

Chapter 1 : OCLC: An Enterprise With a Global Perspective

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In the 10 years he has been president, he has transformed the company into a global enterprise and created greater value for libraries and the public. They saw that by creating a computerized system they could eliminate redundant tasks so libraries could share resources and reduce costs. In , regional networks around the country were interested in joining OCLC; a national system was needed. But its objectives have remained consistent since the beginning: People in the taxpaying, for-profit world occasionally say that its not-for-profit status gives OCLC an advantage. Specifically, they think that OCLC does not pay taxes and does not have to earn a profit. However, OCLC actually has for-profit subsidiaries and pays taxes for those entities, and OCLC must also earn excess capital to finance expansion and development. The critics often do not acknowledge that the not-for-profit status carries the burden of having to achieve a public educational purpose that OCLC fulfills through services to libraries and the distribution of WorldCat, a catalog of global library resources, free to the public. Now there are And this global perspective at OCLC is becoming more accepted and valued. Additional employees in other countries helped develop a global perspective within OCLC and increase awareness of the need for global information resources. The global perspective is also reflected in the new governance structure. Jennifer Cargill, dean of the library at Louisiana State University, talked about the benefit to scholars, students, and faculty. As OCLC grew, it relied on regional networks for marketing, distribution, and customer support. The networks derived revenue from surcharges added to OCLC charges and member dues. Redefining the Pricing Structure In recent years, some libraries were concerned because libraries in different parts of the country were being charged different prices for the same services. These libraries also were not satisfied that they were receiving value for the surcharges they were paying. OCLC is implementing a new pricing system in which all libraries will pay the same price for the same service. Networks may not add surcharges, but they may charge fees for OCLC services, such as for billing, training, and installation. If networks opt for the billing services, they will be responsible for billing and collecting from the libraries in their areas and will receive a percentage of the billings. Reactions of network directors have been mixed. Directors are concerned that they will have less cash flow and that they will have to diversify and develop new business to survive. Another area of interest was the reaction to the changes OCLC is implementing with networks. Libraries can access only those databases to which they subscribe. First Search uses WorldCat to provide a link from the databases to the subscribing library. WorldCat leads a searcher to the nearest library that holds the desired item. If users do not want to go to a library, they may go to Google Books or to an online bookseller. WorldCat includes diverse collections in libraries in many languages and many formats including, paper books, downloadable audiobooks, and videos. Linking WorldCat to libraries increases visibility of libraries worldwide and opens library collections to more people. WorldCat lets people know about these unique collections, rare books, and other items. Print on demand is likely to become widespread in libraries and bookstores for out-of-copyright and public domain materials. Inclusion of these materials in WorldCat will create the need for print-on-demand services. The library will print and bind copies of public domain books pre from its collections and from collections of the Open Content Alliance and other digital sources. A user clicks on an item of interest and is rerouted back to WorldCat and rerouted to a library. The user can enter a zip code and be routed to the nearest library. Looking to the Future And what does the future hold? It is a simple equation. Fred Kilgour wrote it down forty years ago. Web Harvester is a tool that enables libraries and other institutions to capture and to add web content to their digital collections; the Digital Archive Service provides secure, long-term storage of digital materials and collections for preservation purposes. He stresses that products and services will continue to be integrated into library workflows so libraries can achieve new efficiencies, effectiveness, and visibility. Efforts will continue to extend and to enhance WorldCat and to invite more libraries around the world to join OCLC, add their holdings to

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WorldCat, participate in OCLC governance, and build a more valuable global resource that is available to all who have access to the internet. Here is a look at the latest 15 companies and when each of them was acquired:

A new governance structure for OCLC: principles and recommendations. 1. A new governance structure for OCLC: principles and recommendations. by Arthur D. Little, inc.

