

# **Catalyzing Collaboration: Seven New York City Libraries**

**Günter Waibel and Dennis Massie**

**Program Officers  
OCLC Research**



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Catalyzing Collaboration: Seven New York City Libraries  
Waibel and Massie, for OCLC Research

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Please direct correspondence to:  
Günter Waibel  
Program Officer  
[waibelg@oclc.org](mailto:waibelg@oclc.org)

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## Contents

Executive Summary .....	6
Introduction .....	7
Methodology .....	9
Focus Areas .....	10
Privileged Access.....	10
Collection Development .....	12
Outsourcing Cataloging .....	14
Joint Licensing.....	16
Shared Public View.....	17
Note .....	19
Appendix A: Group Call Agenda .....	20
Appendix B: Survey Results .....	22
Appendix C: Individual Call Agenda .....	33
Appendix E: Individual Call Background Documents .....	34
Appendix F: Names Grid .....	49

## Tables

NYC-7 Survey – Preliminary Summary – <a href="#">Brooklyn</a> .....	35
NYC-7 Survey – Preliminary Summary – <a href="#">Columbia</a> .....	37
NYC-7 Survey – Preliminary Summary – <a href="#">Frick</a> .....	39
NYC-7 Survey – Preliminary Summary – <a href="#">Met</a> .....	41
NYC-7 Survey – Preliminary Summary – <a href="#">MoMA</a> .....	43
NYC-7 Survey – Preliminary Summary – <a href="#">NYPL</a> .....	45
NYC-7 Survey – Preliminary Summary – <a href="#">NYU</a> .....	47
Names Grid .....	49

This report was originally created as a document for the seven institutions who participated in the OCLC facilitated NYC-7 collaboration discussions. Participants in this effort agreed that the record of our interactions, both its methodology and its content, might be useful to other libraries striving to collaborate.

## Executive Summary

This report details the outcomes of a discussion facilitated by OCLC Research to catalyze collaboration among the following libraries:

- Brooklyn Museum Library
- Columbia University Libraries
- Frick Art Reference Library
- Metropolitan Museum of Art Thomas J. Watson Library
- Museum of Modern Art Library
- New York Public Library
- New York University Libraries

### Our activity recommendations:

- **Highest priority: Privileged Access**  
Create a policy for mutual onsite access for NYC-7 constituencies. Create an e-delivery pilot with limited scope.
- **High priority: Collection Development**  
Share relevant policy documents. Share purchasing decisions. Create a joint collection development pilot in one or two focused collecting areas.
- **Medium priority: Outsourcing Cataloging**  
Investigate the feasibility of coordinating highly specialized areas of cataloging.
- While conversations around Shared Public View and Joint Licensing among a subset of NYC-7 libraries are probably worth pursuing, these areas of focus are not nearly as high of a priority nor as likely to produce significant impact for the group as a whole as the first three named areas.

### Our process recommendations:

- Retain a facilitator to schedule working group meetings, and keep the process moving.
- At a minimum, establish the recommended working groups for Privileged Access and Collection Development.
- Populate the working groups with high-ranking stakeholders below the director level.
- Give the working groups a directorial mandate and a time-frame to deliver a final consensus recommendation.
- Move swiftly to implement the recommendation.

## Introduction: Tough Economic Times

*“It’s [...] a perfect moment to be coming together and figuring out what we can do together as opposed to individually.”*

Jim Neal (Columbia), Carol Mandel (NYU) and David Ferriero (NYPL) approached OCLC Research about facilitating a conversation among their libraries and the NYARC art museum libraries in January 2008. Before we held our first group call on August 20, 2008, Bear Stearns had collapsed. Shortly after our call, the US government seized Fannie Mae and Freddie Mac, and Lehman Brothers filed for bankruptcy. By the time of our individual phone conversations at the end of November, the tough economic times provided an ever-present backdrop to discussions about any and all issues on the table.

The by-now proverbial tough economic times do not only impact the economic realities of libraries, they also shape their attitudes towards collaboration. While some may feel compelled to pull back from joint work to concentrate on parochial needs, those who have already started investing in collaboration in good times now find that bad times truly sharpen the focus of their efforts. While the unfolding economic realities did have an impact on the collective thinking about collaboration among the libraries we’ll call the NYC-7, we saw institutional representatives embrace a “now more than ever” attitude, as exemplified by the quote introducing this section. The economic downturn had altered the environment within which action could unfold, but the basics of the opportunity remain unchanged.

Among the library collections of Brooklyn, the Frick, the Met and MoMA (the NYARC), 83% of titles are held by only a single library. About a third of the NYARC aggregate collection is held at one or more of their non-museum library peers; conversely, two-thirds of the NYARC collection was not held at Columbia, NYU and NYPL. These figures, which first came to light in an OCLC Research study of the NYARC aggregate collection<sup>i</sup>, were the original impetus for the NYC-7 to find common collaborative ground, and they continue to be a prime motivator.

This report outlines the methodology we used to facilitate a discussion among the NYC-7 (see [Methodology](#) on page 9) with the explicit goal of identifying the most compelling projects for collaborative action. We surfaced possible areas for joint work in a brain-storming exercise during our group-call, and then proceeded to differentiate and evaluate the opportunities through a survey and individual discussions. The bulk of the report is comprised of sketches of our discussions

regarding the four main “Focus Areas”: privileged access, collection development, a shared public view of collections, and shared infrastructure (see Focus Areas on page 10). This section also outlines concrete next steps for action, including names of individuals who have been identified as crucial participants in follow-up working groups.

**Recommendations:**

- For any of the suggested working groups you chose to convene, if at all possible, we recommend that participant be stakeholders at the AUL / Senior Staff level. We believe multiple strands of conversation can move forward more quickly if they do not depend on the availability of directors.
- Working group participants should be given an explicit mandate by their directors to turn ideas into actions. Every participant in a group discussion should have a clear idea that the vision pursued by the group has been sanctioned, and what the institutional parameters of a commitment would be.
- We recommend that the NYC-7 retain a dedicated facilitator to schedule working group meetings, and keep the process moving.



## Methodology

OCLC Research created the following methodology to tease out opportunities for collaborative action among the NYC-7 libraries. Through a variety of different interactions with the same set of institutional representatives, the process guided the exploration from high-level brainstorming to a level of concreteness which could readily be translated into action. See the appendices for details about the stages of this process.

**Group call** (August 28, 2008): We spent two hours on the phone with representatives from all seven libraries, plus ex-officio Jim Neal (Columbia), to establish a joint vision and shared goals for collaborative work. This call established the areas of primary interest for the remaining investigation (privileged access and collection development), as well as other less important topics (shared public view, joint licensing, outsourcing cataloging).

