. The demos will be done by the end of September.
- III. The DALNET Partnership Team should draft criteria for the consideration of the Board in making an informed business decision on the partnership proposal by the October Board meeting. The criteria should identify the benefits to DALNET that would make a partnership advantageous, for example:
 - A. Identify whether there are critical system features we must have and could not get without a partnership;
 - B. Identify the timeframe for delivery via partnership, purchase, or a combination;
 - C. Identify areas besides the shared system where we must have substantial benefits, e.g., telecommunications infrastructure and migration support;
 - D. Estimate the costs as compared to purchasing a system;
 - E. Identify other benefits to partnering, such as development of in-house staff expertise during the development projects;
 - F. Evidence of ability of the vendor to deliver on the partnership.

Submitted by,
Margaret Auer, Louise Bugg, Ana Fidler, John Houser, Michele Klein, Mary Ann Sheble
(Margaret's backup at ALA), and Frank White

Components of DALNET Long-Range Strategic Plan



**Proposed Definitions for use by DALNET
In
Strategic Planning**

1. **MISSION STATEMENT:** A statement of the underlying purpose of the organization; its reason for existence.
2. **VISION STATEMENT:** A statement which is a reflection of the organization's focus; states where the organization is going.
3. **GUIDING PRINCIPLES:** Statements or phrases which are outcomes of the organization's Mission Statement and provide a framework from which to act on an operational level. Principles for working together effectively.
4. **VALUES:** Statements of beliefs which the organization holds dear (e.g., "Our librarians and staff are the source of our strength. They provide our collective intelligence and determine our reputation and vitality. Involvement and teamwork are our core human values.")
5. *afternoon* **SWOT ANALYSIS.** *intended* Review of the Dalnet's Strengths and Weaknesses, as well as the Opportunities and Threats in Dalnet's environment. A SWOT analysis is an important component of any strategic planning effort.
6. **GOALS (CORE AIMS):** Statements of desired outcomes, each of which is usually the sum of a number of expectations (e.g., service quality, product quality, employee satisfaction.)
7. **OBJECTIVES:** Focused statements of desired outcomes that include time frames, people/groups responsible, action plans measurable outcomes, and levels of attainment sought.
8. **STRATEGIC INITIATIVES:** Statements of intent to consistently monitor and aggressively pursue opportunities (e.g. developing alliances with other, pursuit of grant funding).

**THREATS / OPPORTUNITIES
IN RESHAPING DALNET**

*External
environment*

Opportunity

1. External funding possibility
2. Forming alliances with business/community
3. New gateway to additional resources: access anytime, anywhere, anyone

Threats

1. Lack of systems suitable for DALNET (size and complexity, for example)
2. Cost associated with changing technology
3. Other service providers/competition

Strengths / Weaknesses

PROPOSED DALNET MISSION STATEMENT

Dalnet exists to:

- 1) ^{the} develop cooperative efforts among multi-type libraries ^{by}
- 2) ^{ing} share library automation applications
- 3) serve the information needs of its members ^{users}

PROPOSED DALNET VISION STATEMENT

By the year 2000, DALNET will

- 1) Be widely recognized as a model cooperative information services provider, anticipating and supporting the information needs of a diverse community of users in the Metropolitan Detroit area;
- 2) Through creative partnering, provide excellent, flexible, responsive and cost effective services to the communities served by DALNET members; and
- 3) Become an established gateway to unique information resources worldwide.