PAIS, a not-for-profit corporation with offices in New York, publishes the PAIS International database, which contains over , records of abstracted-and-indexed literature from over countries. OCLC is a nonprofit corporation based in Dublin, Ohio, that serves over 36, libraries in 74 countries. The merger follows discussion and negotiations that began in June Libraries can access the records through the OCLC Cataloging service and may download them into their local online public access catalogs. Started in to promote the shared cataloging of significant microform sets, the service produces tapes and electronic files containing cataloging records for various sets of items at a relatively low cost to libraries. Libraries may choose to delete all fields and add an field containing the URL of their choice. There are increased options for the deletion and addition of other fields as well. Libraries may choose to add a field to all records, making the set easy to locate should the need arise to remove the records from their local catalogs. In addition, improvements have been made to the customized call number processing that is available for most microform sets. The enhancement also includes the option for automatic periodic updates containing new records that have been added to the set. Catalog cards are no longer available for WorldCat Collection Sets. An interactive Web order form allows OCLC libraries to easily and quickly view the sets available for purchase and, at that same time, place an order for the sets. Library staff can log on via any valid OCLC password and authorization. A paper order form is also available for nonmembers or others who prefer not to use the interactive Web form. The sets of records are collected cooperatively with OCLC libraries, and additional volunteers are needed to catalog these sets. Catalogers are given a special symbol and authorization to use for cataloging only the specified set of records. The set is then pulled together by collecting all records cataloged using this special symbol. Searches, updates, and replaces are free of charge, and credits are given for original records. OCLC is seeking additional participants in the project <http://> Now we have the technology at hand to help librarians perform these tasks more efficiently than ever. Rockwood, editor and publisher of Choice magazine, said: The library or group receives a list of the titles on the recommended list that it does not own the miss list. The list is composed of bibliographic records organized in WLN Conspectus order. The committee also approved updates for several parts of the Dewey Decimal Classification system to be included in the next edition: EPC also approved a draft of the abridged edition version of Table 1. The committee works with the editors of the Dewey Decimal Classification system and advises OCLC Forest Press on matters relating to the general development of the classification. The board has also appointed a special advisory council to help guide and direct the study. The study will help us determine how OCLC can best organize its governance to achieve this global vision. Today, the question is how to extend membership in OCLC on a global basis. Little in its study of strategic directions and governance. The consultant will examine environmental factors likely to have an impact on OCLC in the future, including the economic environment for libraries; the rapid development of the Web, telecommunications, and computers; and initiatives by commercial entities to provide information services directly to end-users. Records that retrieve multiple matches or no matches are then processed by the RetroCon service staff. The University of Iowa Libraries collection is quite comprehensive, and our preliminary analysis shows that the success rate for RetroCon Batch processing should be well within this percentage. The RetroCon staff now uses text-editor software to create a spreadsheet with information in columns. Also, the library now has the option of receiving the information via e-mail attachment or through ftp, as well as on diskettes. Dewey for Windows v2. This electronic version of the Dewey Decimal Classification system offers an enhanced and updated DDC 21 database, automatic cutting, and a powerful annotation feature. Beginning with version 2. Subscriptions may be started at any time during the year, but all subscriptions are renewed in January, when the updated database is published on a new CD-ROM. It is updated annually and published each January.

Chapter 3 : 24housing Â» Your News Â» New Governance Structure for Accent

OCLC has adopted a new governance structure designed to extend participation in the cooperative to an increasing number of libraries and cultural heritage institutions around the world.

