Exposing Consortial Holdings Working Group Report

The Exposing Consortial Holdings Working Group was charged by the RAILS Board Consortia Committee with reviewing options for exposing library holdings on the web. Exposing consortial holdings is the first step in facilitating resource sharing and providing a vehicle for library staff and patrons to request material from other libraries. The working group examined the history, mechanics, and current landscape of this facet of library service and presents the following report.

Background: Defining Consortial Holdings

Before answering questions posed in the working group and determining strategic priorities for exposing consortial holdings on the web and facilitating resource sharing, some common understanding on consortial holdings is needed.

Creating and Exposing Consortial Holdings

There is an important distinction in the work of consortia in Illinois between creation/maintenance of bibliographic records to support a consortium's holdings and exposing those holdings outside of the consortium.

Most Illinois consortia rely on OCLC for cataloging and there is no other source that provides the breadth and quality of records as OCLC WorldCat (as of September 2019). These consortia are dependent on OCLC cataloging services for creating and maintaining consortial holdings.

Exposing those holdings to a wider audience is an automatic by-product of OCLC cataloging services.

What are consortial holdings?

First, it is important to distinguish consortium catalogs from union catalogs.

In a consortium catalog, individual libraries within a consortium rely on being able to identify the titles their library owns within the consortium catalog. Consortial holdings are the shared collection of libraries' individual holdings that comprise membership in the consortium. What a library owns, as related to bibliographic record/title, is based on a standard control number (e.g. OCLC standard number). In Illinois, consortial catalogs are Cooperative Computer Services (CCS), I-Share, Pinnacle Library Cooperative (PLC), PrairieCat, Rock River Library Consortium (RRLC), Resource Sharing Alliance (RSA), Sharing Heartland's Resources Equally (SHARE), and System Wide Automated Network (SWAN).
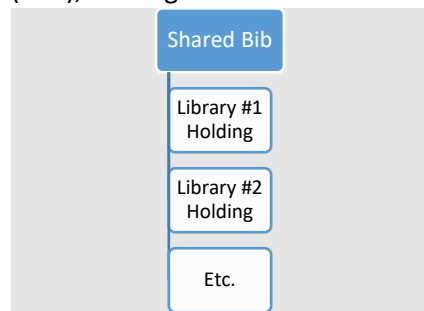

Figure 1: How consortial holdings are organized

In a union catalog such as OCLC WorldCat, the individual libraries' holdings are set, in addition to consortial affiliation. Having libraries grouped by consortial affiliation in a union catalog is important, as this allows resource sharing to be more efficient.

How are consortial holdings set?

In a consortium catalog, holdings are set at the individual library level, which are managed through consortium practices. Day-to-day operations require libraries to set their individual holdings within their consortium catalog. This allows for items to be accessed through online catalogs and circulated. Typically, libraries "attach" their item to an existing bibliographic record in the shared catalog. The responsibility for creation and management of those bibliographic records may fall under centralized cataloging by consortium staff. It may also be the responsibility of cataloging staff at member libraries to add the shared bibliographic record, e.g. the first library to receive the new title will catalog the item. There is also vendor record import that may add a new bibliographic record or update an existing record. These practices, or any combination of these practices, set holdings in the shared catalog.

In OCLC WorldCat, the process is different. To expand resource sharing outside of the consortium membership, consortia in Illinois rely on the OCLC WorldCat bibliographic database as a means to indicate library ownership via WorldCat Discovery (https://illinois.on.worldcat.org).

Within OCLC WorldCat, the Illinois consortia members are grouped by consortium. The ability for library users to exclude the consortium affiliated with the library ensures the user is requesting material not already owned and shared within the consortium. This scoping allows end users and staff to examine holdings through this hierarchy: Worldwide – Libraries in Illinois – Libraries in the consortium – Institution.

Figure 2: Scoping of holdings

How do consortial practices differ from standalone practice?

The OCLC WorldCat union catalog reflects standalone and consortial holdings. While the end result is similar and effectively undetectable to the larger resource sharing community using WorldCat, the difference is by *whom* and *when* these holdings are updated.