**Participants:** Patricia Barnett (Frick), Milan Hughston (MoMA), Damon Jaggars (Columbia), Clayton Kirking (NYPL), Deirdre Lawrence (Brooklyn), Jim Neal (Columbia; ex officio), Ken Soehner (Metropolitan), Michael Stoller (NYU)

**Online survey** (October 7–October 20, 2008): This 30-question survey confirmed the level of interest in each area at individual institutions. The survey established a baseline understanding of convergence and divergence of opinion among the participants.

**Participants:** Milan Hughston (MoMA), Damon Jaggars (Columbia), Deborah Kempe (Frick), Clayton Kirking (NYPL), Deirdre Lawrence (Brooklyn), Ken Soehner (Metropolitan), Michael Stoller (NYU)

**Individual follow-up conversation** (November 26–December 5, 2008): The individual phone conversations with the seven library representatives allowed a more nuanced discussion of their perspective in the context of the remaining institution's survey responses. These one-hour phone conversations established the conditions under which institutions would engage in specific collaborative activities.

**Participants:** Milan Hughston (MoMA), Damon Jaggars (Columbia), Deborah Kempe (Frick), Clayton Kirking (NYPL), Deirdre Lawrence (Brooklyn), Ken Soehner (Metropolitan), Michael Stoller (NYU)

**Report:** A first draft report was issued to the group on March 26, 2009.

**Group call:** The group held a final call on April 9, 2009, and after two minor factual corrections, accepted this report as the final record of our interactions.

## Focus Areas

### Privileged Access

#### Quote(s)

- *“If there really is some sort of institutional stamp of approval,[...]then we can really talk about things like rush delivery.”*
- *“Let’s do basic services before platinum services.”*
- *“You have to open the pipeline, and refine policy later.”*

#### Summary

During the group call, privileged access to the NYC-7 collections was rated by far the most promising and potentially impactful area of collaboration among the seven institutions. The survey appeared at first to reveal a greater enthusiasm among the museums than their non-museum peers for providing delivery of materials to NYC-7 partners. However, individual follow-up conversations showed that Columbia, NYPL and NYU were also interested in delivery but required more in-depth discussion about exactly what is involved and how it would affect resource allocation and work flows before being able to commit. Everyone agreed that physical onsite access to all the collections for all the main constituents of the seven libraries would be the cornerstone of any collaborative efforts.

#### Status

Currently all NYC-7 libraries except for the Met, which has other arrangements in place, are part of the METRO referral scheme, whereby users of one library in the greater New York City area can be referred to another in the area for use of a specific item in the collection onsite. This method of referral is considered cumbersome and limiting, requiring staff to fill out a referral card and call ahead to the library to be visited, and limiting access for the user to a specific item only, not a subject area. Apart from the METRO scheme, the museums tend to have liberal access policies for any credentialed visitor, with the Frick letting in anyone who wants access to the collections, and the Met allowing access to anyone college age or above.

All of the libraries are also part of SHARES, a resource sharing consortium for RLG Programs partner institutions that also includes a reciprocal onsite access component. However, SHARES guidelines stipulate that institutions within a close geographic area may implement access policies that supersede the SHARES agreement. NYU and Columbia have a special arrangement for issuing

reading cards to each other's patrons. SHARES also provides for interlibrary lending of materials among participants. Most of the NYC-7 move materials for each other's patrons in this manner, on a non-rush basis. However, one museum library reported not being willing to borrow from NYC-7 partners, because they would not be willing to lend to them, preferring that the users at both their own and the other institutions travel to consult the material onsite.

## Discussion

Both Columbia and MoMA viewed a fast and efficient delivery mechanism as the necessary underpinning to any shared collection development activity, raising the stakes for success in collaboration around privileged access. All agreed that, at minimum, reciprocal onsite access for NYC-7 libraries is a desirable and attainable objective. NYC-7 libraries are all over the map in their current approaches and attitudes toward providing outside access to their collections. Most agreed that a delivery component is necessary to make the access arrangement truly privileged.

Regarding current onsite access policies, while the Frick will let anyone in, Columbia considers allowing visitors through the door to be in itself privileged access. NYU takes a conservative approach to allowing outside users through the turnstiles, but, once admitted, visitors have access to one of the largest runs of open stacks in the country. NYPL serves the world, if the world walks up the front steps of the 42nd Street building. NYPL further noted that due to the reorganization that will merge many functions of the research and branch libraries, the art reading room will start to become more densely trafficked and will probably require more formal access procedures. Some concern was expressed by the other six NYC-7 libraries about how to identify the main constituents of a public institution such as NYPL.

The academics plus NYPL, with more staff and other resources devoted to delivery than the museums, were much more concerned with the possible impact on workflows that new NYC-7 agreements might have than their museum partners were. Both Columbia and NYPL noted that a director-level mandate would make delivery agreements much easier to achieve. Brooklyn is ready to consider rush delivery right off the bat, while the Frick thinks that rush delivery might require some sort of fee structure to be sustainable. NYPL mentioned delivering scans from the art materials at the ReCAP storage facility for museum and NYU patrons as one possible first step. All parties agreed that nothing should be off the table, and that conversations to nail down definitions and details can likely achieve some smaller scale delivery initiative that could grow after some initial success.

## Recommendations

At minimum we think the group can find a way to open up the doors of each library to the constituents of each of the other libraries. But some NYC-7 libraries already do this for anyone who walks up to their front door. Truly privileged access will involve delivering materials on an expedited basis to users from the other libraries.

We suggest starting out small with a limited e-delivery service that will have an impact on user satisfaction, but less on library work flows and staff resource allocations. Expand the service array as core components become routine. We recommend that future conversations on privileged access among the NYC-7 libraries be given the **highest priority**, especially since any joint collection development efforts will necessarily raise the importance of having a highly developed delivery mechanism in place.

### Names

The following staff have been named by the institutional representatives to participate in the next round of discussion:

- Deirdre Lawrence and Sandy Wallace (Brooklyn); Damon Jagers and Francie Mrkich (Columbia); Suze Massen (Frick); Ken Soehner (Met); Jenny Tobias (MoMA); Ann Thornton (NYPL); Lucinda Covert-Vail and Amy Lucker (NYU).

### Tasks

These tasks were identified during the individual conversations as necessary for laying the groundwork for collaboration on privileged access:

- Survey current ID cards issued.
- Define the subgroup of patrons from each institution to be served by new agreements.
- Survey current onsite access and ILL policies among NYC-7 partners.
- Agree on what terms like “e-delivery” and “expedited” would mean in the NYC-7 context.

## Collection Development

### Quote(s)

- *“You start on the fringe and see if you can work your way in to the core...I think it has to be done, in this case, incrementally by testing the waters first. Getting some ease. And then, with the euphoria generated by the breakthrough, trying to push forward in doing something that has more impact.”*

### Summary

The group call, survey and individual conversations all pointed toward joint collection development as an area loaded with promise for creating collaborative opportunities. All participants agreed that it would be desirable to share information among the seven institutions on what material is being bought, and to share written collection development policies where available. All but one agreed that coordinating serials subscriptions could have a significant impact on the bottom line for each library. Three museums and one of the non-museum institutions are still interested in exploring offsite storage collaborations.