That first day, Ohio University cataloged books online. The colleges and universities in the state of Ohio founded the Ohio College Library Center to create a computerized system for the libraries of Ohio academic institutions. Selected Articles from Library Technology Guides The following are a sample of articles related to the major events in the corporate history of OCLC, or you can view all articles related to the company from Library Technology Guides. SkyRiver Technologies, the sister company and lead plaintiff of the suit, has been absorbed into Innovative Interfaces, which will integrate the SkyRiver cataloging service into its product offerings. Smarter Libraries through Technology: Jay Jordan will continue at the helm. It has released open data licenses for some of its ancillary products. Through a series of actions, OCLC has demonstrated a progressively more open approach to the information assets under its stewardship. This product makes use of the OCLC WorldCat knowledge base, which holds data describing the universe of specific holdings that can be accessed via the electronic resource packages available to libraries. Functionality offered by the WorldShare License Manager includes selection, acquisition, and management of electronic resources as well as link resolution. The application manages related to vendors, subscription details, license terms, and access restrictions. Breeding, Marshall, Information Today December 5, OCLC Brands and Strengthens its Webscale Strategy OCLC has been promoting its Web-scale Management Services as an alternative to traditional library management systems and it has created a new technology platform to support both its own automation services as well as those created by library developers. Significant activity has been churning around these activities, with the initial version of the library automation services complete and 32 libraries now using it as their production platform. OCLC has now launched a new brand around these efforts: Given the size and reach of OCLC, its new entry into the field marks a major event. In recent weeks, this system has shifted from concept to practice as it begins to find production use. Beginning July 1, the WMS became available to libraries willing to be early adopters. KG Bond, is a major commercial vendor of library automation software for libraries in German speaking countries in Europe. The company also offers a bibliographic utility for its customers to support cataloging operations. While public libraries dominate its customer base, it also serves school, special, and academic libraries in smaller proportions. Releasing an API to external, unaffiliated developers may open up new opportunities that will enable library-created bibliographic data to be used in new types of applications Breeding, Marshall, Smart Libraries Newsletter June OCLC Reveals its Strategy for Library Automation In a move that has stirred some controversy in the library automation industry, OCLC has announced that it will extend WorldCat Local, initially positioned primarily as a discovery tool, to provide a complete suite of services for the automation of libraries. Work is now underway to create services associated with WorldCat Local that perform circulation, resource fulfillment, acquisitions, and license management. Taken together, these services will obviate the need for a library to operate its own integrated library system. The acquisition of this product gives OCLC control of an important piece of the infrastructure that connects individual libraries to the content and services on the Web. OCLC has not yet revealed the amount paid for the remaining 40 percent of the shares. Although cast as a merger, the terms of the arrangement spell out an acquisition. If the deal completes, RLG will no longer exist as a separate organization. This company brings into the OCLC fold content components related to e-journals holdings and key technologies in the reference-linking arena. Openly shifts its private-company status into a division of a non-profit organization. Existing management and staff will remain in place. Though not considered a major move back into the integrated library system arena, OCLC PICA, a cooperative of European libraries in the Netherlands, has acquired Sisis Informationssysteme, a small company that produces library automation software. OCLC signs agreements with publishers worldwide. OCLC has signed agreements with leading publishers from around the world to add metadata for high-quality electronic and print books, journals, databases and learning materials that will make their content discoverable through WorldCat Discovery. OCLC Research, in partnership with

the Canadian Association of Research Libraries, is currently conducting a survey on innovation trends and priorities in research libraries. The survey is being sent to library directors at 31 institutions in Canada. As the demand for library space increases, the staff are having to consider ways in which they can free up space, while also working to adhere to their commitment of growing their physical collections. OCLC has extended its partnership with the National Library of New Zealand with an agreement to provide more than New Zealand libraries access to WorldShare Interlibrary Loan, which connects thousands of libraries around the world.

Chapter 4 : Governance Structures | Literacy Basics

VIAF as an OCLC service. A new governance structure. A transitional year for VIAF. Library 1. Library 2. Other partner 1. VIAF Council. One representative from each VIAF.