Consortium staff manage this process on behalf of their libraries who are OCLC members. Centralized management and coordination of this process removes much work for consortium members.

When the holdings are set can vary, but recent practice among Illinois consortia using centralized processing has been to set holdings nine times per year.

A common pitfall seen throughout the worldwide community is lack of removal (unset holdings) from the union catalog when items are discarded from the local catalog. Many standalone libraries and consortia that have not automated the comparative analysis for generation of deletes face this problem. In Illinois, consortia working with The MARC of Quality have avoided this problem.

Who maintains consortial holdings in OCLC?

In practice, most Illinois library consortia assume responsibility for the task of updating member libraries' holdings in OCLC, though this is not mandated at any level. Any library that is an OCLC member could update its own holdings, and standalone libraries all have their own methods and practices for updating. There are various approaches to maintaining holdings. These can be explained as centralized and decentralized models.

Decentralized: Academic libraries in CARLI I-Share maintain their own OCLC holdings with assistance from CARLI staff. Typically, as these academic libraries catalog, they attach I-Share holdings and manage their collections. In addition to setting holdings within their consortium catalog, the cataloging staff at individual academic libraries update WorldCat holdings as part of their normal workflow.

Centralized: For large multi-type and public library consortia in Illinois (CCS, PrairieCat, RSA, SHARE, SWAN), the holdings of all the individual libraries within the consortium's holdings are set through a comparison of MARC records associated with each member on a periodic basis. To accomplish this, an export of MARC records is sent to The MARC of Quality nine times per year for comparison with previous catalog snapshot, via their OSMOSIS service. This process generates huge batch files of adds and deletes for processing. The MARC of Quality coordinates the loading of these adds and deletes files with OCLC. New records/items (called "adds") get holdings set per institution's OCLC symbol. This symbol is associated with the bibliographic record. Additionally, removed records/items (called "deletes") have symbol holdings unset.

The Pinnacle Library Cooperative works directly with OCLC coordinating the data sync for their membership on the same general monthly cycle as the multitype consortia using OSMOSIS.

The working group contacted ten other consortia or statewide groups in eight states and Canada. To summarize their responses:

- Of the ten entities, two use SkyRiver as their principal source of bib records.
- Two others use Z39.50 targets almost exclusively, with some members also using OCLC (but this is not required of members).
- Seven consortia do not require OCLC, but have libraries that use it and are responsible for their own adds/deletes of holdings.
- One system does perform holdings adds/deletes for ten of their members.
- Two of the organizations use a group OCLC symbol for the entire consortia.
- One organization shares an OCLC symbol with other affiliated systems. Records are downloaded by the first system and shared by the others.
- Three organizations do not add holdings on behalf of their members, but do run deletion processes for their members.
- One organization does not manage holdings for members, but does manage bib records for members.

What is the importance of setting holdings? And related, the importance of doing this at the consortial level?

Accurate holdings in the consortial catalog or union catalog (WorldCat) ensure effective and efficient resource sharing. Managing union catalog holdings at the consortial level helps standardize practice and offers a higher level of quality control.

To be part of a large resource sharing network, libraries want to have central catalogs where identifying libraries with ownership of bibliographic titles can be relied upon and used to facilitate interlibrary loan requests. Consortium member libraries are committed to resource sharing – that is why they have joined their shared community. They are also committed to sharing outside of their home consortium. They cannot effectively share if their holdings are not maintained.

Resource sharing within a consortium represents the vast majority of a member library's interlibrary loan activity. However small the external sharing percentage is, baseline numbers of resources shared outside their home consortium are not insignificant. Consortial libraries are committed to providing this service outside their membership, and rely on an automated process of having holdings maintained on their behalf.

Extending resource sharing outside of Illinois is also a vital service to some libraries. For example, some member libraries use the Interlibrary Loan Fee Management (IFM) service inherent in OCLC to charge minimally for out-of-state requests, managing those incoming funds against requests by their patrons that may incur costs. Having this service provides an operational funding source to support their own patron requests, removing the need to pass along any ILL charges.