## Status

Currently the bibliographers of Columbia, NYPL and NYU meet annually, but there is no coordinated collection development going on. All but NYPL currently have written collection development policies; NYPL's policies can be found scattered across a large number of documents.

## Discussion

Both Columbia and MoMA stated that any shared collection development activity raises the stakes for also having a highly fast and efficient delivery mechanism in place. NYU was alone in not feeling that joint serials collecting would yield significant bottom-line improvements, noting that fairly soon serials will be acquired and retained almost exclusively in the form of licensed content, diminishing the opportunity for collective action identified by the other six participants. Brooklyn lamented that holes in a collection are difficult to repair once responsibility for collecting is ceded to another library. Some skepticism was expressed by museums and larger institutions alike that the larger group can really settle on any sort of broad joint collection policy, or that all seven institutions even have written collection development policies, or that those that have them actually follow them to the letter when acquiring materials.

Each library seems remarkably aware of the strengths and weaknesses in the collections of the other six proposed partners. Some already make collecting decisions based on knowledge of the strengths of the other institutions, such as Brooklyn not collecting medieval art and certain areas of European painting because of the strength of the Met's collections. Individual conversations were loaded with specific examples where one library could clearly take responsibility for an area of specialization, relieving others of that responsibility: NYU and the Met are both strong in Chinese language materials; MoMA and NYPL are strong in contemporary Latin American art; NYPL and the Met are both strong in European and American decorative arts; etc. Certain art subject areas are important but not widely studied and need only be covered by one of the seven institutions. Some subjects are covered comprehensively by one institution, weakly by another; the weaker collector should be able to consider divesting itself of the responsibility of keeping such materials. The museum libraries could save time, money, effort and space by dividing up auction houses and cooperating in the collection of auction catalogs.

## Recommendations

A number of promising strands for further conversation emerged:

- Sharing purchasing decisions
- Sharing collection development policies
- Launching a collection development pilot project

We recommend starting with a few clear-cut examples where it makes more sense for one library to collect in an area and for the other to divest. One clear possibility for cooperation among the museums is to divide responsibility for the collection of auction catalogs. An opportunity affecting

all seven institutions might be modern Latin American Art. After a limited start, build upon success to expand the scope of cooperation. One point to be determined is whether any cooperative collection development efforts are to center exclusively on art materials (in which case there would seem to be an equal opportunity among the seven institutions to give up some collecting responsibility), or if contextual materials will also be considered (in which case the museums, particularly Brooklyn and the Met, may be able to give up some additional areas of collecting responsibility). We recommend that these conversations be considered a **high priority**.

### Names

The following staff have been named by the institutional representatives to participate in the next round of discussion:

- Deirdre Lawrence (Brooklyn); Bob Wolven and Barbara List (Columbia); Inga Reist (Frick); Ken Soehner (Met); Milan Hughston and David Senior (MoMA); Clayton Kirking (NYPL); Michael Stoller (NYU).

### Task(s)

The following task was identified during the individual conversations as necessary for laying the groundwork for collaboration on joint collection development:

- Surveying collection strengths and weaknesses

## Outsourcing cataloging

### Quote(s)

- *“Considering what it costs the museum libraries to run technical services departments, I suspect if we worked out a business model we could pay [the academic libraries] enough. We could pay them enough and so we could both have savings.”*
- *“Does one of the museum libraries have, a particularly strong capacity to catalog in some esoteric area that we could all then pay them to do for us?”*

### Summary

The idea of outsourcing cataloging was introduced on the group call under the rubric “working the machine” - the NYARC libraries wondered whether Columbia, NYPL or NYU would be interested in providing technical processing services. The survey, however, showed that while few institutions wanted to outsource to their peers, many were interested in outsourcing as a consortium to a third party. The individual calls highlighted an increasing appetite for outsourcing of any kind at most institutions.

### Status

NYU provides cataloging services for a fee to some NYC institutions, including the Cooper Union and the New School.

## Discussion

Most NYC-7 libraries, including Columbia and NYU, indicated that they would like to outsource cataloging to the greatest extent possible. A small minority remained hesitant due to their locally-tailored cataloging (Frick, Brooklyn). NYU did not rule out the possibility of providing technical processing services for a fee to NYC-7 libraries. NYPL might have capacity for such an arrangement as well, given their new facility in Long Island City. The idea of sharing cataloging capacity in highly specialized areas (language, subject expertise) gained traction with the majority of institutions (Columbia, Frick, Met, NYU, MoMA). Some reported outsourcing most of their highly specialized cataloging already (Brooklyn), while others predicted that the majority of cataloging in specialized areas will be outsourced to vendors in the not-too-distant future (Met). The idea of joint negotiations with vendors for outsourcing the NYC-7's specialized areas of cataloging surfaced in one conversation (Met).

## Recommendation

Two promising strands of conversation emerged:

- the possibilities of outsourcing to NYU, NYPL or a third party
- the idea of coordinating highly specialized areas of cataloging

We recommend that both conversations be considered a **medium priority**. To pursue further activity, identifying the following is essential.

For outsourcing to NYU, NYPL or a third party:

- Which areas of cataloging could NYU and NYPL take on? Which areas are a good fit for third party outsourcing?
- Which areas of cataloging could NYC-7 libraries see themselves outsourcing to NYU, NYPL or a third party?
- In case of NYU and NYPL as service providers: what is the price point at which the service provider has a reasonable revenue stream, and the client still realizes savings?

For coordinating highly specialized areas of cataloging, see Tasks below.

## Names

The following staff have been named by the institutional representatives to participate in a next round of discussions:

- Deirdre Lawrence (Brooklyn); Bob Wolven (Columbia); Deborah Kempe (Frick); Ken Soehner (Met); Danny Fermon (MoMA); Meg Manaha (NYU). The institutional representative from the New York Public Library is forthcoming.

## Tasks

These tasks were identified during the individual conversations as foundational to coordinating highly specialized cataloging:

- Create a survey of existing specialized cataloging expertise at the NYC-7 institutions.
- Create a survey of specialized cataloging expertise institutions would like help with.

These surveys could be conducted in conjunction with the collections strengths/weaknesses survey suggested under Collection Development (above).

## Joint Licensing

### Quote(s)

- *“If joint licensing means a consortial agreement where we can get cheaper pricing on X resource, then I think that we would want to be in that conversation. If joint licensing means other institutions wanting to use our leverage or our licensing capability, that needs a lot more discussion, because there is only so much bandwidth for that.”*

### Summary

Joint licensing was introduced on the group call under the rubric “working the machine”— the NYARC libraries felt they might benefit from the negotiating clout of Columbia, NYPL and NYU. The survey showed tepid interest from the larger institutions in adding others to their licenses. The individual follow-up calls surfaced skepticism about the effort / pay-off ratio involved in joint licensing, while pockets of interest remained.