Board adopts new Division I structure Student-athletes will vote at every governance level August 7, The Division I Board of Directors today restructured how schools and conferences will govern themselves, paving the way for student-athletes to have a voice and a vote at every level of decision-making. Board members changed little from that proposal, only reducing the number of conferences required to sponsor a proposal within the group of five conferences from three to one what is currently required to sponsor Division I legislation. Any amendment is subject to approval by a five-conference presidential group before consideration by the full voting group. The steering committee, which will continue as a transition committee, indicated it was open to tweaks over the next year. The Division I Council, which will make rules for all Division I members, will adopt new rules in April each year using a more streamlined governance process. Click on the image for a larger view. The final model expands the Division I Board of Directors to include not only more presidents, but also a student-athlete, faculty representative, athletics director and female administrator. A new body known as the Council will be responsible for day-to-day operations of the division and include more voices: The new model also grants flexibility to schools in the Atlantic Coast, Big 12, Big Ten, Pac and Southeastern conferences to change rules for themselves in a list of specific areas within Division I. The legislative process for these 65 schools, which could begin as early as Oct. The Council governance process will be streamlined and simplified as well: Rules can be adopted in April only, instead of April and January. Additionally, the process for requesting reconsideration of a rule will be simplified see graphic. The proposed governance redesign legislation is subject to a day override period as specified in the current legislative process. For the board to reconsider the change, at least 75 schools must request an override. Generally, reconsideration occurs at the next scheduled board meeting, set for Oct. The new model was adopted as a single piece of legislation, and any override request must override the entire model, not specific portions. However, the group retains the ability to review all rules made by the Council. The 24 members would consist of: The FCS and Division I conferences would determine the rotation of conferences with representation on the board. Council Operations The increase in size would make the weighted voting totals on the Council: The five conferences have outlined how they will vote on rule changes. The steering committee removed transfers from the list of rules that the 65 schools in the five highest-resource conferences could change with a caveat. In order for more flexibility to be granted over an area, three of the five major conferences would have to agree. If 12 of the 20 presidents or chancellors on the board approve, the item can be moved to the list. The steering committee chose to lower these thresholds because feedback from within the five conferences indicated that the previous standard could impede the ability of the conferences to advance an agenda to support student-athletes. To conduct business within this category, each of the five conferences would appoint one representative from each of the 65 member schools and three student-athlete representatives from each conference to cast votes, for a total of 80 votes. Items could be approved in two different ways: The substructure for shared governance will not be prepared to consider and adopt legislation until the legislative cycle.

Chapter 5 : Defining program governance and structure

Bersoff: The new governance structure will make APA an even more effective organization; that's the primary benefit for members. When the new structure is fully in place, APA will be able to respond more quickly to changes in the marketplace or the policy arena.

This "body of certainty" guides further work, provides a basis for understanding the context required for decisions, and allows participants to easily locate parties responsible for specific work areas. These components and work results may include published practices for program staff to follow, role definitions, specifications for allowable decisions, and so forth. They also encompass the creation of organizational structures, such as an organizational model and a governing body. This article will focus on the latter, examining how to define an effective program governance structure. Program and governance Before we launch into a more detailed discussion of program governance, let us define two basic terms we will use in this article. Program A program is a major enterprise initiative -- an element in the overall business strategy and direction. A collection of projects with a common goal or success "vision" under integrated management. These projects consist of people, technology, and processes aimed at implementing significant business and technology change. Governance As programs progress, they require a linkage mechanism that ensures alignment between business strategy and direction, and the path to needed outcomes over the life of the program. In other words, this mechanism must help the program sustain its potential to deliver its promised value. Moreover, other mechanisms must provide oversight and control during program execution. They should also allow management to refine the definition of success to maintain alignment with evolving business strategy. The simple diagram in Figure 1 provides a view of the overall context in which programs are enabled and executed. View image at full size Figure 1: Overall work context for programs As the simple diagram in Figure 1 shows, the overall business and IT strategy and direction are first defined for the enterprise. To achieve the necessary linkage, oversight, and control we described above, programs must institute effective governance, which for program management is defined as follows: Governance, for a program, is a combination of individuals filling executive and management roles, program oversight functions organized into structures, and policies that define management principles and decision making. This combination is focused upon providing direction and oversight, which guide the achievement of the needed business outcome from the execution of the program effort, and providing data and feedback, which measure the ongoing contribution by the program to needed results within the overall business strategy and direction. The concept of governance has multiple dimensions: Overseeing and actively managing program work is a more complex undertaking than project management. Furthermore, programs are dynamic, not static. They must respond to external events and changing conditions. Therefore, an effective governance structure and set of governance functions must provide the means to identify, assess, and respond to internal and external events and changes by adjusting program components or features. A poor or nonexistent governance structure will leave the program in a continuously reactive state, constantly struggling to catch up with changing conditions. Sign up for a free Bluemix cloud trial , and get started. In this article we will take up a number of elements in governance, including: These may include a program steering committee, a Program Management Office PMO , the program organizational model, and the project organizational model. Designed to provide guidance and direction, these may include policies, governance principles, and decision or authority specifications. Goals of program governance Program governance addresses a number of goals: Define and implement a structure within which to execute program management and administration Provide active direction, periodically review interim results, and identify and execute adjustments to ensure achievement of the planned outcome which contributes to success of the overall business strategy To achieve these goals, organizations define, agree upon, and implement structures within the program effort. For example, within a consensus-oriented business culture, the program structure should provide for achieving, and continuously refining, consensus around major program outcomes. A program organizational structure that runs counter to components of the business culture will struggle to achieve momentum and forward motion. Active direction