Background: History of Batch Loading in Illinois

For additional background, the working group compiled a history of batch loading in Illinois:

- March 1996: Illinois Library System Directors Organization approved the "Linking LLSAPs" goal of "Seamless Searching and reserving for all Illinois citizens on Illinois Databases."
- 1997: The Illinois State Library (ISL) signed a contract with OCLC to set all LLSAP holdings in WorldCat. Up to this point, not all of the holdings for LLSAP members were represented in WorldCat. In July, the state library and OCLC signed a contract stipulating that all libraries in Illinois using OCLC-derived bibliographic records must become OCLC General Members-Tapeloaders in accordance with the *Guidelines for the Use and Transfer of OCLC-derived Records.*
- Due to this requirement, regional library systems needed to move away from their centralized group symbols, and have each library's holdings reflected under an individual symbol, which led directly to the statewide batchloading project.
- On May 27, 2000, the North Suburban retrospective batchload was completed at OCLC, the first using The MARC of Quality. Alliance, DuPage, Lewis and Clark, Northern Illinois, Rolling Prairie and Shawnee Library Systems retrospective batchloads were completed in June. In August, Consortial Load 1 consisting of 4,640,000 records from seven library systems were sent to TMQ for processing. The River Bend Library System retrospective batchload was completed in October.
- September 2001: Heritage Trail and Suburban Library Systems retrospective batchloads were completed.
- November 2001: Three percent of all WorldCat holdings were sourced from Illinois batchloading project.
- In approximately 2002, the ISL established the Statewide Cataloging Standards Committee. The work of the committee influenced batchloading by establishing uniform bibliographic practices that were vital to online searching interoperability.

Working Group Findings

The Exposing Consortial Holdings Working Group was charged with helping to determine strategic priorities for exposing consortial holdings on the web and facilitating resource sharing in the absence of the OSMOSIS service. The question of finding a replacement for TMQ's OSMOSIS product is a complex one because it currently resides within an OCLC-based ecosystem. This ecosystem is further dependent on the Illinois State Library's Group Services contract with OCLC, as it depends on that bundling of OCLC cataloging and ILL. However, some RAILS members have expressed a desire for more affordable alternatives to the Group Services contract model of OCLC membership, and RAILS has worked to develop and offer these alternatives. The original goal of exposing accurately updated consortial holdings via the web is still valid, but now exists in a more complex evolving ecosystem, albeit one that still includes OCLC as a major part.

The RAILS Exposing Consortial Holdings Working Group explored the questions in its charge, and has come to the following conclusions.

1. What options exist to help meet the objective of exposing library holdings on the web and facilitating resource sharing?

Libraries may work with any combination of some or all options listed below. Some of the following options offer either exposure of holdings OR resource sharing (considered for this report as the opportunity to place and fulfill a request for library materials), or both. Options that offer only exposure can serve as an avenue for patron discovery, but may still present a barrier to fulfillment.

Shared Catalog Consortia

Shared catalog consortia, as discussed above, expose the holdings of each individual member library. They also offer requesting and fulfillment of holds, and materials are conveyed between libraries by regional library systems. The advantages of sharing holdings of many libraries across one platform, patron-initiated requesting, and seamless delivery, meet the majority of patron needs. Estimates vary across consortia, and precise numbers are challenging to identify due to the idiosyncrasies across libraries and consortia of how interlibrary loan numbers are tracked and reported, but it's safe to say that 95-98% of interlibrary loan activity at any library in a given consortium happens within that consortium.

OCLC Interlibrary Loan

This option is available to the 813 OCLC member libraries in RAILS that are part of the Illinois Group Services contract or that pay a la carte for this service. This option offers staff-mediated or unmediated requesting via the OCLC interface or catalog integrations. OCLC also exposes library holdings publicly via WorldCat; libraries must make manual or batch updates to ensure accuracy. Across Illinois, consortium libraries account for about 51% of interlibrary loan requests and 58% of loans filled via OCLC, with I-Share libraries being the heaviest consortial users of OCLC ILL.