### Status

Many of the NYC-7 are participating or pursuing participation in collective licensing through Waldo (mentioned by Brooklyn, MoMA) or NERL (mentioned by Met, NYU). The NYARC as a group have approached Waldo to negotiate for licensed resources.

### Discussion

The academic libraries (Columbia, NYU) spoke especially eloquently about the difficulties in joint licensing arrangements, and the limited pay-off. “Piggy-backing” on existing licenses was ruled out— it detracts from the limited existing resources for licensing negotiations (Columbia, NYU). Joint licensing as a consortium seemed to offer more promise, while some commented that negotiations can be complex and protracted (Columbia, NYU), and discounts often aren’t substantial (NYU, Met, MoMA): “Even with organizations like NERL, the real impact on pricing and accessibility of resources is pretty negligible” (NYU). Bucking the trend among the non-NYARC institutions, NYPL voiced confidence in its ability to strike joint licensing deals because of their experience in negotiating complex deals for branch libraries. The NYARC libraries also remain interested in exploring joint licensing.



## Recommendation

We recommend that the NYARC libraries and NYPL further explore the topic of joint licensings, with NYU and Columbia joining in at will. This project should be considered a **medium to low priority**.

## Names

The following staff have been named by the institutional representatives to participate in a next round of discussions:

- Deirdre Lawrence (Brooklyn); Barbara List (Columbia); Deborah Kempe (Frick), Ken Soehner (Met); Lilly Pregill (MoMA); Rebecca Federman (NYPL); Angela Carreno (NYU).

## Shared Public View

### Quote(s)

- *“It would be much more interesting if, once you found something in this mega catalog, you could do something [with it]. We're saving you more than a search.”*

### Summary

The first topic to surface during the group call, “shared public view” was defined as a unified discovery platform potentially containing library, archive and museum materials from NYC-7 libraries. In the survey, six out of seven institutions declared an interest in sharing library and special collections materials in such a platform, while few had the inclination to extend this discovery interface to museum collections. During the individual follow-up calls, it became clear that the ideas about scope and content of a shared public view diverged considerably.

### Status

Three of the NYARC libraries (Brooklyn, Frick, MoMA) launched a shared online catalog (“Arcade”) on February 6, 2009.

### Discussion

For the libraries involved in the Arcade project, much of their thinking around a shared public view remained bound up in their new shared online catalog. Some speculated that Arcade should become a premier venue for art resources (MoMA), and include art related library materials from the remaining NYC-7 institutions (MoMA; Brooklyn); some envisioned enriching the catalog with links from bibliographic resources to museum objects (Brooklyn); while others thought that a NYARC portal, separate from the catalog, could bring together art-related links ranging from archival collections to oral histories (MoMA). Some institutions (NYPL, NYU) showed a particular interest in supporting better discovery of archival resources.

If the resource were conceived as consisting of library-materials only, some thought that limiting OCLC’s WorldCat to the NYC-7 through a group catalog could produce a low-cost experiment with a

shared public view (Frick, NYU). Two voices (Columbia, Met) remained highly skeptical of a shared public view idea. Who would use this resource, and what compelling functionality would keep the users attention remained unanswered questions to their mind. A low-cost experiment and functionality beyond discovery (i.e. delivery - “get it”) could sway detractors to reconsider.

Overall, the group did not coalesce around a coherent sense of what a shared view might consist of—opinions on its scope (library materials only? art related materials only? other types of materials?) and the mechanism for sharing (Arcade? WorldCat? Web pages? Federated search?) ranged far and wide.

### **Recommendation**

Because no shared vision emerged, we recommend that this project be considered a low priority. To pursue further activity in this area, the following questions would have to be answered:

- Who are the intended users of a shared public view?
- What is the minimal functionality required?
- What is the scope of content?
- How can existing technology be leveraged to create an interface to shared data?

### **Names**

The following staff have been named by the institutional representatives to participate in a next round of discussions: Deirdre Lawrence (Brooklyn); Damon Jaggars and Patricia Renfro (Columbia); Deborah Kempe (Frick); Lily Pregill (MoMA); William Stingone (NYPL); Michael Stoller (NYU). The institutional representative for the Metropolitan Museum of Art is forthcoming.

## Note

- <sup>1</sup> Lavoie, Brian, and Günter Waibel. 2008. *An Art Resource in New York: The Collective Collection of the NYARC Art Museum Libraries*. Dublin, Ohio: OCLC Research. Available online at: <http://www.oclc.org/research/publications/library/2008/2008-02.pdf>.

## Appendix A: Group Call Agenda

### NYC-7: Collaboration Instigation Group Call August 28, 2008

#### Representatives:

- Museum of Modern Art Library: Milan Hughston
- Columbia University Libraries: Damon Jaggars
- Frick Art Reference Library: Deborah Kempe
- New York Public Library: Clayton Kirking
- Brooklyn Museum Library: Deirdre Lawrence
- Metropolitan Museum of Art Thomas J. Watson Library: Ken Soehner
- New York University Libraries: Michael Stoller

#### Ex-Officio:

- Jim Neal (NYARC consultant; NYC-7 investigation sponsor)

#### Facilitators:

- Günter Waibel and Dennis Massie (OCLC Research)

#### Agenda

1. Introductions (10 minutes – All)  
Brief round robin—tell us who you are and something fabulous about the library you represent which nobody knows
2. Setting Expectations (10 minutes – Günter Waibel)  
Goals for the overall process, goals for this call, roles of participants, ground rules
3. Context (10 minutes)  
Brief reports on background information
  - How the NYC-7 effort came about (Jim Neal)
  - NYARC state-of-the-state (to be provided as background document)
4. Visioning (45 minutes)  
Free yourself from all institutional and real-life constraints. In an ideal world, what would the information landscape provided by the NYC-7 be like? How would users interact with the NYC-7 resources?