MEMORANDUM

TO: Margaret E. Auer
Chairperson - DALNET Board

FROM: Sub-Committee
For Values/Principles Statement

DATE: June 11, 1996

SUBJECT: DALNET Membership Values/Principles Statement

Central Administration
801 W. Fort
Detroit, MI 48226
313-496-2500

Downriver Campus
21000 Northline
Taylor, MI 48180
313-374-2700
Voice/TDD 313-374-3206
Fax: 313-374-0240

Downtown Campus
1601 W. Fort
Detroit, MI 48226
313-496-2758
Voice/TDD 313-496-2708
Fax: 313-961-9648

Eastern Campus
5901 Conner
Detroit, MI 48213
313-922-3311
Voice/TDD 313-579-6923
Fax: 313-922-1104

Northwest Campus
8551 Greenfield
Detroit, MI 48228
313-943-4000
Voice/TDD 313-943-4073
Fax: 313-943-4025

Western Center
9555 Haggerty
Belleville, MI 48111
313-699-0200
Fax: 313-699-7514

- A. Values/principles to which the DALNET membership subscribe are:
1. To give the highest priority to service to end users.
 2. To ^{deliver} ~~place an emphasis on~~ quality in all operational areas.
 3. To be committed to resource sharing.
 4. To provide ease of access to information.
 5. To recognize partner diversity and the need to be flexible in implementation of initiatives.
 6. To ^{build} ~~strive to maintain~~ strength based on common goals and needs.
 7. To participate in democratic decision-making.
- B. DALNET business principles which maximize the investment in DALNET are:
1. To engage in cost effective group practices.
 2. To share local and central site expertise.
 3. To strive for efficiency in all operational areas.
 4. To gather, evaluate and distribute relevant information before reaching a decision.

June 11, 1996
Margaret E. Auer
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5. To respect local institutional values/
principles and operational priorities.
6. To develop effective group processes for good
decision-making.

Sub-Committee: Gloria B. Ellis
Michele S. Klein
Frances O. Young, Chair

FOY/rw

For Discussion

DALNET Business and Financial Principles

- Issue No. 1:** Baseline member services, with flexibility to choose from optional, add-on services

- Issue No. 2:** Equal vote for all members

- Issue No. 3:** DALNET Administrative Cost Sharing

- Issue No. 4:** Founding member status (financial)

- Issue No. 5:** Contract termination provision

Wayne State University Libraries

Memorandum

TO: DALNET Board

FROM: Patricia Breivik *pb*

RE: Possible Projects

DATE: July 18, 1996

At a Board meeting last spring, we discussed possible areas for cooperation that emerged from the summer '95 focus group meetings which were not related to NOTIS. Attached is the summary sheet which was handed out on that occasion with the average of the ratings which those present assigned to each of the five areas.

As we work on our strategic plan, it seems a good time to review the outcomes of these discussions and, if still valid, to decide on both what should appear in the plan and what should be undertaken during the coming year.

POSSIBLE NEW DALNET PROJECTS THAT ARE NOT AUTOMATION RELATED

Based on Focus Sessions, Summer 1995

During the Summer 1995 DALNET Focus Sessions, many needs and opportunities for cooperation were identified that go beyond our shared automated system. Besides the direct benefits to DALNET in acting on some of these opportunities in the near term, success in such projects could increase our confidence in our ability and willingness to cooperate as we determine our future goals.

Obviously, we cannot do everything all at once. We need to identify potential projects, prioritize them, and choose one or two to get underway this year.

This list of possible projects is not in priority order, but is offered as a basis for discussion:

A. Training and staff development

Areas for cooperation include: basic library skills, supervisory skills, library instruction/information literacy, presentation and teaching techniques, grant writing basics, managing document access and delivery services, working with difficult patrons, public relations/publications, etc.

B. Resource sharing

Consider ways to improve access to each other's resources, for example, honoring each other's library cards, developing new borrowing agreements, reviewing interlibrary loan agreements.

C. Cooperative collection building

Consider ways to view our collections more as a whole and, with that new view, help each library maximize the value of its acquisitions. Areas of collection overlap to consider include government documents and serials.

D. Cooperative purchasing

Plan ways to enter into cooperative purchasing to further leverage our size with vendors.

E. Cooperative cataloging

Consider ways to share the cataloging workload among DALNET libraries, to reduce the number of times the same items are cataloged among us and to share specialized expertise with material format, subject, and language.

March 18, 1996
LB/cmz

1 - high
5 - low
What's low?
What's high?

RATING

3

2.2

2.7

2.4

4.1

ACCESS
Committee