The following table shows interlibrary loan activity within consortia and in OCLC for RAILS libraries during FY2019. Note that OCLC members are counted and presented in OCLC-supplied statistics at the building level, which is reflected in the standalone library count. Consortium member numbers are presented here at the agency level. Overall, consortial libraries are generous lenders, and fulfill the majority of their own interlibrary loan needs within their consortium.

Consortium	Libraries	Intraconsortial ILL Borrowing	OCLC Requests Initiated	OCLC Loans Filled
Pinnacle	6	333,958	16,493	5,840
RRLC	9	10,359	3,477	569
CCS	25	1,254,493	20,836	40,378
I-Share	68	175,345	104,748	77,066
SWAN	99	1,578,467	48,128	52,309
RSA	148	645,399	14,537	17,889
PrairieCat	136	646,642	20,374	20,236
Standalone	1,190	N/A	217,626	156,757

Figure 3: Interlibrary loan activity in RAILS in FY2019

Find More Illinois

Find More Illinois is a RAILS service offered to Illinois libraries. It uses the SHAREit software from Auto-Graphics to connect multiple consortial and standalone ILS platforms to provide a single web-based interface for patrons to search for items and place interlibrary loan requests, and for library staff to manage those requests. For most participating libraries, holdings are updated in real time in SHAREit. For most consortial catalogs, the holdings of all member libraries are exposed, and only those holdings of Find More Illinois participants are available for request.

Find More Illinois went live with a limited pilot in 2018, and is consistently growing. As of September 2019, there are 37 public, academic, and school library members, representing five consortia and six standalone libraries. As it grows past its infancy, Find More Illinois will become a stronger resource sharing platform, with standalone libraries and members of smaller consortia seeing the most benefit. In addition, Auto-Graphics offers ISSI (Interstate Sharing Initiative), an Auto-Graphics initiative that connects multiple SHAREit consortia across the United States. Find More Illinois participants can opt in to ISSI individually once RAILS enables participation.

Other Solutions

OCLC FirstSearch/WorldCat

The Illinois State Library pays for a statewide subscription to FirstSearch, including access to WorldCat Discovery, which exposes the collections of OCLC members statewide. Libraries that are not OCLC members can still use FirstSearch for searching.

ALA request form

Any library can use the ALA/RUSA-supplied ILL form to fax or email a request to any other library.

PrairieCat barcode purchases

The PrairieCat consortium offers a barcode for $100 to standalone libraries that allows access for staff to place 100 holds in the PrairieCat catalog on behalf of patrons.

SHARE Illinois

SHARE Illinois is a loose cooperative agreement between most RAILS consortia that provides for the creation and maintenance of patron barcodes assigned to each library of all participating consortia. Library staff use these barcodes to log into the online catalogs and place holds on behalf of their patrons. This was originally established in 2003 as a workaround for a more

centralized and automated solution. RAILS support will be sunsetted when five of the six RAILS-area consortia have libraries participating in Find More Illinois.

Standalone catalog access
Some standalone libraries allow access to the public catalog for other libraries to place holds on behalf of their patrons, generally with reciprocity expected.

2. Is it necessary to have a single solution to accomplish the goals of accurately exposing consortial holdings and facilitating resource sharing?

Any solution(s) should address the needs of multiple sizes and types of libraries, and offer libraries the ability to make their own decisions from a suite of options. It is not likely that a single solution can accomplish this. Patrons may engage in discovery from a number of different sources that may in turn result in a request for libraries to engage their resource sharing options to obtain needed materials.

3. What are the potential pathways that may or may not include OCLC? How important is it to consortia to require OCLC membership?

Resource sharing
Illinois has a strong tradition of resource sharing, and many library workers consider it their professional responsibility to share their library's materials. These activities have been bolstered for decades by state-supported delivery services offered at no cost to libraries, and a history of required OCLC membership. Though OCLC membership is no longer required by the Illinois State Library, many consortia do require OCLC, and an overall perception remains that OCLC is a must for Illinois libraries. In practice, consortial holdings fulfill most ILL needs of their members, and the need for OCLC resource sharing is dependent on library size and type. OCLC use is heaviest among academic libraries; for many other libraries (especially schools and small public libraries), OCLC is not a crucial piece of the resource sharing puzzle and some other combination of the options above could provide a workable solution depending on interlibrary loan volume and needs. In addition to or instead of OCLC resource sharing, Find More Illinois can be a scalable and cost-effective option for standalone and consortial libraries.