- Launching the exercise (Dennis Massie)
  - Vision (All)
5. Wrap up / Next steps (15 minutes – Günter Waibel and Dennis Massie)  
Summary of what we've heard on the call / Review of next steps

## Appendix B: Survey Results

### NYC7 Collaboration Survey

1. Please sign in by giving us your name.		Response Count
		7
	<i>answered question</i>	7
	<i>skipped question</i>	0

2. Approximately, what percentage of your total audience do the following segments represent? All answer choices must total 100% and no more (Please do not include the percentage sign).			
	Response Average	Response Total	Response Count
Credentialed Academic (Faculty, Graduates, Curators)	38.83	233	6
Credentialed Higher Education (Undergraduates)	16.33	98	6
Citizen Learners (no academic credentials)	17.50	70	4
Staff	31.17	187	6
Other Audience (you can supply a definition below)	4.00	12	3
	<i>answered question</i>		6
	<i>skipped question</i>		1

3. Which privileges can you extend to which NYC7-wide audience?(Check all that apply.)								
	NYC7 Credentialed Academic (Faculty, Graduates, Curators)	NYC7 Credentialed Higher Education (Undergraduates)	NYC7 Citizen Learners (no academic credentials)	NYC7 Staff	Non-NYC7 Credentialed Academic	Other Audience (define below)	N/A	Response Count
General onsite access	100.0% (6)	100.0% (6)	83.3% (5)	83.3% (5)	66.7% (4)	33.3% (2)	0.0% (0)	6
Access to stacks	50.0% (2)	50.0% (2)	25.0% (1)	25.0% (1)	0.0% (0)	0.0% (0)	50.0% (2)	4
Access to special collections, rare book room	100.0% (6)	100.0% (6)	83.3% (5)	83.3% (5)	66.7% (4)	33.3% (2)	0.0% (0)	6
Access to branch libraries	80.0% (4)	80.0% (4)	60.0% (3)	60.0% (3)	40.0% (2)	40.0% (2)	20.0% (1)	5
Access to other campus collections (archive, museum)	60.0% (3)	60.0% (3)	40.0% (2)	60.0% (3)	40.0% (2)	20.0% (1)	40.0% (2)	5
Basic reference	100.0% (6)	100.0% (6)	83.3% (5)	83.3% (5)	66.7% (4)	33.3% (2)	0.0% (0)	6
Consultations with subject specialist	80.0% (4)	80.0% (4)	40.0% (2)	80.0% (4)	60.0% (3)	20.0% (1)	20.0% (1)	5
In-person borrowing	25.0% (1)	25.0% (1)	0.0% (0)	25.0% (1)	0.0% (0)	25.0% (1)	50.0% (2)	4
Delivery of returnables to NYC7 library	33.3% (1)	33.3% (1)	33.3% (1)	66.7% (2)	33.3% (1)	0.0% (0)	33.3% (1)	3
Delivery of returnables to home or office	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (1)	66.7% (2)	3
E-Delivery of non-returnables	66.7% (2)	66.7% (2)	66.7% (2)	100.0% (3)	66.7% (2)	0.0% (0)	0.0% (0)	3
Rush delivery	33.3% (1)	33.3% (1)	33.3% (1)	33.3% (1)	33.3% (1)	33.3% (1)	33.3% (1)	3
Remote access to licensed content	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	33.3% (1)	66.7% (2)	3
<i>answered question</i>								6

<i>skipped question</i>		1
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4. If you have used "Other Audience" in the two previous questions, please let us know which audience you had in mind. (Otherwise, skip this question.)		Response Count
		2
<i>answered question</i>		2
<i>skipped question</i>		5

5. How many of your current users have no direct affiliation with your institution (e.g. graduates from other universities, independent researchers, citizen learners)?						
	<20%	21-40%	41-60%	61-80%	81-100%	Response Count
Percentage:	33.3% (2)	33.3% (2)	0.0% (0)	0.0% (0)	33.3% (2)	6
<i>answered question</i>						6
<i>skipped question</i>						1

6. Are there privileges you could extend that are not mentioned in the list above?		Response Count
		1
<i>answered question</i>		1
<i>skipped question</i>		6

7. Rank the following benefits of a privileged access agreement.					
	Most important	2nd most important	Least important	Rating Average	Response Count
Increased use of your collections	0.0% (0)	83.3% (5)	16.7% (1)	2.17	6
Increased access to collections for your users	83.3% (5)	0.0% (0)	16.7% (1)	1.33	6
Ability to leverage access agreement to establish joint collection development	16.7% (1)	16.7% (1)	66.7% (4)	2.50	6
<i>answered question</i>					6
<i>skipped question</i>					1

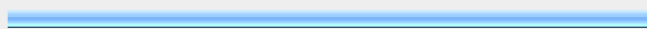
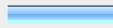
8. Are there other key motivations for entering into a privileged access agreement that we haven't mentioned so far?		Response Count
		3
<i>answered question</i>		3
<i>skipped question</i>		4



9. Give a general rating to the idea of providing privileged access, based on the level of participation you'd be comfortable with.

	Very low	Low	Medium	High	Very High	Rating Average	Response Count
What level of investment do you expect?	0.0% (0)	33.3% (2)	66.7% (4)	0.0% (0)	0.0% (0)	2.67	6
What level of reward do you expect?	0.0% (0)	0.0% (0)	66.7% (4)	33.3% (2)	0.0% (0)	3.33	6
<i>answered question</i>							6
<i>skipped question</i>							1

10. Rate the following statement. The scope of the NYC7 joint collection development activity is art resources.

	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree	0.0%	0
Neutral / Don't know	0.0%	0
Agree 	85.7%	6
Strongly agree 	14.3%	1
If you disagree or strongly disagree, what else should be in scope?		1
<i>answered question</i>		7
<i>skipped question</i>		0

11. Indicate to which of the following joint collection development activities your institution could commit.							
	Impossible	Unlikely	Neutral / Not sure	Likely	Yes, definitely	Rating Average	Response Count
Share information on which monographs are being bought	0.0% (0)	0.0% (0)	0.0% (0)	57.1% (4)	42.9% (3)	4.43	7
Share information on serials subscriptions	0.0% (0)	0.0% (0)	0.0% (0)	42.9% (3)	57.1% (4)	4.57	7
Share written collection development policies	0.0% (0)	0.0% (0)	14.3% (1)	28.6% (2)	57.1% (4)	4.43	7
Agree on collecting focus for each institution, by criteria such as publisher or subject	0.0% (0)	0.0% (0)	28.6% (2)	42.9% (3)	28.6% (2)	4.00	7
Agree on collecting focus of serial subscriptions	0.0% (0)	0.0% (0)	14.3% (1)	57.1% (4)	28.6% (2)	4.14	7
Agree on joint collection development policy	0.0% (0)	0.0% (0)	42.9% (3)	28.6% (2)	28.6% (2)	3.86	7
Agree on deduplicating commonly held monographs	0.0% (0)	28.6% (2)	28.6% (2)	42.9% (3)	0.0% (0)	3.14	7
Agree on deduplicating commonly held journal runs	0.0% (0)	28.6% (2)	28.6% (2)	28.6% (2)	14.3% (1)	3.29	7
Shared storage	0.0% (0)	28.6% (2)	14.3% (1)	28.6% (2)	28.6% (2)	3.57	7
Shared print journal archive	0.0% (0)	14.3% (1)	14.3% (1)	28.6% (2)	42.9% (3)	4.00	7
<i>answered question</i>							7
<i>skipped question</i>							0

12. Are there other joint collection development opportunities your institution can engage in that are not listed above?		Response Count
		4
<i>answered question</i>		4
<i>skipped question</i>		3

