COOPERATING LIBRARIES IN CONSORTIUM HISTORY
By Karen Harwood   December 1, 2010

Cooperating Libraries In Consortium (CLIC) is a non-profit corporation of eight libraries officially incorporated in April, 1969. The Presidents of the institutions signed the Articles of Incorporation on April 15th and the documents were filed with the State of Minnesota on the next day. The original members were private colleges: Augsburg College, Bethel College (now Bethel University), College of St. Catherine (now St. Catherine University), College of St. Thomas (now University of St. Thomas), Concordia College (now Concordia University), Hamline University, Macalester College, and The James J. Hill Reference Library. Today in place of J. J. Hill Reference Library Northwestern College is the eighth member of the consortium.

From the Articles of Incorporation: "The corporation shall have the power: 1. To serve as a means and entity for the accomplishment of joint or cooperating efforts by its members. 2. To provide an entity which can receive, use, and dispense potentially available funds which will support and encourage programs operated by cooperating libraries and librarians. 3. To improve through these efforts both individual and combined library resources and services."

EARLY DAYS
CLIC emerged from a setting in the 1950s and 1960s that promoted cooperation among librarians, institutions, and funding agencies. Throughout its existence the primary objective has been to improve library service to the various libraries' users.
Supported by funds from the Hill Family Foundation, the J.J. Hill Reference Library and some private colleges worked on joint projects including two union lists of serials holdings in 1954 and 1959.   Fairly regular meetings of the library directors continued from 1959 to 1969 when a statement of cooperative practices was reaffirmed by the libraries: 1. Reciprocal circulation and reference 2. Photo-duplication, 3. Cooperative acquisitions, and 4. Union list of periodicals.

ORGANIZING
The original Board of Directors for CLIC was composed of the Directors of the member libraries (**See Appendix 1)**

CLIC's organizational meeting took place on April 15, 1969, with Russell Barnes, Hill Library as Acting President. Members present: Karlis Ozolins, Augsburg College, Mrs. Margaret. Dewey, Bethel College, Sr. Marie Inez Johnson CSJ, College of St. Catherine, Rev. Clyde Eddy, College of St. Thomas, Glenn Offermann, Concordia College, Jack King, Hamline University, Mrs. Jean

Archibald, Macalester College, Herman Henkle, Hill Library Consultant, and Mrs. Jack King, visitor.

First officers of the CLIC Board were elected: Ozolins, President, Johnson, Vice President, Offermann, Secretary, Barnes, and Treasurer. The meeting continued with Ozolins presiding.

The CLIC Bylaws were accepted as presented.

Motion to establish an account at the Commercial State Bank of St. Paul was passed.

Monetary support for services was based on the assessment of fees based upon one percent of each library's operating expenditures and grant monies. The initial budget was $11,485.

A motion to accept James J. Hill Reference Library's (hereafter known as Hill Library) invitation to serve as CLIC's headquarters and mailing address was passed. Thus CLIC's early home became a 7x12 foot room at the Hill Library. Meetings of the CLIC Board were held at member libraries.

CLIC's courier service for the pick-up and delivery of interlibrary loan materials among member and other libraries was housed and dispatched from the Hill location.

At the September 10, 1969, Board meeting a motion passed to hire Stephen Plumb as the first coordinator of CLIC. He was hired to work half time supporting CLIC operations   and half time for Hill Library. For a list of Coordinators/Directors of CLIC   (**See Appendix 2**)

At the end of September, 1969, the need for an Executive Committee to carry out routine business matters between bi-monthly board meetings was recognized and the four officers were designated as the Executive Committee. At this period the Board did not meet in June, July or August.

1970—1979

1970

On January 9, 1970, CLIC's interlibrary delivery system serving each CLIC library began staffed by Joel Olsen, an Augsburg student, on Monday, Wednesday, and Friday from January to May. Fee charged by Mr. Olsen was two dollars an hour and ten cents a mile.
Charges for photocopies were set at ten cents a page and work was being done to create methods of collecting statistics and payments.

The first major activity of the Consortium was the publication of a computer-produced Union List of Periodicals and Newspapers in 1970. This list facilitated a thorough examination of institutional collective serial holdings which resulted in title transfers and consolidation of holdings among institutions The list enabled better decisions about new subscriptions, subscription cancellations, location, length of retention, and binding.

Early in 1970, the cooperative acquisitions goal of the consortium began to be addressed.
Library directors were asked to have their institutions appoint a faculty member to an Advisory Committee to CLIC. A committee of board members was appointed to develop a CLIC acquisitions policy (Minutes May 6, 1970) Board members appointed their acquisitions librarians or another appropriate individual to serve on a selection-acquisitions committee to discuss purchase of expensive materials.

A Board publications committee began work on a brochure about CLIC.

April 10, 1970, the annual dinner began the tradition of annual CLIC celebrations.

The first revision of CLIC Bylaws was passed on May 19, 1970.

In July, 1970, Hill Library employed a systems analyst, Mr. Fraser. Among his assessments he undertook to become familiar with CLIC libraries and flow chart their technical services operations to see if there would be practical ways of centralizing some of them. Formal termination of pursuing CLIC wide centralized processing took place at the November 3, 1971, Board meeting.

By September, 1970, CLIC's Union List of Periodicals and Newspapers was distributed to the libraries and planning was done for exchange and consolidation of incomplete runs of titles among the libraries.

Also in September, 1970, Stephen Plumb's contract as half time CLIC Coordinator was renewed with his salary to be paid from CLIC funds rather than by Hill Library. However, his status changed to full time CLIC employee in November until his resignation in June, 1971.

1971

In March, 1971, Hill Library became the official location of the CLIC Coordinator's office.

Work on developing interlibrary loan service among CLIC libraries and the University of Minnesota continued. Minimal   service between CLIC and the University began in September, 1971; Hill Library purchased a van and paid the

courier's salary. CLIC was responsible for van maintenance and repair, garage fees, and mileage.

On April 13, 1971, the centralized union catalog service located at the Hill Library began operations. The CLIC Union Catalog of Books was a main entry union card catalog representing over one million volumes held by the eight CLIC libraries. The catalog was created by microfilming shelf lists of the libraries and then reproducing catalog cards from the microfilm. Cards were then interfiled by main entry. The catalog was housed in a rotating powerfile. The file was updated by catalog cards sent once a month to the union catalog by member libraries as they added new materials to their collections. Member libraries kept copies of cards submitted.

As CLIC services expanded membership fees, i.e. dues became a significant matter. **Annually formulas for dues apportionment and budget discussions continue to be a formidable matter to the present day.**

Grants also supported CLIC's work. September 8, 1971, minutes mention that CLIC was awarded an HEW Title II federal grant of $50,000. An acquisitions committee was chosen to set up guidelines for selection and approval of expensive materials to be purchased. A major portion of the monies were to be spent on periodical backruns. On March 1, 1972, the Board voted on the proposed list of purchases. A stamp to be used to identify these grant purchases was approved in May, 1972.

September, 1971. Elizabeth (Beth) Kelly replaced Stephen Plumb as CLIC Coordinator. Secretarial responsibilities for the Board became part of her duties.

During the early 1970s cooperation was a major concern of libraries and library systems.
The University of Minnesota was interested in cooperating with other libraries, MINITEX (Minnesota Information Teletype Exchange) was established. The local seminary libraries were exploring mutual interests.
The MELSA (Metropolitan Library Service Agency) director came to a CLIC board meeting to discuss mutual concerns and cooperation.

CLIC negotiated with University of Minnesota Libraries and achieved an agreement of cooperation in September, 1971. A delivery system for requested materials, rules, and fees for service were established.
A cooperative agreement with St. Paul Public Library was also accepted and became effective in January, 1972.

1972

A list of priorities and budget items for 1972-73 demonstrates the expansion of CLIC's services: 1. Expand and refine interlibrary loan system, 2. Develop an

acquisitions program which aims for cooperation in comprehensive collection development, 3. Develop a system to coordinate audio-visual resources and services, 4. Make creative effort to seek more grants, 5. Recommend criteria for participation in the CLIC system, 6. Continue cooperative efforts with outside organizations and institutions.

October, 1972, another step in cooperative collection development began when the Board approved a motion to seek funding for a campus- wide inventory of audio-visual materials and hardware. (It should be noted that at this time audio-visual departments at some institutions were not part of library services.) An AV Committee was formed and an AV survey was taken.

CLIC joined the Association for Cooperative Library Organizations.

1973

In February the Board passed a motion requiring that materials purchased with grant monies be circulated to all member libraries.

In September the Board decided to have monthly meetings.

CLIC continued to benefit from the receipt of federal grant monies for materials purchases. A major concern was the identification and sharing of audio-visual materials, both those purchased with grant monies and those owned by individual institutions.

October 31, 1973. The Board directed the AV Committee to develop procedures for sharing a-v materials owned by individual institutions.

December 5, 1973. CLIC membership expansion came up for the first time. Midwestern School of Law requested membership. A lengthy discussion of the purpose of the consortium, load on services, and value of potential members took place. The end result was the appointment of an ad hoc committee to prepare an addition to CLIC's constitution which would incorporate principles and objectives to define CLIC's relationships with other libraries.

1974

January 16, 1974. Beth Kelly's plan to resign as CLIC Coordinator in July was announced. Search for a new coordinator began.

Dr. Massman of Hill Library noted two important decisions by the Hill Board: The Hill Library will remain in its present location and the library will investigate the computerization of its union catalog. The CLIC Board passed a motion of enthusiasm and cooperation for this project.

At this time in support of one of CLIC's major goals there continued to be groups working on identifying library resources and purchasing materials and media that strongly support programs of the members. Grant monies were spent on films. The reference librarians met and produced lists of strengths in collections and special reference materials. Paper lists of holdings helped provide better reference service because librarians knew where to pursue answers to questions within the consortium.

March 14, 1974. The Board formally endorsed the Union Catalog Conversion Project and the development of a grant proposal to fund it.

March 27, 1974. The Ohio College Library Center (OCLC) enters CLIC's horizon via a report from Daniel Gore (MAC). Plans were proposed to confer with Frederick Kilgour, of OCLC about catalog conversion.
The Board agreed that the Union Catalog Conversion Project would move forward if the Board arrived at acceptable cost figures, the Kilgour consultation was positive and outside funding was received.

April, 1974. Although many public services librarians favored a book catalog rather than a microform one the Board for a variety of reasons chose to pursue a microform version and focused on that format in grant proposals.