for the program is achieved through a combination of the right individuals, an effective structure for management and oversight, and a "set" of program roles and responsibilities. Roles and responsibilities should be defined and structured, with the needed outcomes of the program in mind, and to "fit" within the management philosophy and enterprise approach. Program governance structure and roles To be effective, the individuals who direct the program and those who oversee its work activities must be organized, and their contributions must be modeled to ensure that authority and decision-making has a clear source, the work of management and oversight is efficient, and the needs for direction and decisions are all addressed. An organizational model should decompose all management and oversight functions, and describe the relationships among them. Figure 2 is a fairly typical model; and variations are possible. Sample program governance structure Below, we will look at three roles shown in Figure 2: Direction and oversight A program needs one or more executive sponsors to ensure that it will make an appropriate and necessary contribution to the overall enterprise business strategy. For a major initiative that will impact and benefit multiple enterprise segments, multiple executives typically share this accountability. This might be structured in one of two ways: One senior executive sponsor is designated as the final decision maker, and other executive sponsors serve as members of a steering committee. In addition to providing advice and impact assessments, these committee members are jointly responsible -- with the senior executive sponsor -- for a successful program outcome as well as desired outcomes in their respective business segments. Such initiatives require a governance mechanism through which all segment representatives can reach agreement on a direction that will result in desired outcomes for everyone. These programs also need a forum in which the representatives can raise issues and adjust direction, resources, or timing by consensus, as required. This mechanism is often a steering committee. Steering committees can follow different models. For example, a committee might consist of: Executive-level sponsors who must reach consensus on issues, changes, and adjustments in order to proceed consensus model Executives and senior managers who are stakeholders for some aspect of the defined outcomes. Their role is to understand issues and needed changes, provide advice and assessment of potential impact, and make needed adjustments within their own responsibility area consultative model Representatives for the major business segments who are responsible for outcomes, or portions of outcomes, within the business strategy and direction. Their role is to monitor program progress, understand issues raised and adjustments made, assess potential impact within their own business segments, and carry back information about committee decisions to their respective business segments advisory model Consultative and advisory models have a number of similarities. A key difference, however, is that in a consultative model, each business segment has significant ownership of the work effort and its results within that segment. In the advisory model, that ownership is diminished. Information is carried back to the business segment, and any decisions, adjustments, and issue resolutions are expected to conform to the direction provided by the program governance body or structure. A program, as we know, consists of multiple projects, each with its own project manager. Does this, then, make the program manager a "super project manager? Plans, organizes, directs, and controls the project effort. Directs managers to achieve defined outcomes aligned with business strategy. Manages for on-time delivery of specific products. Manages work within the project plan framework. As Table 1 shows, the program manager and project manager roles are quite different from one another. Whereas project managers typically focus on delivering a specific component, program managers typically focus on one or more outcomes that are business strategy components. Maintaining links to business strategy Throughout program planning and execution, managers must ensure that the program sustains a connection to the business strategy. As we have noted, this strategy is dynamic, not static. We can divide such mechanisms into two categories: Mobilization strategic review A number of work products specifically related to an individual program effort should be developed, and agreed upon, during the definition of the business strategy. These products describe the results of strategic work efforts to define the program, and justify proceeding with it. They provide initial links to the business strategy and help to frame the mobilization effort. These products should include: IT goals and strategy Program capital and expenses budget Program benefits definition.