13. Rate the following components of joint collection development. How important is each for moving forward?							
	Unimportant	Somewhat unimportant	Neutral / Not sure	Important	Very important	Rating Average	Response Count
Consortial governance structure	0.0% (0)	14.3% (1)	57.1% (4)	28.6% (2)	0.0% (0)	3.14	7
Guaranteed access rights to collections	0.0% (0)	0.0% (0)	28.6% (2)	57.1% (4)	14.3% (1)	3.86	7
Explicit retention commitments	0.0% (0)	0.0% (0)	14.3% (1)	71.4% (5)	14.3% (1)	4.00	7
Conditions under which materials may be withdrawn from the agreement	0.0% (0)	0.0% (0)	28.6% (2)	57.1% (4)	14.3% (1)	3.86	7
Review schedule for all agreements	0.0% (0)	0.0% (0)	42.9% (3)	42.9% (3)	14.3% (1)	3.71	7
<i>answered question</i>							7
<i>skipped question</i>							0

14. Are there other important policies which need to be in place which aren't listed above?		Response Count
		1
	<i>answered question</i>	1
	<i>skipped question</i>	6

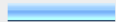
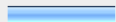
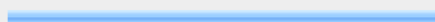

15. Which pieces of information does your institution need before it can enter into a joint collection development agreement?							
	Unimportant	Somewhat unimportant	Neutral / Not sure	Somewhat important	Important	Rating Average	Response Count
Partner's acquisition budget	0.0% (0)	28.6% (2)	0.0% (0)	42.9% (3)	28.6% (2)	3.71	7
Partner's dollar amount committed to joint acquisitions	0.0% (0)	14.3% (1)	0.0% (0)	42.9% (3)	42.9% (3)	4.14	7
Partner's long-term fiscal outlook	0.0% (0)	14.3% (1)	14.3% (1)	42.9% (3)	28.6% (2)	3.86	7
						<i>answered question</i>	7
						<i>skipped question</i>	0

16. Are there other important pieces of information which your institution needs before it can enter into a joint collection development agreement?		Response Count
		2
	<i>answered question</i>	2
	<i>skipped question</i>	5

17. Are there areas beyond monographs and serials where a more coordinated collecting approach among the NYC7 might be desirable? (e.g. archival, museum, special collections)		Response Count
		5
	<i>answered question</i>	5
	<i>skipped question</i>	2

18. Give a general rating to the idea of joint collection development, based on the level of participation with which you'd be most comfortable.							
	Very low	Low	Medium	High	Very High	Rating Average	Response Count
What level of investment do you expect?	0.0% (0)	14.3% (1)	42.9% (3)	28.6% (2)	14.3% (1)	3.43	7
What level of reward do you expect?	0.0% (0)	0.0% (0)	42.9% (3)	57.1% (4)	0.0% (0)	3.57	7
						<i>answered question</i>	7
						<i>skipped question</i>	0

19. Rate the following statement. The scope of a shared public view of NYC7 resources is materials related to art.

	Response Percent	Response Count
Strongly disagree	0.0%	0
Disagree 	14.3%	1
Neutral / Don't know 	14.3%	1
Agree 	57.1%	4
Strongly agree 	14.3%	1
If you disagree or strongly disagree, what else should be in scope?		1
<i>answered question</i>		7
<i>skipped question</i>		0

20. Rate your interest in a shared public view among the NYC7 for the following materials.

	Uninterested	Somewhat uninterested	Neutral / Not sure	Somewhat interested	Interested	Rating Average	Response Count
Monographs and serials	0.0% (0)	16.7% (1)	16.7% (1)	0.0% (0)	66.7% (4)	4.17	6
Archival	0.0% (0)	16.7% (1)	16.7% (1)	0.0% (0)	66.7% (4)	4.17	6
Object (museum collections)	0.0% (0)	16.7% (1)	33.3% (2)	16.7% (1)	33.3% (2)	3.67	6
Integrated: rare and unique materials contextualized by monographs and serials	0.0% (0)	16.7% (1)	16.7% (1)	0.0% (0)	66.7% (4)	4.17	6
Comments:							3
<i>answered question</i>							6
<i>skipped question</i>							1

21. Which of the following collections in your institution / campus fall under library purview, and which are managed outside of the library?

	Under library	Predominantly under library	Some under library	Outside of library	Response Count
Archive	71.4% (5)	14.3% (1)	0.0% (0)	14.3% (1)	7
Special Collections	85.7% (6)	0.0% (0)	14.3% (1)	0.0% (0)	7
Object Collections (Museum)	28.6% (2)	0.0% (0)	0.0% (0)	71.4% (5)	7
Comments:					0
<i>answered question</i>					7
<i>skipped question</i>					0

22. Rate your sense of whether collections managers at your institution would have an interest in contributing materials to such a shared public view.								
	Uninterested	Somewhat uninterested	Neutral / Not sure	Somewhat interested	Interested	N/A	Rating Average	Response Count
Library	0.0% (0)	14.3% (1)	0.0% (0)	0.0% (0)	71.4% (5)	14.3% (1)	4.50	7
Archive	0.0% (0)	14.3% (1)	14.3% (1)	0.0% (0)	57.1% (4)	14.3% (1)	4.17	7
Special Collections	0.0% (0)	14.3% (1)	0.0% (0)	14.3% (1)	57.1% (4)	14.3% (1)	4.33	7
Object Collections (Museums)	0.0% (0)	0.0% (0)	57.1% (4)	14.3% (1)	28.6% (2)	0.0% (0)	3.71	7
							Comments:	1
							<i>answered question</i>	7
							<i>skipped question</i>	0

23. What percentage of each of the following collections has been described?								
	<20%	21-40%	41-60%	61-80%	81-100%	N/A	Don't know	Response Count
Library	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (7)	0.0% (0)	0.0% (0)	7
Archive	14.3% (1)	0.0% (0)	14.3% (1)	42.9% (3)	14.3% (1)	0.0% (0)	14.3% (1)	7
Special Collections	0.0% (0)	0.0% (0)	0.0% (0)	42.9% (3)	57.1% (4)	0.0% (0)	0.0% (0)	7
Object Collections (Museums)	28.6% (2)	14.3% (1)	0.0% (0)	14.3% (1)	14.3% (1)	0.0% (0)	28.6% (2)	7
							Comments:	1
							<i>answered question</i>	7
							<i>skipped question</i>	0

24. What percentage of each of the following collections has been digitized?								
	<20%	21-40%	41-60%	61-80%	81-100%	N/A	Don't know	Response Count
Library	100.0% (7)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7
Archive	100.0% (7)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7
Special Collections	100.0% (7)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	7
Object Collections (Museum)	57.1% (4)	0.0% (0)	0.0% (0)	0.0% (0)	14.3% (1)	0.0% (0)	28.6% (2)	7
							Comments:	2
							<i>answered question</i>	7
							<i>skipped question</i>	0