July, 1974. Andrea Honebrink was hired as the new CLIC Coordinator.

September 18. 1974. Jack King (MNH) Board president, called a special board meeting to discuss CLIC's participation in the MECC (Minnesota Educational Computing Consortium) --MARC Cataloging Program. At the meeting (9/19) the Board voted to present a resolution to the MECC Task Force on Data Processing requesting participation in the MARC card project.

October, 1974. It was agreed that acquisitions librarians would meet on a regular basis. Thus sharing of local practices and needs would lead to better use of local funds and CLIC cooperative purchases.

December, 1974. Clara McIver was designated director for the pilot Union Catalog Conversion Project. The project began January 2, 1975.

1975

April 29. 1975. The first mention of a CLIC picnic appears in Board minutes. It was held at Hamline on May 20th at 5:30 p.m.

The AV Committee submitted policies for the cooperative use of AV materials.

December 4, 1975. The Board passed a resolution that CLIC is interested in joining OCLC and acquiring 15 terminals to be placed at Hill Library for use in the Union Card Catalog Conversion Project.

1976

February, 1976. A new Subject Guide to CLIC Audiovisual Materials and a list of Films in CLIC Audiovisual Centers were prepared and distributed to college AV centers.

Glenn Offermann (MNC), Board president surveyed members' preference for a dinner or a picnic as CLIC's annual celebratory event. With no clearly stated preference Concordia as host library decided to host a buffet dinner (5/21/1976)

March 18, 1976. CLIC adopted the following considerations as guidelines:
1. CLIC plans to achieve a machine readable union catalog.
2. It is likely that OCLC will be useful in achieving such a catalog.
3. If OCLC is used to produce such a catalog all CLIC libraries should participate in OCLC.
4. Individual libraries will pay charges to have current cataloging data added to the CLIC union catalog.
5. OCLC might be used in future for interlibrary loan by CLIC libraries without the continued maintenance of a separate union catalog.

April 12, 1976. Andrea Honebrink's resignation as coordinator as of June 30, 1976, was accepted and a search for a new coordinator was authorized.

Objectives for 1976-77 were adopted and Task Forces for their achievement established.
1. Achievement of a machine-readable CLIC union catalog
2. Critical evaluation of the status of cooperative collection development in the consortium.
3. Critical examination of the interlibrary loan system, designed to improve its functioning under ever-increasing volume.
4. Development of a program for automating circulation control.
5. Cooperative development of library instructional/orientation programs.

No minutes were taken for the March 29th meeting discussing OCLC as a potential element in CLIC's conversion project. The April board minutes include discussion of the role OCLC might play.

May, 12, 1976. Glenn Offermann (MNC) gave a presentation on "State of the Consortium".**(See Appendix 3)** He noted the increasing influence of outside forces on CLIC's activities and listed activities that work well at the CLIC level and should be facilitated and continued. Among them the catalog conversion project, increased av material utilization, and cooperative acquisitions programs.

Once again the Union Catalog Conversion Project was endorsed. The expectation was for an author, subject, title COM (Computer on Microform) catalog which would provide direct patron access to CLIC holdings. It would be produced in multiple copies, facilitate other library activities such as cooperative acquisitions, and promote increased exchange of materials.

A new Task Force on Interlibrary Loan was established according to the 1976-77 objectives. By the next board meeting the group had developed guidelines for CLIC requests and recommendations for delivery service.

June 17. 1976. The Board met with representatives from Northwest Area Foundation and Brodart to discuss the catalog conversion project and the production of the COM catalog.

June 29, 1976. Ingrid Forde was selected as CLIC Coordinator and a permanent CLIC office at the Hill Library was decided upon.

September, 22, 1976. Board meetings resumed. Forde was directed to implement Interlibrary Loan Task Force recommendations. At this time there is no back-up for the courier.   Board members were assigned to establish Task Forces to implement the objectives for the year. Objective 1 was split into two parts with a task force to cover achieving a machine readable catalog and the second with catalog implementation in member libraries. In order to increase informal communication the Board decided to meet for lunch prior to the business meeting.

October 21, 1976. St Catherine was the first site to host the Board lunch and meeting. Reports of catalogers' meetings indicate work being done on the catalog conversion project and its implementation.   In preparation for the time when the Union Catalog at Hill Library would no longer exist new policies would be needed. The Interlibrary Loan Task Force was directed to prepare an analysis of needs and ways to meet them.

December 1, 1976. Brodart will provide a microfilm version of a representative catalog based on available MARC records in January, 1977.   The version produced in summer, 1977, will represent holdings in the CLIC Union Catalog. The conversion project should be ready for completion January-February, 1978. Suderman (MNK) was the authorized negotiator for purchase of ROM readers (approximately 40) for the microfilm catalog. Grant monies were sought to support their purchase.

December 1, 1976. The Board passed a motion that the CLIC microform union catalog be in divided format arranged by author, subject, title order.

1977

There continued to be interest in exploring the possibility of automated circulation systems within CLIC, at other local library systems including Hennepin County Library System and University of Minnesota, and nationally.

January, 1977. Although not specified in the minutes the first microfilm catalog from Brodart arrived some time between January 12th and 24th. The Implementation Task Force began work to introduce the catalog's use to library users.

September 28, 1977. At this time the CLIC Coordinator was half time. There was no job description. Location of office, secretarial support and payroll responsibilities came up for discussion

Offermann (MNC) presented a copy of his PhD dissertation, Relationships Among Minnesota Academic Library Consortia, their Staffs and Their Clientele, 1977, to CLIC.

October 26, 1977. The Task Force on Cooperative Collection Development recommended that CLIC's New Serial Titles and Serials Cancellations lists be discontinued since they duplicated services of the Minnesota Union List of Serials. (MULS).

A job description and schedule for evaluation of the CLIC Coordinator was presented and approved.

December 21, 1977. Although the minutes do not mention her resignation it appears that Forde left CLIC's employ at this time because the minutes authorized a search for a coordinator.

1978

January 12, 1978. Focus of the meeting was on the Brodart microfilm catalog with representatives of the company present. Payment dispute was resolved.

February 6, 1978. Board voted to hire Janette (Jan) Chittenden as the new Coordinator. She began work on February 27th. CLIC staff (Coordinator, ILL person and the courier) housed at Hill Library.
 Specifications for a CLIC COM Catalog were presented by catalogers and the Board adopted them for use in negotiating with Brodart for the April update of the catalog.
The Board decided to purchase Autographic Library Catalog Readers for the microfilm catalog. The purchase was supported by grant monies.

April 3, 1978. Massman (HIL) announced the termination of the Hill Union Catalog staff as of June 30th and the elimination of direct phone lines. CLIC continued to employ Kathy Swan to serve as its interlibrary loan contact to MINITEX and St. Paul Public Library until December 31, 1978. Generally interlibrary loan transactions among CLIC libraries were by paper form. The Interlibrary Loan Task Force needed to create policies and procedures including interface procedures with MINITEX and St. Paul Public Library.

May 1, 1978. Board minutes indicate that there were difficulties with Brodart supplying the microform catalog and that CLIC sought legal counsel on how to proceed with Brodart. A written record of the May 10th meeting with representatives of the Board and Brodart (Schaub and Steinbach) appears not to be available.

May 22, 1978. Hill Library dues assessment changed for fiscal year, 1978-1979, and in future because it no longer needed to support a union catalog and staff. At this time libraries paid one equal share plus a share based upon a proportion of FTE enrollment.

June 1, 1978. CLIC libraries stopped sending the extra catalog card to the union catalog at Hill Library.

Summer, 1978. These months were devoted to developing interlibrary loan policies and to planning for publicizing the new microfilm union catalog in CLIC libraries. The Interlibrary Loan Task Force met and created procedures and forms for the individualized system. Work on COM promotional materials moved forward. Plans for a gala dinner celebrating the completion of the Union Catalog Conversion Project were completed.

Some interesting data about the COM catalog is contained in a Brodart letter (9/8/78)
As of 8/31/ 78, the database contained 356,711 titles. This amounted to 1,228,930 entries divided into 820,427 author/title and 408,503 subject. The total length of the microfilm catalog was 2041 feet. Divided into1,346 feet for author/title catalog and 695 for subject catalog.

September 21, 1978. CLIC received the magnetic tapes of the CLIC COM catalog database from Brodart.

September 28, 1978. The dinner celebration for the completion of the Union Catalog Conversion Project was held.

October 16, 1978. After significant work and negotiation new interlibrary loan procedures between CLIC and MINITEX went into effect October 30, 1978. Problems with Brodart continued. Work on identifying and making corrections to the database (Duplicate records and short entries) was the focus of member

library catalogers at this period. Several Board meetings included long discussions concerning updates to the catalog, division of the catalog, closing of card catalogs, number and maintenance of COM readers. "Discussion was ended by a general sense of fatigue that pervaded the group." is the statement concluding the pertinent section in the December 11, 1978 minutes.

1979

January, 1979. Discussion of CLIC's budget and funding formula began as did the use of grant monies.

February, 1979. An agreement with Jim Olson from Augsburg for the maintenance of the Autographics LCR microfilm readers was approved.

April 20, 1979. The Board celebrated CLIC's tenth anniversary with a cake.

CLIC Year In Brief for 1977-78 was produced by Coordinator Chittenden.

CLIC supported Augsburg cataloger, Irene Schilling's trip to an A.L.A. Preconference about AACR2 rules and their implications.

Still no summer Board meetings.

Cooperative collection development continued to be an interest within CLIC even though grant proposals were not funded.

October, 1979. New printed interlibrary loan forms began to be used.

November, 1979. Irene Schilling (MNA) was hired as a consultant to CLIC to create specific plans and procedures for correcting and updating the COM catalog.

December 4, 1979. Kaye Gapen, Assistant Director for Technical Services at Iowa State University came as a consultant and speaker to address a number of issues including AACR2 and current and future catalogs.

1980—1989

Early 1980s
Minnesota libraries were investigating automated applications for library operations. Many possibilities were discussed among various groups including implementing one big centralized system statewide or smaller groups or individualize systems.. OCLC, MINITEX, MECC, and Mankato State University all contributed to developments in a major way.

1980

February 18, 1980. Consultant Schilling (MNA) had submitted a summary of her January-February activities in regard to the COM catalog including a list of future tasks. The Board authorized the purchase of an updated catalog for summer, 1980, to include all OCLC records January, 1979 to June, 1980 and reflecting 20,000 withdrawals. Schilling's final report was accepted in March.