Cataloging
The need for OCLC as a source of cataloging records is a necessary part of any conversation about OCLC. Many consortia require OCLC membership, and the Illinois library community has a tradition of prioritizing OCLC-sourced records. The 2015 RAILS OCLC Alternatives Environmental Scan Report (https://www.railslibraries.info/system/files/Anyone/attachment/pdf/environmental_scan_of_oclc_alternatives_final_report.pdf) explored alternatives to OCLC for cataloging records, and concluded that in the mixed bag of vendor-sourced records, SkyRiver was the only possible viable option at scale. However, anecdotal information indicates the status of SkyRiver is currently unknown. There are several smaller-scale sources for quality cataloging records outside of OCLC, but these have limited application. Consortia tend to prefer to keep their databases clear of lower-quality metadata supplied by materials vendors. OCLC continues to be highly preferred as a source of cataloging records.

4. Discrepancies in fees and prohibitively high cost to some libraries erode statewide investment in OCLC. What is the Illinois State Library's long-term commitment to OCLC, and WorldCat specifically?

OCLC membership fees for Illinois libraries vary widely based on how fees were calculated at the time the library joined. Some libraries pay as low as $200-300 per year, while others' fees are in the mid-five figures. These fee discrepancies do not correspond directly to use or demographic factors – similarly sized libraries can have fees that vary by thousands of dollars. Additionally, the current baseline fees for OCLC membership are too high for many smaller libraries. RAILS attempted to work with the Illinois State Library and OCLC in 2015 to shed light on these discrepancies and attempt to find resolution. Much information was shared about OCLC services, use in Illinois, the effects of pricing discrepancies, and OCLC initiatives at the time. One key conclusion from these talks was that if OCLC were to recalculate fees for all RAILS libraries or for a consortial group bill based on today's formula, many libraries would be assessed much higher fees, and a reduction in fees for any library would be unlikely. When subscription pricing was introduced, OCLC made it clear that it was locking in a certain amount of revenue for the company and pricing would reflect that revenue moving forward.

The Illinois State Library has provided information about the Group Services Contract in several documents at https://cyberdriveillinois.com/departments/library/libraries/OCLC/home.html#Services.

The working group addressed several questions to the Illinois State Library:

What are the most used services in the Group Services contract? Is it possible to get statistics on this?

- ISL staff report that cataloging and related services are used the most, with an assumption that the most-used service in that category of the contract is Data Sync, an automated service that allows OCLC member libraries to sync their holdings with WorldCat.
- RAILS has requested detailed statistics per line item in the Group Services contract, ideally with a breakdown by library so we can further analyze use. This could be combined with additional data about those libraries to try to get a better understanding of needs and possibly try to determine a potential tier breakdown.

What is the importance of FirstSearch besides WorldCat? What is the State Library's long term commitment to FirstSearch and WorldCat?

- FirstSearch provides some research databases, but WorldCat is the most used. As the union database of member holdings, it is necessary for the OCLC Interlibrary Loan service.
- OCLC cites the exposure of holdings on the web as the primary value of FirstSearch. For example, Wikipedia uses OCLC#/WorldCat links for books, and GoodReads links to WorldCat, but the actual use of these links is unclear.
- ISL offsets the OCLC subscription bill for all ILLINET member libraries by providing FirstSearch through a separate contract with OCLC. Many libraries that don't use Group Services and/or aren't OCLC members account for a lot of WorldCat use. Academic libraries in general use it much more heavily; in particular, some Illinois academic libraries use WorldShare Management Services to supplement their ILS, leveraging the WorldCat bibliographic database and knowledge base of electronic resources using WorldCat Discovery as their discovery layer.

Would the State Library consider working with OCLC on a pricing structure that offers tiers at different levels for libraries that can't afford and/or don't need the one size fits all of the Group Services contract?