Chapter 6 : Governance Model | blog.quintoapp.com - The Official Site of the NCAA

About the OCLC Americas Regional Council Comprised of members from libraries and cultural heritage organizations in Canada, Latin America and the Caribbean and the United States, the Americas Regional Council is one of three regional councils that are part of OCLC's new governance structure to facilitate member-to-member discussions.

The policy tells an organization what to do, and the procedure tells how to do it. Each policy should have a procedure, and together these documents will direct board and staff on making decisions and working within certain limitations. The first step, and often the hard work, is in the development of policies and procedures. The governance model of an organization will dictate how the development of policies and procedures unfolds, but often the development of policies falls to the board and the development of procedures to the Executive Director. Regular review and revision of policies is good practice and is often conducted by a committee for board discussion and approval. Their resources not only include templates for policies and procedures in generic organizational categories like financial management, human resources, administration, marketing and volunteer management, but also include templates specific to literacy service delivery such as information and referral, service planning and case management. Canadian Society of Association Executives

It is not mandatory for a non-profit organization to become incorporated or to apply to be a registered charity. These are separate and distinct processes that create certain benefits and responsibilities for organizations that choose to do so. Incorporation is the process of creating a legal entity that has an independent existence, separate and distinct from that of its members. For more information see the section of this module on Boards and Risk Management. An organization must be incorporated to be eligible to receive government funding. For example, the Ministry of Training, Colleges and Universities requires agencies that apply for Literacy and Basic Skills funding to be incorporated. As well, the Ontario Trillium Foundation and many other funders require organizations that apply for funding to be incorporated. Most foundations also require organizations seeking funding to be registered charities. An incorporated organization is required to file regular reports and comply with specific regulations or risk losing its corporation status. Be sure to check the specific regulations for incorporated and charitable organizations in your province or state. Most organizations in Canada can apply for corporation status through the appropriate ministry of their provincial government. Some organizations, depending on their mission, are required to apply for federal incorporation. Charitable Status In order to issue a receipt for donations suitable for income tax purposes, an organization must be a registered charity. Most foundations require organizations seeking funding to be registered charities. Again, there are reporting and compliance procedures required for charities, but many organizations see the advantage in being able to accept charitable donations. A charity can provide donors with an income tax receipt, often an incentive for donors. Click here to learn more about becoming a federal charity. It lists a number of activities that must be undertaken in a successful organization. The result will be the basis for a governance structure tailored to your own organization. At a board meeting: Hand out the sheet to all board members and the ED. Allow about 15 minutes for each person to mark in which column the decision or activity belongs. Compile the answers on a master sheet, showing how many responses were put in each column. Review the distribution of answers, noting the items on which there is consensus there is a diversity of opinion the consensus of the board is different from the response of the ED Discuss the items in categories b and c until you reach an agreement among the board and between the board and ED Executive Director. Charity Channel, May

Chapter 7 : OCLC - Wikipedia

Between and , OCLC membership was limited to institutions in Ohio, but in , a new governance structure was established that allowed institutions from other states to join. In , the governance structure was again modified to accommodate participation from outside the United States.

Chapter 8 : New Governance Structure | Castle Hill Infant & Junior Schools

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Welcome from your Global Council! The OCLC Global Council represents libraries from all over the world. As your elected delegates, we represent and reflect the local, regional and global values of libraries as a part of the governance process of the OCLC cooperative.

Chapter 9 : OCLC company profile

Developing an effective governance operating model 1 Introduction 1 Improving Bank Board Governance: The bank board member's guide to risk management oversight, Deloitte Center for Financial Services,