March, 1980. In order to clarify insurance issues CLIC purchased the courier vehicle, a Chevette, for $3,300 from Hill Library.

The Board encouraged audio-visual directors at their institutions to formally organize, meet regularly, and communicate with the Board. CLIC supported the development of a joint film catalog. Money was provided for film maintenance and repair.

September 25, 1980. Purchase of "Most Used Films" from a list compiled by the audio-visual directors was approved. The use of CLIC funds for the purchase of materials represented a new approach in cooperative development.

The COM catalog reached capacity in October. Planning for an online catalog was undertaken in earnest. It was agreed that CLIC should proceed "with deliberate speed" to search for money to support an online catalog.

November 3, 1980. Schilling (MNA) reported on her findings in regard to the updated COM. It was an unsatisfactory product and should not be accepted or paid for as is. Necessary fixes were specified to Brodart by letter. A replacement was received and accepted in December.

The Board established a $30,000 endowment fund. Endowment income may be used for: 1. staff development, 2. research projects, 3. hiring consultants, 4. improving CLIC services, 5. public relations. An investment committee will monitor the fund.

1981

January 29, 1981. The Board approved the motion to "Establish an on-line union catalog for CLIC as soon as possible." Investigation into costs and configurations of hardware and software for such a system began.

February 23, 1981. The Board agreed that CLIC should purchase its own computer for an online system.
Difficulties with Brodart, the COM catalog provider, continued.

March, 1981. The Board continued to maintain ties with MINITEX especially because of the interlibrary loan delivery system and in addition received advice

from Alice Wilcox (MINITEX) concerning online catalog development. General discussion of the configuration of a CLIC online catalog indicated CLIC moving into more centralized activity and expressed concern about implications for individual member institutions.

April, 1981. The expanded courier service to seminary and community college libraries begun as a pilot study in March was approved.
Authorization was given to disband the union catalog card file at Hill Library.

December, 1981. Carlyle Systems, Inc. name appears in CLIC minutes for the first time. At the behest of MINITEX CLIC supplies one of its OCLC tapes containing 50,000 records to Carlyle to use in a demonstration of its online system at ALA Midwinter, 1982.

1982

February, 1982. Bylaws were changed so that the Board's annual meeting would take place at the final meeting during spring academic term and new officers take office on July 1st.

March, 1982. The general state of the U.S. economy was a concern at this period. Nevertheless computerization of services continued to develop. Machine assisted reference service i.e. database searching began to be provided.
OCLC's Total Library
System was being discussed. The Board expressed interest in Carlyle's online catalog.

May 28, 1982. The Board approved the formation of CLIC Automation Task Force. Library Directors appointed members to the Task Force. Members: Schilling (MNA), Sheldon (MNK), Horn (MNC), Landgren. (MHA), Wanninger (HIL), Willms (MAC), Harwood (MNE), Pillow (MNT), Chittenden (CLIC)
The first official meeting was held at St. Catherine Library on August 11th.
The Board began work on a grant proposal to fund an automated system.

Fall, 1982. Note that work toward a Regional Online Catalog was moving forward. The State University System (SUS) developed a system supported on the Mankato State UNIVAC computer. Joseph Matthews was consultant for the project and provided information to CLIC directors as well. A major issue continued to be: use a stand alone system or purchase a turnkey system from a vendor.

October 18, 1982. The Board agreed to pursue bids for a system from turnkey vendors.

November 15, 1982. The Automation Task Force established subcommittees to cover various areas: public catalog/reference. acquisitions, serials, and cataloging/circulation/ILL

1983

On January 26, 1983. The Automation Task Force sponsored An Afternoon of Automation Demonstration and Discussion. . Demonstrations included OCLC acquisitions system being used by St. Catherine and St. Thomas, Macalester's acquisition system, Mankato State University Online Catalog, and CLSI Libs 100, a turnkey system.
Other demonstrations were held on April 13, Dataphase and May 5, Geac Library directors and other librarians took every opportunity to view online systems nationwide whenever the occasion arose.

February 28, 1983. The Automation Task Force recommended production of a new edition of the COM catalog to the Board. The CLIC database would be reformatted into OCLC/MARC withdrawals and AACR2 work necessary to an online catalog would be done. The Board approved a new COM edition for Fall, 1983.

September, 1983. COM Catalog edition statistics: Unique titles: 448,349. Withdrawal project (cost $1400) resulted in 31, 000 changes and 8,500 record deletions. 40,000 new OCLC records added. Film lengths: author 727 ft., title 653 ft, subject 856 ft.

October 3, 1983. The Board recognized the timing to be right for them to engage the presidents of their institutions in the need and search for funding for CLIC library automation.

November 9, 1983. Board members reported very supportive reactions from their college administrators to CLIC's library automation needs and plans. The Board passed a series of motions clarifying CLIC's automation position. The primary one being: The CLIC libraries will develop and implement a joint CLIC integrated, automated library system

1984

The Automation Task Force produced a Request For Information (RFI) document .

February 20, 1984. The Board approved a motion to send out the RFI as close to March 1st as possible and to all vendors deemed appropriate based on criteria discussed. Deadline for responses April 16th.

The Board approved funding for an updated CLIC/ACTC AV Directory.

Automation at the statewide level i.e. MSUS/PALS System continued to figure into Board discussions of CLIC automation. The dissolution of the Minnesota, North and South Dakota Regional Online Systems group in May, 1984, reaffirmed the need for CLIC to "do its own thing."

May 16, 1984. Request to Brodart for a paper printout of CLICs "short entries" in the COM database was authorized. When the printout arrived there were 60,000 items needing correction. This needed to be accomplished by the member libraries and procedures for doing so were implemented.

Summer, 1984. Carlyle System's. Inc.'s Steve Salmon suggested in a letter to Jack King (MNH) that CLIC become a test site for their system. The company had also responded to CLIC's RFI. The Board decided CLIC was not ready for such a step and declined with thanks.
Creation of Request For Proposal (RFP) for an automated system was done during the summer so that it was ready for review by EDUCOM consultants in the fall.

Methods of funding an automated system were considered and pursued.

October 17, 1984. The Board passed a significant "philosophical" resolution:
"Resolved that CLIC libraries agree that the combined book and periodical collection will be one collection for circulation purposes upon the acceptance of the online system. And further resolved that each institution will retain ownership of the materials which it has purchased for all other purposes."

The Board finalized their funding package and fund raising strategy for the online system.

November 5, 1984. The Board discussed JoAn Segal, EDUCOM consultant's report.

The Board passed a "lost book" fee of cost of the book plus ten dollars non-refundable after six months for items lost in CLIC Interlibrary loan exchange. Lost book policy is a recurring theme throughout CLIC history..

Demonstrations of automated library systems began.

1985

The early months of the year were focused upon fund raising for the automated system. The possibility of using a professional fund raising firm was explored and abandoned.

A case statement for the project was written, funding foundations identified, plans for further contact with college presidents and trustees, etc. made. The Funding Plan for the Library Automation Project was written. It indicated that the system was expected to cost $1,017,000. CLIC's parent institutions allocated one-third of the budget amount. Funding sources were approached to raise approximately $678,000. Kinney (MNE) was the Board member chosen as the fund-raising project director. She received time release from the College of St. Catherine to perform this task.

Relationships with OCLC, MINITEX, and other groups continued to be agenda items for Board meetings. A Committee appointed to investigate alternatives to OCLC for CLIC compiled a report.

April 25, 1985. The Board authorized a complete update of the COM catalog in microfiche form. Also "short entries" would be removed from the database.

May 8, 1985, The Board agreed to have a Planning Task Force to create long range plans for the direction of CLIC especially the implementation and administration of an online system. Susan Epstein was hired as consultant to CLIC for the automation project. Work identifying and establishing regular CLIC Committees such as: Catalog/Database Maintenance, Ill/Circulation, etc. continued.

Addition of new members to CLIC had come up at various times. The Board decided not to consider addition of new members to CLIC prior to completion of phase one of the automation project.

May 23, 1985. A significant motion was approved. "Resolved and approved that for the automated system CLIC collections are one collection and that access to materials by CLIC patrons shall be on a first come first serve basis regardless of what library literally own an item and who the CLIC patron is."

Funding for the new system continued to be a major activity. By September, it was time to seek money at the national level. Plans were made to move ahead .

October, 1985. The Board appointed a contract negotiating team for the online system contract: Offermann (MNC) President of CLIC. Suderman (MNK) technical expert. Anderson (MNA) and Willms (MAC), familiarity with RFP document, and Massman (HIL).
A position to manage the system being essential a Board subcommittee was created to develop a job description and other pertinent documents.
Location of a central site for the system computer needed to be identified, secured, and prepared. The search for it began. Board began to meet more frequently i.e. approximately every two weeks for two hour periods.

1986

After Chittenden's (CLIC) resignation a Board memo announced that Lisa Barnhart , the new CLIC Coordinator, would begin work in January.
The RFP for the online system was sent out to vendors February 14th with an eight week period for responses.

CLIC reached $500,000 of the funding necessary for the online system and work began on a news release announcing success.

January 29,1986. The Board approved a resolution integrating Hamline University School of Law Library, St. Paul Seminary Library and St. Mary's Junior College Library into CLIC's automation project.

February 6, 1986. The Board authorized the purchase of a new vehicle for the ILL courier.
March 6, 1986. The Board authorized a Serials Committee to deal with issues pertaining to serials and the automation system. However, the group was eliminated in August.
An important motion: "The Board strongly urges each CLIC institution to catalog all of their materials as resources permit."

A recognition event for former Coordinator, Jan Chittenden was held on April 23, 1986.

In April Lisa Barnhart resigned as Coordinator. The Board's Personnel Committee decided to try to hire a full-time Consortium Manager by September 1st. A team of individuals performed coordinator duties during the spring and summer.

CLIC received nine responses to the RFP. Vendors: AT&T, Biblio-Techniques, Carlyle, CLSI, DRA, Eyring, Geac, Honeywell, and Ulysis. The evaluation process began. The Evaluation Committee presented an introduction to the process to staff members of CLIC libraries on May 8[th.]

June 17 & 18, 1986. Susan Epstein, Consultant, came to CLIC for meetings evaluating vendors and discussion of issues.