ISL is open to a tiered subscription model and has already begun the research. The Group Services contract is in place for two years (FY20-21), with optional three-year renewal, and this time would be used to determine objectives. According to OCLC, it is possible to offer a cataloging-only contract to Illinois libraries, and tiered pricing is an available option that has never been pursued. If there are potential competitors for cataloging-only services, this would have to be a separate RFP, and not renegotiated as a component of the current Group Services contract. Potential renegotiation to include tiers would be contingent on State of Illinois procurement guidelines.

Next steps would involve working with systems and consortia to determine interest and define some form of commitment to the process. ISL wants to be sure that whatever they do is responsive to actual member needs, with the acknowledgement that the needs of academic libraries are very different from most of the rest of the library community. Participation by any library is not mandated at the state or system level, but may be required by consortia.

5. What is the long-term or medium-term need to keep holdings updated in OCLC?

There is a medium- to long-term need to keep holdings updated in OCLC, as there is still significant dependence on OCLC in general.

6. If this is needed, what are the core issues facing each consortium in updating holdings?

- Without OSMOSIS, consortia still need a tool to determine adds and deletes for individual libraries based on consortium catalog updates since the last catalog snapshot.
- OCLC's native Data Sync may meet needs – manages holdings at library symbol, submitted at group symbol level, submitted as batch files provided by the consortium of composite changes (previously submitted by TMQ after the OSMOSIS analysis).
- Current group symbols don't accurately reflect consortium membership – the Project X group is addressing this.

7. Is there an existing provider that can develop and/or deliver the service?

With OSMOSIS service discontinued after FY2020, there are no other vendor services that can fill this catalog comparison and analysis as the initial step in updating of OCLC holdings. OCLC's Data Sync or batch load processes can continue to process the holdings updates submitted, but a mechanism of reflecting those incremental changes can only be provided by a catalog analysis to determine periodic adds/deletes.

OHM

OHM (formerly known as Project X) has the potential to replace the function that OSMOSIS currently serves for Illinois consortia. The goal is to provide an open source platform that can be used throughout Illinois, and eventually expanded to other libraries and consortia outside of Illinois LLSAPs. Since December 2018, an ad hoc group including representatives from the Cataloging Maintenance Center (CMC), RAILS, ISL, CCS, Pinnacle, PrairieCat, RSA, SHARE, and SWAN has met nine times and hosted a collaborative meeting with OCLC staff on WorldCat holdings update through Data Sync processing. In

addition, information has been shared with CARLI regarding development of the tool, and they have expressed interest in watching the development of a consortium-level tool for holdings management.

OHM and its collaboratively designed specifications would solve the problem of managing holdings deletion, which all consortia and libraries have difficulty solving. Without dynamic updating of holdings within OCLC, a catalog snapshot must be able to compare against an earlier generation to determine which holdings need to be added and deleted. OHM design accounts for both adds and deletes and therefore represents a unique solution benefitting multiple libraries and consortia. The group members have outlined detailed design specifications and are ready to begin development of the tool. Development will be managed by SWAN staff.

OCLC Group Symbols Clean-Up

One of the housekeeping chores that is critical for the success of maintaining OCLC holdings is ongoing maintenance of libraries within the consortia and their association with consortial group OCLC symbols. Unfortunately, when system mergers happened nearly a decade ago, shortly behind the realignment of OCLC regional support centers, Illinois OCLC group symbol management fell by the wayside. The ad hoc group has also taken on responsibility to audit and reconcile OCLC group symbols within Illinois. Symbols have also not been updated in L2 and the LLSAPs are auditing this information.

Through proper association of library OCLC symbols within their consortium group, OCLC tools and applications can be effectively configured and used to support individual library, consortium-level, Illinois, and worldwide scoping of holdings. This facilitates effective resource sharing and enables libraries to configure patron-initiated requests, routed to the WorldShare ILL request queue or submitted as direct requests, if desired. Without holdings management, symbol management, and consistent configuration guidelines, these services are unused.