25. Give a general rating to the idea of a shared public view of NYC7 collections, based on the level of participation with which you'd be most comfortable.							
	Very low	Low	Medium	High	Very High	Rating Average	Response Count
What level of investment do you expect?	16.7% (1)	33.3% (2)	33.3% (2)	16.7% (1)	0.0% (0)	2.50	6
What level of reward do you expect?	16.7% (1)	0.0% (0)	33.3% (2)	50.0% (3)	0.0% (0)	3.17	6
						<i>answered question</i>	6
						<i>skipped question</i>	1

26. Rate your interest in...							
	Uninterested	Somewhat uninterested	Neutral / Not sure	Somewhat interested	Interested	Rating Average	Response Count
...being added to an existing NYC7 license for electronic resources	0.0% (0)	0.0% (0)	14.3% (1)	28.6% (2)	57.1% (4)	4.43	7
...adding other NYC7 institutions to your license	0.0% (0)	14.3% (1)	14.3% (1)	28.6% (2)	42.9% (3)	4.00	7
...outsourcing technical processing to other NYC7 institutions	0.0% (0)	14.3% (1)	57.1% (4)	14.3% (1)	14.3% (1)	3.29	7
...providing technical processing capability to other NYC7 institutions	14.3% (1)	14.3% (1)	42.9% (3)	14.3% (1)	14.3% (1)	3.00	7
...outsourcing technical processing as an NYC7 consortium to a non-NYC7 3rd party	0.0% (0)	0.0% (0)	14.3% (1)	57.1% (4)	28.6% (2)	4.14	7
...outsourcing conservation/preservation to other NYC7 institutions	42.9% (3)	14.3% (1)	28.6% (2)	0.0% (0)	14.3% (1)	2.29	7
...providing conservation/preservation to other NYC7 institutions	28.6% (2)	0.0% (0)	42.9% (3)	14.3% (1)	14.3% (1)	2.86	7
						<i>answered question</i>	7
						<i>skipped question</i>	0

27. In the areas of licensing, technical processing and conservation/preservation, what kind of relationship between the party offering a service and the party taking advantage of a service do you imagine?

	Response Percent	Response Count
Fee-for-service	100.0%	6
Quid pro quo	0.0%	0
If you answered Quid pro quo, please specify what you'd like to exchange:		1
<i>answered question</i>		6
<i>skipped question</i>		1

28. Are there other activities which lend themselves to a fee-for-service relationship among NYC7 libraries?

	Response Count
	2
<i>answered question</i>	2
<i>skipped question</i>	5

29. Give a general rating to the idea of joint licensing and outsourced infrastructure, based on the level of participation with which you'd be most comfortable.

	Very low	Low	Medium	High	Very High	Rating Average	Response Count
What level of investment do you expect?	0.0% (0)	0.0% (0)	57.1% (4)	42.9% (3)	0.0% (0)	3.43	7
What level of reward do you expect?	0.0% (0)	0.0% (0)	57.1% (4)	42.9% (3)	0.0% (0)	3.43	7
<i>answered question</i>							7
<i>skipped question</i>							0

30. Do you have any other thoughts about this collaborative effort that you would like to share?

	Response Count
	3
<i>answered question</i>	3
<i>skipped question</i>	4



## Appendix C: Individual Call Agenda

1. Getting grounded (Günter Waibel)
  - Where we are in the overall process
  - Goals for this call
  - Review of documents (Group survey results; your survey response; our survey summary)
  
2. Observations about the survey (You, Dennis Massie, Günter Waibel)
  - Yours and ours
  
3. Opportunities (You, Dennis Massie, Günter Waibel)
  - The survey showed an emerging consensus around the following topics. Would you like to add an opportunity we may have missed? How could the NYC-7 pursue these opportunities?
  - Privileged access: letting NYC-7 credentialed academics / higher education through the door
  - Collection development: Collecting focus of serials subscriptions (Dennis)
  - Shared public view: Monographs and serials, as well as integration with rare and unique materials
  - Joint licensing / outsourced infrastructure: outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party
  
4. Wrap-up (Dennis Massie)
  - Next steps

## Appendix E: Individual Call Background Documents

## NYC-7 Survey – Preliminary Summary – Brooklyn

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue** = Emerging consensus for NYC-7

**Green** = Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	✓ You biggest audience by far (60%) is staff, with credentialed academic a distant second (20%).
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	✓ You were also open to receiving citizen learners and uncredentialed academics.
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	✓ You were interested in offering e-delivery of non-returnables, delivery of returnables to NYC-7 libraries, and rush delivery to all classes of NYC-7 users.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development).	✓ You fit the profile of the majority exactly on this.

## Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You're "likely" for both monographs and serials.
Most libraries could likely or definitely commit to share collection development policies.	✓ You're in the "likely" group.
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	✓ You're "likely" able to commit to such an agreement.
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well).	✓ You said "definitely" on shared storage and to shared print journal archiving.

## Shared Public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	You asked for more information about what is meant by "shared public view."

## Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license	✓ You're "interested" in being added and in adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	✓ You're "somewhat interested" in outsourcing to a third party.

## NYC-7 Survey – Preliminary Summary – Columbia

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue:** Emerging consensus for NYC-7

**Green:** Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	✓ Your biggest audience (46%) is credentialed academic, followed closely by staff (37%).
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	✓ You were open to receiving credentialed academics and undergrads, plus staff. You were alone in offering no access to citizen learners.
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	You were not interested in offering any of the delivery options. Interestingly, you were the only library interested in offering onsite borrowing.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development).	✓ You fit the profile of the majority exactly on this.

### Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You're "likely" for both monographs and serials.
Most libraries could likely or definitely	✓ You're in the "likely" group.

commit to share collection development policies.	
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	You're "neutral" on being able to commit to such an agreement.
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well).	You and fellow ReCAP participant NYPL are "unlikely" on more shared storage, and you go it alone in saying "unlikely" to shared print journal archiving.

### Shared public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	You're "neutral" on a shared view for all four classes of material.

### Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license.	You're "neutral" on being added and "somewhat uninterested" in adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	✓ You're "somewhat interested" in outsourcing to a third party.

## NYC-7 Survey – Preliminary Summary – Frick

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue:** Emerging consensus for NYC-7

**Green:** Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	Your biggest audience by far (50%) is the citizen learner, with credentialed academic a distant second (25%).
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	✓ You were also open to receiving citizen learners and uncredentialed academics. You were willing to offer all groups consultations with subject specialists.
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	✓ You were interested in offering e-delivery of non-returnables.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development).	✓ You fit the profile of the majority exactly on this.

### Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You're "definitely" for both monographs and serials.
Most libraries could likely or definitely	✓ You're in the "definitely" group.

commit to share collection development policies.	
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	✓ You're "definitely" able to commit to such an agreement.
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well).	✓ You said "likely" on shared storage and "definitely" to shared print journal archiving.