August, 1986. Vendor demonstrations: Carlyle, Eyring, Geac, CLSI.

September 17, 1986. The Board hired Terrence (Terry) Metz as Consortium Manager. He began his duties on October 15th. His office was at Hill Library.

September 22, 1986. An executive session of the Board determined that Carlyle, Inc. was CLIC's first choice for its automation vendor. Epstein was directed to begin negotiations.

October, 1986. CLIC Standing Committees were: ILL, Reference/Public Services, Database Management, and AV.

After a request from Susan Kiefer, Director of Hamline University Law Library, that she be allowed to attend Board meetings as a non-voting member the Board agreed to honor her request.

November, 1986. Macalester and the College of St. Catherine were candidates to supply space for CLIC's automated system's CPU.

The Board established an Indexing Task Force in preparation for indexing the online catalog.
An Ad Hoc Committee of the Board investigated CLIC's relationship with OCLC in an effort to minimize costs and make efficient use of the system.

December 23, 1986. Memo to CLIC staff members from Board President, Offermann (MNC) Informed them that initial stages of contract negotiation with Carlyle Systems, Inc would begin in January, 1987. Jan Boche was CLIC's attorney at this time.

1987

January, 1987. Field trip for some staff in CLIC libraries to visit St. John's University-College of St. Benedict institutions to see the Carlyle system in operation prior to contract negotiations on January 20-21st.

Local site preparation under discussion at this point.

February, 1987. Metz (CLIC) submitted a memo to the Board presenting the need for clerical assistance, staffing required to operate the CPU for the automated system, expanded space needs (12" by 7" room at Hill currently) and their location. He outlined the pros and cons of remaining at the Hill Library and those for having the CLIC office located geographically near the CPU. Macalester and St. Catherine colleges were sites under consideration at this time.

February 4, 1987. Contract meetings with Carlyle continued on February 17-18.

The Board officially selected Macalester as the primary site under consideration for the central computer site of the CLIC automated system. Macalester 's President Gavin agreed that Macalester would serve as the central site.

CLIC continued to investigate automated systems for serials control and acquisitions i.e. Innovacq, Faxon, etc.

February 25, 1987. The Board accepted the Circ/ILL Committee recommendation that serials not circulate as of June 1, 1987.

The Reference/Public Services Committee distributed a ballot to all CLIC libraries so that staff could select a name for the system. CLIC Net was the reported winner approved by the Board in March.

March 11, 1987. The Indexing Task Force began completing the Carlyle Data Requirements Questionnaire (DRQ)

March 13, 1987. The Board authorized funding for the de-duping of OCLC records from the CLIC archival tapes so that only a single bibliographic record would appear in the CLIC database with copy/item information attached.

March 18, 1987. The Board approved the motion directing the Personnel Committee to explore locations for a CLIC office and the feasibility of renting space.

The Board agreed to a contract with Carlyle beginning April 1, 1987.

March 25, 1987. The Board approved a motion to commend the members of the Cataloging/Database Management Committee for their significant contribution in planning the automated system.

April 8, 1987. The Board adopted the draft of the Macalester Central Site Agreement.

April 15, 1987. The nine DRQs were sent to Carlyle.

April 29, 1987. The Board approved the Personnel Committee's recommendation that CLIC lease a portion of a property at 1457 Grand Avenue, St. Paul for use as the new CLIC office. Metz (CLIC) was directed to make the necessary arrangements.

May 13, 1987. The Carlyle Systems, Inc. contract signing ceremony was held in the O'Shaughnessy Room at St. Thomas at 2 p.m. Offermann, CLIC president, signed the contract on behalf of CLIC.

The Planning Committee was charged with developing and implementing a plan for creating patron barcodes.
The central site at Macalester was ready for equipment installation

May 27, 1987. Relocation of the CLIC office began the first week of June.

Susan B. Hillard began her duties as CLIC Bookkeeper/Office Manager on June 8th.
Hill Library continued to act as CLIC's agent with regard to payroll, benefit, tax information for CLIC employees.

A separate Interlibrary Loan Committee was authorized.

The Board approved a motion accepting the Macalester Central Site Agreement and authorized Offermann (MNC) to sign the document on behalf of CLIC.

The list of individuals acting as Carlyle contacts for their libraries was published.

Summer, 1987. Preparation of the central site began. Phone lines installed by NW Bell. Carlyle field engineer, Allen Cruet, worked on the central site. There were incomplete hardware shipments and system component failures. A CLIC Systems Operator job description was developed. A Barcode Task Force was formed. Its first meeting was on July 16, 1987, with Karen Mateer (MNA) as chair. A Testing Task Force was formed
Interchanges with Carlyle about satisfactory completion of contract agreements and the need for payments to be made began and continued.

Fall, 1987. Malfunction in a circuit board cut off access to the author index for a week.
Spare parts kit had not arrived. System did not provide dial access at this time. Some institutions experienced printer problems. Carlyle engineers at CLIC in November worked to solve problems at various sites. There was a search for an Assistant to the CLIC Manager.

December, 1987. A memo from Metz (CLIC) to the Board states: "It took one and one half weeks of continuous machine time in Emeryville, CA to construct the indexed database (CLICnet)"

1988

January 12, 1988.   Marcia Dunker assumed her duties as Assistant to the CLIC Manager.

March 23, 1988.   Carlyle supplied hardware continued to cause trouble.   The Board approved a motion that charged the Contract Compliance Committee to travel to Emeryville, CA to:
1. Improve communication, 2. Express displeasure on lack of progress on CLIC's installation   3. Raise concern about lack of notice of Jack Huber's departure, etc. 4. Indicate CLIC will not provide favorable reviews of Carlyle's performance   5. Jointly develop a revised implementation schedule for products and services Carlyle contracted to deliver.

In future CLIC functional committees would be appointed in May of each year. Concern about meeting burnout among member library staffs was expressed and suggestions made for developing skills in group process and decision making.

April 13, 1988. The Board acknowledged the Catalog. Database Maintenance Committee's recommendation that Carlyle CATIE software be accepted even though it did not provide an electronic online interactive catalog input/edit capability. The lack of ability to match/merge records and update CLICnet was a major issue for technical services staffs until CLIC moved on to a new system.

May, 1988. There was still dissatisfaction with Carlyle and the company experienced reorganization.

June 20, 1988. Steve Salmon from Carlyle made a site visit to CLIC. Ensuing letters discussed database updating and other compliance problems between CLIC and Carlyle.
Key issues were: 1. Capability of maintaining the database so that one bibliographic record is stored with holdings attached, 2. An updating function that doesn't require manual intervention, and 3. An updating process which can be accomplished locally.

July, 1988. Management functions for CLIC personnel policies and office finances moved from the Hill Library responsibility to the CLIC office.

August, 1988. There were negotiations between Carlyle and CLIC's Contract Compliance Committee. CLIC's Cataloging/Database Committee reviewed and rejected Carlyle's Interim Update Utility.
Carlyle Systems, Inc. reorganized.

August 3, 1988. CLIC dues for 1988-89 based on a formula: One half the total budget apportioned equally among the eight members and one half according to a variable share based on the calculation of three variables: collection size, patron count, and active RP ports.

The Board approved the CLIC Organization Chart and the document, Functional Committee: SOP.

September, 1988. Bud Tripp, Carlyle president and Susan Elliott, Carlyle OPAC team manager, had on site meetings with the CLIC Board and catalogers. A plan for implementing database maintenance and local updating was devised which required manual work on the database by CLIC catalogers well into 1989.

The established Testing Task Force worked on testing methodologies. Pauline Iacono, Ramsey County Library, served as consultant for CLIC's system testing. Functional testing of Phase I of the system was to be completed by December 31, 1988.

September 28, 1988. The position of Assistant to the CLIC Manager was made permanent.
The revised contract agreement with Carlyle as documented in Kinney's letter of 9/21/88 was approved.

October, 1988.   CLIC catalogers began cataloging on both CATIE (Carlyle's program) and OCLC. Frequent system downtime occurred.   Carlyle scheduled a 20 hour period of service interruption in November to correct problems.

Throughout the year functional committees met and accomplished tasks which were reported at Board meetings by the Board liaisons to each group.

October 14, 1988. The Board approved the Interlibrary Loan Committee's standard lost book policy.

November, 1988.   Carlyle required scheduled down times so their engineers could work on fixing the system locally.

December 14, 1988. Kinney (MNE) reported that Carlyle management was positioning the company for sale.

1989

January 11, 1989.   Kinney (MNE) reported on Carlyle's status and the disintegration of it as a viable company.
The Board authorized payment of $67,895 to Carlyle for successfully completing Stage I of the Reliability Test.

January 25, 1989. All day Board retreat. They reflected upon CLIC's past and future. Organizational models, goals, and objectives were discussed.

January 28, 1989. A local update of the database took 30 hours to run. It required significant time on the part of Metz, Dunker (CLIC) and Mark Welge, Carlyle.

March 22, 1989. The Board approved a motion to accept Carlyle's Full Service Maintenance contract with the 3/6/89 version of the Addendum to Full Service Maintenance Agreement.

April 12, 1989. Report on Carlyle's status: negotiations for purchase of the company by other automation vendors ceased. Carlyle will focus its efforts on remaining financially stable and on meeting its commitments to existing customers. CLIC and Carlyle had not yet agreed on the terms of a new full service maintenance contract.

April 26, 1989. Functional Committee members' terms extended from one to two years.

June 14, 1989. Dale Carrison, Director of MSUS/ PALS, attended the board meeting for a discussion concerning possible areas of cooperation. The Board concerned about backup for CLICnet.

June 15, 1989. Carlyle filed for protection under Chapter 11. A hearing on their plan was held in U.S. Bankruptcy Court Northern District of California on 10/25/89. They emerged from Chapter 11 on schedule 12/6/89.

June 15, 1989. A lunch for audiovisual personnel in CLIC libraries was held at St. Thomas. This was the first organized opportunity for all AV personnel to meet their colleagues from other CLIC institutions.

July 14, 1989. Carlyle rebuilt CLIC's database and included John Ireland Library's records. Number of active (indexed) records after deduping was 586,109.

System downtime for various reasons continued to be a problem. CLICnet log reports for January-June showed availability of the system at 81.6 percent. Contract agreement required 98 percent uptime. Contract Compliance Committee sought reduction in maintenance payment.