8. If we move forward with a unified solution like Project X (now OHM), who provides funding and maintenance?

Funding resources will need to cover costs of data storage and web services required to host the tool and provide accessibility for all participants. This is estimated not to exceed $200/month or $2,400 annually. Consortium partners have indicated a willingness to support these efforts. As project lead in the development efforts, SWAN has committed resources to support this effort, as SWAN will need this service regardless of partner consortium collaborators. The development efforts will be accomplished through resource contributions of time and expertise of SWAN and other consortial staff. Applications development tools will all be based on open source to avoid any ongoing licensing costs.

The platform will be distributed through GitHub to the library community for further enhancement and development as a catalog maintenance and analysis tool. The LLSAP cataloging managers group will continue to collaborate and share expertise in development of documentation; secure and limited access to source code for support purposes; and coordination of monthly runs to review output, processing time, and potential for more frequent updates. The SWAN consortium will be the responsible agent for coordination and support of these activities through the initial year of operation. The collaborative group can examine shared responsibility after the initial year, as well as consideration of separate distributions for their own specific consortial requirements in the future.

Instrumental to the success of this project is continued collaboration and development, and implementation of new solutions as research and development uncovers – avoiding the creation of another OSMOSIS which becomes antiquated as new solutions emerge.

Working Group Recommendations

Each of the concentric circles in the graphic below is a key component of the resource sharing landscape in Illinois. Not all libraries participate at all levels, but each level should be strengthened and supported to the greatest extent possible. The following recommendations are intended to address the most pressing short-, medium- and long-term issues articulated in the Working Group's charge.
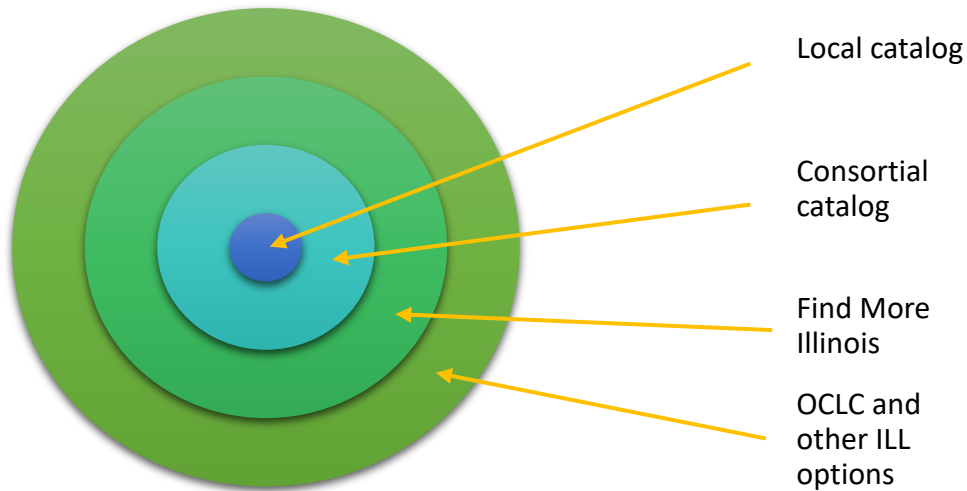

Local catalog

Consortial catalog

Find More Illinois

OCLC and other ILL options

Figure 4: Resource sharing options in Illinois

1. Continue with OHM. RAILS LLSAPs could consider using some of their financial support from RAILS to support this effort.
2. Address the inequities in OCLC pricing and use. This factor is largely out of our control – a mass recalculation within the current Group Services contract is not workable. The following options should be explored:
   a. The existence of viable alternatives, especially the growth of Find More Illinois, could allow some libraries to drop membership.
   b. Work with ISL to explore options outside of the current Group Services contract such as cataloging-only and tiered subscription pricing.
   c. It is possible that there are strategic opportunities for consortia members to leave OCLC. For example, libraries that do not bring OCLC cataloging records into the database can still attach their holdings in the consortial database and use non-OCLC options for external ILL.
3. Find More Illinois is in its infancy and will continue to grow with continued promotion from RAILS. RAILS will participate in ISSI (Interstate Sharing Initiative), which will expand the potential of Find More Illinois to fulfill broader resource sharing needs.
4. Sunset SHARE Illinois as Find More Illinois grows, reducing confusion and simplifying the available options.