### Shared Public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	✓ You're in the "interested" group on all three, "neutral" on a shared view for museum objects.

### Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license.	✓ You're "interested" in being added and in adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	✓ You're "somewhat interested" in outsourcing to a third party.



## NYC-7 Survey – Preliminary Summary – Met

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue:** Emerging consensus for NYC-7

**Green:** Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	You did not respond to this question.
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	You did not respond to this question.
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	You did not respond to this question.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development).	You did not respond to this question.

### Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You could “definitely” share information on monographs and serials.
Most libraries could likely or definitely	✓ You could “definitely” share your collection

commit to share collection development policies.	development policies.
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	✓ You could “definitely” agree on a collection focus of serial subscriptions, as well as a collection focus for a specific criteria
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well).	✓ You could “likely” commit to shared storage and a shared print journal archive.

### Shared Public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	You’re “neutral/not sure” on a shared public view.

### Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license.	✓ You’re “somewhat interested” in being added / adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	✓ You’re “interested” in outsourcing.

## NYC-7 Survey – Preliminary Summary – MoMA

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue:** Emerging consensus for NYC-7

**Green:** Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	✓ Your biggest audience (60%) is staff, with credentialed academics at 20%.
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	✓ Most notably, you could also allow delivery of returnables, and e-delivery of non-returnables to NYC-7 staff, as well as rush delivery to the self-defined audience “museum staff.”
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	✓ As noted above.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development)	You value increased access to collections for your users the most, but the ability to leverage access agreements for joint collection development over increased use of your collections.

### Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You’re “likely” for monographs, and “definitely” for serials.
Most libraries could likely or definitely	✓ You’re in the “definitely” group.

commit to share collection development policies	
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	✓ You're "likely" to be able to commit to such an agreement.
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well.)	✓ You're "definitely" able to commit on shared storage and a shared print journal archive.

### Shared Public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	✓ You're also "somewhat interested" in a shared view for museum objects.

### Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license.	✓ You're "interested" in being added / adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	✓ You're "interested" in outsourcing.

## NYC-7 Survey – Preliminary Summary – NYPL

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue:** Emerging consensus for NYC-7

**Green:** Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	✓ 80% credentialed academic.
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	✓ You'd also allow consultation with a subject specialist, and you'd extend those privileges to all audiences.
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	✓ In-person borrowing and delivery options marked as N/A.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development).	✓ You agree.

### Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You could “definitely” share this information.
Most libraries could likely or definitely	You're “neutral/not sure” about sharing collection

commit to share collection development policies.	development policies.
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	✓ You're likely to commit to a collection focus of serial subscriptions.
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well).	✓ You're "unlikely" concerning shared storage, and "neutral/not sure" on shared print journal archive.

### Shared Public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	✓ You're "interested" in a shared view for all materials, including objects (museum collections).

### Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license (as is NYPL).	✓ You're "interested" in being added, and "somewhat interested" in adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	✓ You're "somewhat interested" in outsourcing technical processing.

## NYC-7 Survey – Preliminary Summary – NYU

This summary highlights responses where we felt we saw an emerging consensus around a topic. The table contrasts a generalization with how you felt about a particular issue. A check mark indicates you were in harmony with what was said in the left column.

**Blue:** Emerging consensus for NYC-7

**Green:** Emerging consensus just for NYARC (Art Museum Libraries)

### Privileged Access

Generalization	Response
Key audiences for the majority of respondents are credentialed academics and staff.	✓ Your biggest audience (42%) is credentialed academic, followed closely by undergrads (36%).
All respondents would allow credentialed academics and credentialed higher education from NYC-7 institutions through the door (onsite access, special collections & rare books, basic reference). Most respondents would allow NYC-7 staff the same privileges.	✓ You were open to receiving credentialed academics and undergrads, plus citizen learners. You did not indicate staff could have access; would this category already be covered by citizen learners?
Only some of the art museum libraries responded to some of the delivery options (delivery of returnables to NYC-7 library, e-delivery of non-returnables). None of the other libraries responded to delivery options.	✓ You were not interested in offering any of the delivery options.
High degree of agreement on benefits of privileged access (in order of priority: Increased access to collections, increased use of collections, ability to leverage access agreements for joint collection development).	You were unique in placing the highest value on the ability to leverage access agreements for joint collection development.

### Collection Development

Generalization	Response
All libraries could likely or definitely commit to share information on which monographs and serials are being bought / subscribed to.	✓ You're "likely" for both monographs and serials.
Most libraries could likely or definitely	✓ You're in the "definitely" group.

commit to share collection development policies.	
Most promising for striking an agreement: most libraries could likely or definitely agree on a collecting focus of serial subscriptions.	✓ You're "likely" to be able to commit to such an agreement.
All art museum libraries could likely or definitely commit to shared storage or a shared print journal archive (with one academic library interested in the latter as well).	You're "neutral" on committing to shared storage and the sole academic library "likely" on shared print journal archiving.

### Shared Public View of NYC-7 Collections

Generalization	Response
Five out of seven respondents are somewhat interested / interested in a shared public view of monographs/serials and archival materials, as well as an integrated view of rare and unique materials contextualized by monographs and serials.	✓ You're also "interested" in a shared view for museum objects.

### Joint Licensing and Outsourced Infrastructure

Generalization	Response
Museum art libraries are somewhat interested / interested in being added to existing licenses for electronic resources or adding other institutions to their license.	You're "somewhat interested" in being added and "neutral" on adding.
Six out of seven respondents are somewhat interested / interested in outsourcing technical processing as a NYC-7 consortium to a non-NYC-7 third party.	You're the one institution that is "neutral" on outsourcing to a third party.



## Appendix F: Names Grid

Library	Privileged Access	Collection Development	Shared Public View	Outsourcing Cataloging	Joint Licensing
Columbia	Damon Jaggars, Francie Mrkich	Bob Wolven, Barbara List	Damon Jaggars, Patricia Renfro	Bob Wolven	Barbara List
NYPL	Ann Thornton	Clayton Kirking	William Stingone	Forthcoming	Rebecca Federman
NYU	Lucinda Covert- Vail, Amy Lucker	Michael Stoller	Meg Manahan	Meg Manahan	Angela Carreno
Brooklyn	Deirdre Lawrence, Sandy Wallace	Deirdre Lawrence	Lily Pregill	Deirdre Lawrence	Deirdre Lawrence
Frick	Suze Massen	Inge Reist	Deborah Kempe	Deborah Kempe	Deborah Kempe
Met	Ken Soehner	Ken Soehner	Forthcoming	Ken Soehner	Ken Soehner
MoMA	Jenny Tobias	David Senior, Milan Hughston	Lily Pregill	Danny Fermon	Lily Pregill