October 11, 1989. The   Board voted to continue to retain Janet Boche as CLIC's legal counsel even though she left Dorsey & Whitney for a position at 3M.

November-December, 1989.   CLIC celebrated its twentieth anniversary with two successful events: a dinner at St. Thomas for CLIC staff on November 17th and a lunch for college presidents, directors and donors on December 6th.

December 6, 1989. Carlyle emerged from Chapter 11 on schedule.

December 16-17, 1989. Carlyle replaced old hardware with XHP equipment. Committee work continued on bar codes and automated circulation requirements.
Final acceptance testing of the Carlyle OPAC scheduled for January, 1990.

1990-1999

1990

January, 1990.   Board members worked on Title II College Library Technology and Cooperation Grant proposal ($125,000) submitted jointly by Carleton College, St. John's/St. Ben's and CLIC. Grant to be used to load bibliographic

records from the colleges onto a separate database supported by MSUS/PALS system. It could serve as backup for CLICnet.

The Acquisitions/Collection Development Committee issued the document: Acquisitions in Consort: Acquisitions Policies and Procedures for Cooperating Libraries in Consortium.

CLICnet failed the Final Acceptance Test. Carlyle must pass the test on or before April 26, 1990. Preparations for another test moved forward.

February, 1990.   CLIC Board's Planning Committee: Clemmer (MAC), Anderson (MNA), Kinney (MNE), and Martin (SSE) Looked at options for CLIC automated system development, considered relationships with vendors other than Carlyle, estimated long term costs of options recommended by the group.

March, 1990. System maintenance payments to Carlyle under discussion. Carlyle developing its circulation module, COMPASS.

April, 1990. The Board retained Robert Walton as a consultant to advise CLIC concerning automation and governance issues. However, it was Walton's partner, Frank Bridge, who finally did the work.

May, 1990. The Final Acceptance Test deferred until August 1990.

June, 1990. After back surgery, Susan Hillard resigned as CLIC Bookkeeper at the end of June. Temporary assistance was then provided in the CLIC office by Jamie Metz.

July 11, 1990. The Host Site Planning Task Force reported on possible options for moving the CLICnet host site.

September 12, 1990. The Board Planning Committee worked on contingency plans and awaited Consultant Bridge's report.
According to CLIC's downtime reports the CLICnet system was up 88% of the time from 12/1/1989 to 8/31/1990.

CLIC purchased a new van.

October 5, 1990. Susan Glanzer succeeded Susan Hillard as CLIC Book keeper/ Office Manager

November 13, 1990. The Cataloging/Database Management Committee issued a memo to the Board concerning the processing of a CLICnet rebuild. The rebuild should have been completed in September, 1990, but there were significant problems and it had not yet been successfully completed. The memo outlined the history, difficulties and consequences of the rebuild problems.

November 28, 1990. At this meeting The Planning Committee's report was distributed and the motion proposed in it discussed. The Overall CLIC Assumptions, Goals and Objectives document as amended was referenced in the final approved motion:

"The Board of directors of the Cooperating Libraries In Consortium reaffirms the objectives of the CLIC Library Automation Project as defined in the document entitled, "Overall CLIC Assumptions, Goals and Objectives and authorizes the Planning Committee to identify a vendor, other than Carlyle, that is capable of providing a system that will meet the objectives of the Project."

In effect this was the beginning of a deliberate search for a new vendor. The Planning Committee had a proposed schedule for evaluating alternative automation vendors.

December 12, 1990. The Board acknowledged Marcia Dunker's extraordinary efforts and time spent facilitating system updates and coping with system crashes.

1991

January, 1991.   CLICnet update # 20 still had not been successfully completed. Some Carlyle programming was flawed.

January 16, 1991. Salmon and Franklin from Carlyle met with Planning Committee members in the CLIC office. The recommendation from Carlyle was that CLIC should migrate to Carlyle's new product line (TOMUS 2.0 = OPAC and CAROLINE= circulation). The Committee agreed to consider this option along with others if it received a proposal by January 28th.

Informational meetings about CLIC's automation migration options for CLIC library staffs began on January 30th at St. Thomas.

OCLC's move to the PRISM program required training for technical services staffs and adjustments in the use of Carlyle CATIE software locally.

February 18, 1991. In a letter reiterating unresolved problems with the current installation CLIC responded negatively to Carlyle's 1/24/1991, migration proposal

February 27, 1991. The Planning Committee recommended that Cline (MNA) chair a Migration Task Force. First meeting of MTF was 3/21/1991.

March 13, 1991. Kinney (MNE) shared a proposed schedule for reaching an automation migration decision. Various individuals and CLIC committees observed automated systems in libraries (DRA, Dynix, MSUS/PALS, CARL, Innovative Interfaces).

April 2, 1991. The CLIC delivery vehicle was damaged in an accident and Bob Lincoln, the courier, suffered neck and back injuries which required substitute couriers to be hired. Courier service status was reviewed by Metz (CLIC) and the ILL Committee.

April 10, 1991. The Board approved the resolution that: "CLIC's primary near-term objective ought to be procurement and installation of a new automated system and that all staffs and subgroups should plan accordingly."

April 16, 1991. Planning Committee members met with campus Computing Directors to pave the way for a new automated library system and insure its compatibility with campus networks.
Board members had vendor analysis discussions.

April 30, 1991. Final Migration Task Force meeting. The group met often and issued newsletters concerning installation and implementation of a new system and feedback from stakeholders.

May 1, 1991. The Board approved the draft of the contract dissolution letter for Carlyle management. Directors agreed to have an informational meeting for executive officers of CLIC institutions explaining the impending system migration.

After discussion the Board dropped CARL from consideration for the new automation system. Hill Library would remain involved with appropriate consortium services and activities while not participating further in the joint system automation.

May 8, 1991. Bill Doyle (Bethel Computing Director) presented to the Board an overview of MRnet (Minnesota Research Network i.e. Minnesota's gateway to the Internet) and explained how CLIC could take advantage of it to expand CLIC's next automated system.

May 14-15, 1991. CLIC hosted vendor demonstrations: DRA on 5/14 and Dynix on 5/15   A May 10, 1991, memorandum listed questions for the vendor representatives. Academic computing departments, CLIC functional committees and the Board attended these sessions.

May 15, 1991. The Board concluded that Dynix was the best vendor match for CLIC and a Negotiation Team (Offermann (MNC), Cline (MNA), Suderman (MNK), Metz (CLIC) was established. Primary negotiating concerns were system cost and telecommunication issues. Preparation of letters to Carlyle, DRA, and MSUS/PALS began.   Arrangements for notifying library staffs and college administrators were made.

May 17, 1991. Letters: 1. King (MNH) to Wadia (Carlyle) terminated CLIC's purchase agreement with Carlyle Systems   2. King to Carrison (MSUS/PALS)

informed him that CLIC had begun negotiation's with Dynix Corporation for an automated library system.

May 22, 1991. The Migration Task Force Report was shared including the recommendation that an Implementation Task Force (ITF) be created.

June 19, 1991. A meeting was held to inform college presidents of the status of CLIC and the move to a new library automation system. Results were that the presidents endorsed CLIC's planning process and supported the automation migration plan

Acquisitions/Collection Development Committee planned to begin a joint collection development program in Fall, 1991. Participation by CLIC libraries was optional. Dollar amounts ranged from $500-$1,000 for the purchase of women's studies materials.
Because Hill Library would not be participating in CLIC's second automated library system, policy decisions concerning Hill's relationship with CLIC after June 30, 1991, needed to be identified and implemented.

June 26, 1991. The Board approved the creation of the Implementation Task Force (ITF)
Members: Metz (CLIC), Cline (MNA), Beccone (MAC), Harwood (MNE), Orf (MNT). ITF issued a Newsletter to communicate progress.
The Board also provided directives to the Negotiation Committee.

July, 1991. Negotiations with Dynix continued. Concerns were cost of the system, ability to operate in a TCP/IP network environment, and especially applications functionality which was the main reason for selection of Dynix at this time.

July 18, 1991. Bill Doyle (MNK) returned to expand upon the Mrnet information he had provided in May.

August 14, 1991. The Board authorized the Negotiation Team to write a contract with Dynix for up to $500,000 for the new system (CLICnet II). A letter of intent was authorized as well.
College campus plans to achieve connectivity to the CLICnet system were to be submitted by September 20th.

September 11, 1991. The Board approved the deletion of the Hill Library bibliographic records from the CLICnet database because Hill was not a participant in the Dynix system. Library Technologies, Inc. creation of name and subject authority records for CLICnet was approved also.

September 27, 1991. Memorandum to CLIC College Presidents from CLIC President Offermann (MNC) informed them that CLIC was about to sign a

contract to migrate the CLIC automated system to a Dynix environment in October at the cost of $485,000 using a Sequent computer and providing more service functions.

October 9, 1991. The Board approved the Dynix agreement. The recommendation of the Planning Meeting Volunteers for a special Board meeting devoted to planning the development of future services was endorsed unanimously.

October 15, 1991. Agreement between CLIC and Dynix was signed and returned. The Negotiation Team was dissolved (10/23/91)

October 23, 1991. The last local update #27 of CLICnet using the Carlyle system began. Cataloging departments ceased using CATIE and began cataloging only on OCLC's PRISM.

November 22, 1991. A special planning meeting of the Board was held. Facilitator was Jean Kummerow (MAC) Results: 1.Consider Board structure/governance. 2. Committee (Haley (MNT) & King (MNH)) study addition of acquisitions module to the system, 3. Clemmer (MAC) summarize new services, etc if funding available, 4. CLIC mission statement written by February, 1992.

November 27, 1991. The Board acknowledged the dedicated work of the Update Task Force which made updating CLIC's bibliographic database in the Carlyle environment possible.

December 18, 1991. The Board approved CLIC formally joining MRnet. This would allow better access to information and more input into decisions of the group.

The Board established the 2nd Wednesday of the month as its designated meeting day.

1992

January 10, 1992. Althea Parent assumed the position of CLIC Bookkeeper/ Office Manager.

January 22, 1992. The Interlibrary Loan Committee recommended switching to a commercial courier service.
CLIC needed to find a new attorney because Janet Boche Krause left the state.

February 26, 1992. Terry Metz (CLIC) resigned effective March 27th to take the position of Systems Support and Instruction Librarian at Carleton College.

March 11, 1992. The Board adopted the ILL Committee's 2/26/92 recommendation to migrate the courier service to a commercial delivery firm. The firm was Data Dispatch and service began May 12, 1992.

March 18, 1992. This Special Board meeting discussed the CLIC Proposed Organizational Structure document including.: CLIC Board of Directors, Executive Committee, Consortium Manager, Task Forces, Round Tables. Implementation of the new structure 7/1/92.

April 8, 1992. Training on the Dynix system for various groups was discussed. The position of Associate System Administrator (ASA) was discussed since each library needed such an individual to interface with the system.

At this point Dynix is owned by Ameritech.

May 13, 1992. An Office Space Evaluation Task Force was appointed (King (MNH), Haley (MNT), Parent (CLIC). The group made the decision to remain at the present site (Grand Avenue)
The Search Committee evaluated 30 applications for the CLIC Manager position. Interviews took place in June.

May 27, 1992. The Board's annual meeting will be its June meeting.

June 9, 1992. Letter from Sheila Meyer, Executive Director of J. J. Hill Reference Library to Offermann (MNC) stating Hill's resignation as a CLIC member library. The Board accepted the resignation 6/10/92.

June 10, 1992. Steve Waage was retained to cover Dunker's vacation absence.

June 22, 1992. David Barton was hired as CLIC Consortium Manager. Beginning date, August 3, 1992.

July 8, 1992. Letter on behalf of the Board from Offermann (MNC), outgoing Board president, to Elaine Cline (MNA), incoming president, thanking her for her leadership with the Dynix installation during the interim period without a consortium manager.

July 8, 1992. The Board adopted a uniform loan policy for books with the implementation of the Dynix system.

July 10, 1992. Carlyle system removed from the CLIC computer

August, 1992. Database and indexing data on the Dynix system (CLICnet II) continued to be loaded and manipulated.

September 9, 1992. Kinney (MNE) announced her resignation as director of St. Catherine Library as of mid-October. Harwood (MNE) served as interim director until July, 1993.
Communication issues: i. e structure, responsibility, content, and methods were a primary concern at this time.

October 12, 1992. Board executive session agreed to the dismissal of Dunker and the review of the position of system operator with the intent of formulating a new job description and the hiring of a new operator by February 1, 1993.

November 11, 1992. The Serials Subcommittee recommendation to purchase the Dynix serials and acquisitions modules was accepted in principle.

1993

Mission statement adopted by the Board: "The mission of CLIC is to support member libraries in fulfilling their missions when cooperation enhances their ability to do so."

January 13, 1993. A Serials Working Group was established to identify and resolve questions necessary for the installation of the serials module.

The fulltime position of Computer Systems Specialist was approved. The Board enthusiastically endorsed Barton's recommendation to hire Steve Waage effective January 16, 1993.

February, 1993. The Implementation Task Force was disbanded.

March 10, 1993. Relocation of the CLIC office to the Richard Gordon School Building was approved. 1619 Dayton Avenue Suite 204 , St. Paul, MN 55104.

March 31, 1993. The Board accepted the mission statement developed at the January Board retreat. "**The mission of CLIC is to support member libraries in fulfilling their missions when cooperation enhances their ability to do so."**
The objectives were accepted in final form at the June, 16th Board meeting.

Work continued on developing a revised funding formula for CLIC. Types of costs considered: 1. Administrative/operational, 2. Courier, 3. Automation.

April 28, 1993. A Task Force was established to define local levels of participation in CLIC and associated costs. Hamline Law Library was seeking membership in CLIC

The results of participating libraries' review of the consortium name, Cooperating Libraries In Consortium, were strongly in favor of no change CLIC remained CLIC.

May 14, 1993. The CLIC office moved to its present location, Richard Gordon School Building. 1619 Dayton Avenue, Suite 204, St. Paul, MN 55104. New furniture was purchased. Althea Parent was commended by the Board for her work in coordinating the move.

The report from the Structure Committee was approved unanimously. This included a complex organizational structure including The Board, Board Executive Committee, CLIC Executive Director, Associate System Administrators, AV Directors, Coordinating Council Interest Groups, and Working Groups

Membership/Funding Task Force recommendations were discussed and passed

June 16, 1993. The Serials Vendor Evaluation Team concluded that libraries should retain their current vendors because of switches in the vendor picture and uncertainties as to CLIC's participation in the Dynix serials module. Situation was to be reviewed again in ten months.

Board approved e-mail as the method for communicating information among the CLIC constituency.

June 30, 1993. J.J. Hill Reference Library withdrew from CLIC courier service.

July 29, 1993. Board minutes began to be distributed by e-mail.
Carol Johnson, new director at St. Catherine Library attended her first board meeting.

September 22, 1993. The Board voted to purchase the Dynix Serials Module.

Work continued on the development of personnel policies and procedures for CLIC employees including a job description for the Executive Director and evaluation forms.

December 22, 1993. Offermann (MNC) appointed head of the CLIC 25th Anniversary Committee.
Task Force was formed to develop a goal formulating process for CLIC. Results to be reported in March, 1994.

1994

February 17, 1994. The personnel policy for CLIC staff was approved.

CLIC libraries began the process of cleaning up Brodart records on CLICnet. The Electronic Transmission of ILL Task Force recommended the use of the OCLC electronic subsystem for ILL requests. The ability for libraries to implement the recommendation varied so work continued to achieve a workable system.

April 27, 1994. Upgrades to the system and the hardware were discussed and approved.

May 26, 1994. CLIC Retreat Continuing Education was seen as an important activity.
Appropriate groups were directed to establish a training program about modules in the Dynix 140 release.

June 24, 1994. Secretarial duties for the Board were transferred to the CLIC Executive Director i.e. Barton. CLIC Board officers became: President, Vice President and Treasurer.

Board accepted the AV Cataloging Review Task Force report that recommended each library take responsibility for cataloging their audio-visual materials.

October 24, 1994. The Board planned for a CLIC retreat in January, 1995.

CLIC's Twenty-fifth Anniversary Planning Committee began organizing an event for April, 1995.

November 16, 1994.   The Board began to consider the application of authority control to the database based on TSEC's (Technical Services Executive Committee) recommendations.

1995

January 18, 1995.   CLIC discontinued its membership in Mrnet   and made its internet connection through Macalester's membership. CLIC paid a fee to Macalester.

January 25, 1995. The Board accepted the updated Computer Host Site Agreement between Macalester College and Cooperating Libraries In Consortium. Also it authorized a letter of appreciation to Macalester for their provision of space in their Computer Center.

January 26, 1995. CLIC retreat was held.

February 22, 1995. The Board adopted the amended Equity of Resource Sharing Report as CLIC policy. This report reflected interlibrary loan policies and procedures.

April 12, 1995. Bob Pillow (MNT) presented a document entitled, Cooperative Cataloging in CLIC.

April 27, 1995. The Board adopted the CLIC Executive Director position description.

May, 1995. A 1995 CLIC Communication Survey was conducted by Eric Kallas (MNT) It was distributed to all CLIC library and AV department employees. The question was: "Is communication within CLIC effective? Generally the results were positive. Respondents found communication understandable, timely and helpful to their job performance. Many thought CLIC Digest useful. (See document for specific results. Attached to 9/27/1995 Board meeting agenda)

May 1, 1995. The Board created CLICnet Membership Task Force

May 31, 1995. Announcement was made of the search for Executive Director Barton's successor. Barton had resigned and left CLIC at the end of June.

June 28, 1995. The CLIC Organizational Chart was adopted. Barton's A Manual For Chairpersons of CLIC Executive Committees, Working groups, Task Forces was approved.

No Board meetings were held after Barton left until September 27, 1995. Bob Suderman (MNK) was Board President and performed supervisory duties for the CLIC office in the absence of an Executive Director.

September, 1995. At this time the Minnesota Library Planning Task Force was in place. A Strategy Team (LAST) was seeking ways to further cooperation among MINITEX, MnSCU/PALS, CLIC , and public libraries in the automation of library services into the 21st century.

September 19, 1995. A letter from Suderman (MNK) announced the appointment of Chris D. Olson as CLIC's new Executive Director.

September 27, 1995. CLIC Policy on Membership (draft) was presented to the Board.
CLIC Communication Survey and recommendations were presented to the Board.

October 25, 1995. The recommendation from Kallas' report to have the Executive Director create a process/procedure for a CLIC Web/Home Page was approved.
Haley (MNT) and Olson (CLIC) reported on the retreat of the Library Automation Strategy Team (LAST).

The Board accepted the final report of the Monitoring, Evaluation, and Analysis Team (MEAT), whose charge was to evaluate the 1993 reorganization of CLIC structure. Concerns about the role of the Coordinating Council were discussed.

December 20, 1995. The Board approved seeking information about replacement of the Sequent computer (5 yrs old and almost at capacity).

1996

January 24, 1996. The Board gave final approval to the CLIC Policy on Membership.
The Board directed Olson to write a letter in support of the Minnesota Access Center.

February 15, 1996. The Equity Forum was held at St. Thomas. The purpose was to focus efforts on producing an Equity Resource Sharing Policy for CLIC.

February 24, 1996. The Authority Control group was authorized to move forward with the authority control update of CLICnet.

August 14, 1996. The Board approved signing a new contract with Ameritech Library Services to purchase a new HP server and the graphical interface modules. Also CLIC would pursue the upgrading of the Dynix system.

The Board approved CLIC joining the Minnesota Library Association as an institutional member. Olson (CLIC) became a member of its Legislative Affairs Committee.

September 25, 1996. There was discussion of Olson's proposed 1996-97 Goals for CLIC document.

October 23, 1996. The Board passed proposed 1996-97 CLIC goals.
The Board directed that CLIC office staff should establish independent web access.
Personnel policies for CLIC office staff were reviewed and changes adopted.

1997

February 26, 1997. The Board agreed that there is "not a defined role for collection development within CLIC and there is disagreement about what it should be."

Olson (CLIC) was directed to investigate the possibility of CLIC participating in JSTOR as a consortium. In the end a consortial membership was not possible but individual institutions became JSTOR participants.

April 2, 1997. The Board directed Olson (CLIC) to confirm by letter to Minnesota Higher Education Services Office (HESO) that the consortium is interested in the Gateway portion of MnLINK immediately and would consider joining System X in July, 2000.

A CLICnet II system crash during this period caused a change from weekly to nightly backups of the system and Waage's responsibility for patron data loads in future.

April 23, 1997. The Board directed Olson (CLIC) to implement the planning process for new developments on CLICnet including implementing Graphical Users Interface (GUI) modules.

May 27, 1997. The contract for the HP server from Ameritech was signed but payments were still being negotiated.
Waage (CLIC) represented the private colleges on the Vendor Evaluation Team for the MnLINK RFP.
The Board accepted the Equity Policy and commended the Equity Task Force for their good work and patience.
I
July, 1997. The Equity Policy went into effect. Fees mandated by the policy would begin to be paid in July, 1998. A statistical report form developed by Joslin (MAC) was sent monthly to the CLIC Office. Parent (CLIC) created quarterly reports.

August, 1997. A new computer was installed to operate CLICnet. ISEC (Information Services Executive Committee) activities focused on the installation and rebuilding of indexes and hosting and maintenance of information databases. Other groups such as ERWG (Electronic Resources Working Group) and BI (Bibliographic Instruction Interest Group) investigated and recommended databases and offered a variety of training opportunities to library staffs.

September 1997. A new contract with Courier Dispatch was signed and twice a day ILL deliveries began.

October, 1997. CLIC Cataloging Policies and Procedures Manual was distributed.

1998

January, 1998. The University of Minnesota established a task force to assess options for its AV collection (10,000). Olson (CLIC) and Cline (MNA) served on the group. CLIC determined it was not feasible to absorb the collection and the libraries looked for alternative rental sites when the University of Minnesota Film and Video Library closed in July, 1998.

Spring, 1998. Interlibrary loan routing slips were redesigned. The topic for the CLIC annual retreat was: The Effects of Collaboration with MnLINK.
TSEC (Technical Services Executive Committee) created and approved policies for cataloging graphic materials and electronic journals.
Outside contractors, LaPrada and Iacono were hired to clean up CLIC's authority records.

Summer, 1998. The "In Transit" project was begun and successfully completed. Libraries searched for books listed as "In Transit" found items and corrected their records in the database.

August 4, 1998. CLIC's depreciation schedule was discussed. A motion changed the schedule from 10 years to a 4 year schedule for CLICnet II.

Dave Collins (MAC) was designated to serve as systems backup for Waage (CLIC)

Fall, 1998. The ASEC (Access Services Executive Committee) Policy Manual became available on CLIC's web page.
 A pilot project of direct interlibrary loans among CLIC libraries and St. Olaf and Carleton colleges was tried but the assessed results did not warrant continuing it beyond the trial period.

September 23. 1998. The Board began to incorporate Bethel Seminary Libraries and Northwestern College Library into the consortium.
Bethel Seminary bibliographic records were being prepared to migrate from Library Corporation to the CLICnet Dynix database.
Questionnaire and timeline for assessing Northwestern College for admission to CLIC were discussed.

October 14, 1998. The Board had a meeting concerning participation in MnLINK. The document produced provided various scenarios.

October 28, 1998. CLIC was named as an initial Gateway for Minnesota's MnLINK interlibrary loan project. Budget and responsibilities for participation needed to be addressed.

November 29, 1998. The assessment questionnaire for Northwestern was distributed

CLIC's hardware would be Y2K compliant after the December, 1998 system upgrade.

CLIC's access to Books In Print via VISTA ceased and the Board voted to purchase the IAC interface for BIP starting in December.

December 16, 1998. The Board voted that the billing of the second half of yearly dues would reflect the addition of Bethel Seminary to the consortium.

CLIC 's position statement on Participation in MnLINK is attached to these minutes.
CLIC received over 40,000 hits on its web page in 1998.

1999

January 27, 1999. The 1997/98 CLIC audit showed a net equity of $845,000. Don Carpenter, auditor, suggested the Board go through some financial strategic planning in the future.

The conclusion of the Assessment Team's report to the Board was that Northwestern College met CLIC's membership requirements. There was discussion of other issues and a decision to continue the discussion on February 18th.

February 24, 1999. The Board approved the motion that Northwestern College become a member of CLIC.
A motion to have a moratorium on adding additional members to CLIC until a strategic plan was in place passed unanimously.

CLIC staff were directed to look into purchasing a new office telephone system.

May 6, 1999. A serials management retreat was held.

June 23, 1999. The Board approved the MnLINK Gateway contract. CLIC received $62,077 for participation in the project. The Board approved CLIC becoming a beta site for the Gateway III software. Training on the software took place in the summer and fall.

CLICnet III Steering Committee began meeting. Their report including a timeline and RFP and selection process was distributed and approved.

Remodeling of CLIC office space was approved. New lease with Justin Properties, Inc. was for five years (July 1, 1999-June 30, 2004). Remodeling started in October.

Bethel Seminary and Northwestern College were performing appropriate data loads to join the consortium.

September 22, 1999. More than 70 library staff members attended the CLICnet III kickoff event. Writing groups for functional system components were designated.
Vendor demonstrations were presented in October/November.

October 27, 1999. CLIC By-Laws were revised with "he/she" language. In future Alternates to the Board will place a written proxy at the CLIC office annually.

December 1, 1999. CLICnet III RFP was sent to 15 vendors. The Board designated the CLICnet III Steering Committee to manage and implement the vendor evaluation process.

2000-2010

2000

January 26, 2000. MnLINK Gateway testing moved to May, 2000.

CLICnet III vendor evaluation teams were set up. A kickoff event was held on January 28th. Semi finalists were named in early March and invited to provide system demonstrations.

OCLC bibliographic loads for Bethel Seminary and Northwestern College were being completed.

February 23, 2000. The Board directed the Serials Management Task Force to begin working on collection development issues.

Long term scenarios for the CLIC budget were presented by Executive Director Olson.

March 22, 2000. Public demonstrations of vendor candidates (Endeavor, Epixtech, Innovative Interfaces) for CLICnet III were announced. Site Visit Team was selected: Guthro (MAC), Kreitzer (MNE), Farley (NOW), Borowske (MNH), Mateer (MNA), Waage (CLIC). Site visits in the Washington, DC area took place the last week of April. Information from the visits was given to the Steering Committee.

The Board approved the purchase of Remote Patron Authentication (RPA) Product from Epixtech.

The Executive Committee Report concerning dues formula goals for the budget strategic plan were discussed and approved.

Waage's efforts on the MnLINK Gateway and Interlibrary Loan Project were recognized by Olson.

At this time there was a moratorium on consideration of requests by institutions seeking to join CLIC.

April 26, 2000. Board appointed: Haley (MNT), Suderman (MNK), Johnson (MNE) and Olson (CLIC) as the negotiation team for CLICnet III.

Due to problems with the Epixtech RPA product the Board voted to return the software until it was further developed.

CLIC pursued a grant from the Foundation of Institutes for Higher Education in order to evaluate serial collections and develop interlibrary loan via Ariel.

May 5, 2000. The Site Visit Team report recommended Innovative Interfaces, Inc. as the vendor for CLICnet III to CLIC's Steering Committee.

May 17, 2000. Meeting closed during the discussion of a new vendor for CLICnet III. The Steering Committee recommended the Innovative Interfaces product. The Board authorized the Negotiation Team to begin contract negotiations with Innovative Interfaces, Inc (III).
Meeting officially opened to the public. Olson (CLIC) was authorized to create a public statement concerning the selection of the vendor.

Board approved the creation of an account through MINITEX for the NetLibrary product.

A document regarding the fostering of the Hill/CLIC relationship was distributed by Offermann (MNC).

June 28, 2000. The Board approved the Implementation Team: Mateer (MNA, chair), Farley (NOW), Joslin (MAC), Borowske (MNH), Guthro (MAC), George (MHA), Kreitzer (MNE) Olson (CLIC), Waage (CLIC), Suderman (MNK), Fishel(MAC), and Gjelten (MNT)
Group was responsible for planning the conversion, migration, and implementation of CLICnet into the Innovative Interfaces (III) software/hardware.

The firm Carpenter Evert became CLIC's auditor.

The new By-Laws provision that Proxy Statements naming alternates with voting privilege to the Board of Directors must be filed with the CLIC office annually became official practice.

Because of his impending retirement Glenn Offermann's resignation from the Board as a director was accepted and he was elected Director Emeritus. Charlotte Knoche (MNC) was appointed Interim Library Director at Concordia and became Concordia's representative on the Board.

August 2, 2000. Web Management Working Group began meeting.

August 18, 2000. The Negotiation Team met face to face with Innovative Interfaces representatives.

August 23, 2000. The Board approved the purchase of a separate T-I internet telecommunications line and security firewall to be installed at Macalester College for connections to CLICnet services.

Annual evaluation of the Executive Director using the appropriate form takes place on the anniversary of hire date. The past Board President is responsible for this task.

September 14, 2000. Electronic Book Workshop held at Earle Brown Center sponsored by MINITEX in cooperation with CLIC, MELSA and Metronet..

September 27, 2000. T-1 line was ordered from U. S. West (Qwest) Cost for equipment and firewall approximately $10,000.

The Board held an issues discussion concerning e-books and other electronic resources. It was agreed to create a Strategic Planning for Electronic Resources Task Force.

MnLINK Gateway on hold.

Olson (CLIC) announced that he was running for Minnesota Library Association President.

October 25, 2000. The Board accepted the final draft of the III Contract.
T-1 Line installed and functioning.

November 22, 2000. The Board approved the Executive Board Job Descriptions which were placed in the Board of Directors' Manual.

CLIC dues remained the same for FY2001-2002 but alternative methods/formulas would be studied during the year. A Dues Task Force was created.

The Hill Library was re-examining its structure and relationships at this time. Membership in CLIC issues still remained to be addressed. The Board agreed to have a Special Board Meeting on January 24, 2001, to discuss issues concerning membership and dues formula.

2001

January 10, 2001. Implementation of the new Innovative Interfaces system began. Innovative Interfaces was capable of supplying a complete ILS (Integrated Library System). This was the first time CLIC had purchased and

would install a system that provided automated library operations in all areas: catalog, circulation, serials control, acquisitions, media booking, etc. Thus installation was more complex and time consuming. Teams were in place including the Core Team to provide oversight of the entire process.

III system worksheets completed 1/16/2001.

Training plans underway using the train the trainer model.

Sun hardware scheduled for delivery 1/25/2001.

CLIC joined the III National Users Group.

January 24, 2001. CLIC Board Planning Session concerning both the dues formula and membership in CLIC was held.

February 28, 2001. CLIC made its first payment on the III system ($72,605). CLICnet III Training Schedule Timeline was issued and ran from March through July, 2001.

The Board approved the purchase of a new telephone system for the CLIC office to replace the ten year old one. Important features: functionality, voice mail, and conference/speaker calling.

April 23, 2001. Special Board Meeting discussed implementation/migration process to the III system. Because of delays by III in supplying the contracted system the Board "regrettably" agreed to revise the implementation schedule for the migration of the integrated library system with some conditions that included financial penalties.

May 30, 2001. The Board created a small group: Fishel (MAC), Anderson (MNA), Suderman (MNK) and Olson (CLIC) to develop some funding formula scenarios for discussion by the Board before the end of summer. CLIC's budget at this time was split into three areas: Courier, Administration, and Automation costs.

III Implementation continued. The Implementation Team and the Core Team prescreened and reloaded the TestPAC.

June 29, 2001. CLICnet III Steering Committee's recommendation that 28 scopes be used in the system was accepted by the Board. They also accepted the Committee's recommendation that the TestPAC be accepted and payments made. Initial TestPAC installation: $242,016 and Acceptance of TestPAC: $72,605.

Each CLIC Institution was directed to appoint a staff member to serve on an Interface Steering Committee.

Karen Mateer left her position at Augsburg to move to Rhode Island. However, the Board agreed to hire her as an independent contractor/consultant to do CLIC database cleanup from a distance.

July 25, 2001. Possible collaboration with Hill Library was under discussion. Various teams in support of the new system continued to meet.

The Board approved a motion to simply name the new system CLICnet.

A trial of the virtual reference product produced by Convey systems was authorized.

September 26, 2001. Concerns about communication during the III implementation resulted in a memo from S. Anderson (MNA) and D. Gjelten (MNT) expressing the "near crisis" in implementation. The document entitled, Communications During Implementation was discussed. Board members expressed their thoughts about the situation. The results were a statement of a communication structure and the formation of a subgroup of the Board to identify key steps in addressing solutions for the major problems.

October 24, 2001. The Communications Ad Hoc Subgroup reported seven things to do to smooth the implementation process. A group, Policy Ambiguity Resolution Team (PART), to make final decisions on policies was created. The Board agreed to upgrade the CLIC meeting room computer and purchase a portable data projector.

November 9, 2001.   CLIC's Fall Celebration Party was held at the Science Museum. The speaker was author, William Kent Krueger.

2002

January 23, 2002. Sam Richter, president of the Hill Group, presented his perspective for a relationship between Hill Library and CLIC. Individual institutions would make their own decisions concerning future relationship with Hill.

Work began on the search for a replacement for Althea Parent, CLIC Office Manager/Bookkeeper, who was leaving in March, 2002.

The Board voted to incorporate the Audio-Visual group into the ASEC (Access Executive Committee) structure as a Working Group.

 The PART group worked on ways to "tweak" III Millennium to achieve the desired result with regard to uniform titles.

The III User Group enhancement voting process was discussed. CLIC working groups voted on items appropriate to their responsibilities and the CLIC office forwarded the results.

Chris Olson (CLIC) was elected and served as the Minnesota Library Association's president for 2002

February 13, 2002. The CLIC Remote Access Task Force: Joslin (MAC), Kenney (MNK). Kreitzer (MNE) issued a preliminary report on four main authentication options: 1. standard proxy servers, 2. Ezproxy, 3. III Web Access Management, and 4. third party authentication services.

February 27, 2002. The E-Journals Task Force recommendations were accepted. A working group was established.

Lost book reconciliation was under discussion once again. Decision was to leave the current assessment of $50 per book in place.

Discussion of staffing for the system resulted in the formation of a group to study needs and make recommendations. Task Force: S. Anderson (MNA), Suderman (MNK), Satzer (TL#), Borowske (MNH), Hogan (MNA), Joslin (MAC), Waage (CLIC).

March 27, 2002. The CLIC Communications Ad Hoc Subgroup issued a report on actions taken to improve communication during III Implementation.

Nancy Hegdahl, Parent's successor as CLIC Bookkeeper/Office Manager, was welcomed to CLIC.
The System Administrative Task Force created a list of tasks/responsibilities needed in CLIC's systems administration role. Board discussion pointed out that III is a complicated system which requires more staff to do the consortium wide centralized work. The III system caused ASAs to take on more CLIC wide responsibilities. The Board recommended that the ASA Group create a proposal for a Systems Operations Group including identification of persons to be named to the group.
The Board also directed the Implementation Committee to review the list of tasks/responsibilities to determine a job description for an additional CLIC staff member.

The Board expressed concerns about III's delivery and implementation of the system.

April 24, 2002. Olson (CLIC) reported that the old HP machine had been hacked in April and Waage (CLIC) had quickly recognized and solved the problem. The Board gave Waage recognition for his excellent performance.

Important documentation concerning the implementation and maintenance of the III system is included in these minutes. One result was the Board   directive to rewrite CLIC staff job descriptions including a new systems administrator and the approval to hire an additional CLIC staff member.

The Implementation Steering Committee disbanded.

May 29, 2002. PART group disbanded.

June 19, 2002. The Board directed that each institution appoint a member to the Virtual Reference Working Group and that the group bring a proposal about such a service to the Board.

After study and discussion an additional position of System Administrator was to be added to CLIC office staffing. A small group interviewed candidates after June 5th.

July 24, 2002. Interviews for the Systems Administrator/User Support position took place.
The system was having problems including crashes so exploration of the need for more disc space and problems of system configuration were under review.

August 26, 2002. Deb Bergeron was hired as System Administrator/User Support beginning, October 1, 2002.

The installation of two additional disc drives solved the disc space problems.

The Board approved a recommendation that each CLIC institution contribute $1,000 or more annually to purchase e-books for CLIC and that 20% per $1,000 be contributed to the MINITEX collection. The growth in the MnLINK ebook collection was a way of contributing to resource sharing.

Using a Carlson Foundation grant Macalester purchased Chinese, Japanese, Korean (CJK) software from III to be loaded onto the CLIC server for use by all CLIC libraries.

October 23, 2002. The Board authorized the final payment for the III system.

November 20, 2002. CLIC personnel policies were reviewed and approved by the Board.
Bergeron (CLIC) began work on CLIC policy and procedures addressing request for information from CLIC under the Patriot Act.

The User Service Award for 2001-2002 was given to six individuals rather than the usual single person thus demonstrating that implementation of the new system required a major commitment of time and energy throughout CLIC.

2003

January 22, 2003. III Phase 2 upgrade on January 7th went well.

Solomon Accounting software was outdated so CLIC began using Peach Tree Accounting software.

February 26-27, 2003. CLIC Directors' Retreat at Riverwood Inn & Conference Center, Monticello, MN.   Sue Hall of The Milestone Group was the facilitator. Purpose was strategic planning.

CLIC's Strategic Plan 2003—2005 was drafted at the retreat, the stated mission: **CLIC's mission is to support member libraries in fulfilling their missions when cooperation enhances their ability to do so."**
Focus areas for strategic growth were: 1. Academic libraries of the future, 2. The CLICnet system, 3. Infrastructure. 4. Finances, 5. New Opportunities/Special projects goals, strategies. And a Board "champion" was designated for each area.

February 26, 2003. Ken Behringer from MnLINK attended the meeting to discuss the MnLINK Gateway Project and invited CLIC ILL staff to participate in ILL training for the system.

March 26, 2003. The Board discussed the draft of the Strategic Plan created at the retreat and documented by the facilitator, Sue Hall (Milestone Group). Champions were selected for each area. Olson (CLIC) was charged with defining "servant leadership" and incorporating it into the document.

Olson (CLIC) distributed a Privacy of Information Policy and Procedure draft. Documents and policies became necessary to meet possible law enforcement inquiries resulting from the Patriot Act.

CLIC Systems Operations Group began to meet.

April 23, 2003. The March financial report was the first one done on the new Peach Tree Accounting System. Hegdahl (CLIC) was thanked for her efforts getting the system up and running.

July 23, 2003. The 2003-2005 Strategic Plan was officially approved. It was decided that the Executive Director would write and distribute CLIC wide a summary of Board actions after each meeting.

August 21, 2003. Olson (CLIC) appointed a group to manage the redesign of the OPAC.

September 17, 2003. Directors reported on progress toward their Strategic Plan goals.
Re-indexing the database at a cost of $5,200 was approved.
The Authority Control group became an official CLIC working group.

October 22, 2003. Fishel (MAC) reported that she had convened the first Cooperation Collection Development Task Force.
Olson (CLIC) informed the Board about the III Electronic Resources Management (ERM) product.

December 18, 2003. The Board authorized the purchase of new system hardware and the move off of the Oracle platform. Migration cost estimated to be $50,000.
The Board agreed to review the job description and change the time of the performance evaluation of the Executive Director from fall to spring.

The Board approved the final version of the CLIC structure document that outlined the status of the CLIC organization. Also they approved hiring a consultant to assist in the performance of an organization audit to evaluate the effectiveness of CLIC structure.

2004

January 28, 2004. The Board approved the investigation of Blackwell's Table of Contents product.

Sue Hall and the Milestone Group were hired to perform an organizational assessment of the CLIC structure. The Coordinating Council worked with Hall to develop an assessment plan. .

February 18, 2004. The entire board meeting was devoted to representatives from Innovative Interfaces who presented possibilities for multiple ports, separate servers, InnReach and ERM.

March 24, 2004. Projects proposed by the Collection Development Task Force were approved: 1. A consolidated list of journal cancellations would be maintained on the CLIC website. The Serials Working Group and Hegdahl (CLIC) were responsible for this activity. 2. A small group would implement Blackwell's Table of Contents product.

June 23, 2004. Migration to new hardware was successful. There was positive feedback concerning increase of processing speeds and the helpfulness of Waage's (CLIC) communications during the migration process.

July 28, 2004. Olson (CLIC) was elected Board Secretary.
Discussion concerning when to move to III Silver Release took place and a motion to upgrade the system by December passed.

August 25, 2004. Olson (CLIC) and Sue Hall (Milestone) worked on a survey to obtain data concerning CLIC organizational structure.

October 27, 2004. The CLIC Organizational Audit Survey was distributed to library staffs. The Milestone Group's report went to the Coordinating Council in November.

November 24, 2004. Information from the survey had been reported to the Coordinating Council by Sue Hall and Mary Pat Raimondi (Milestone). A 72 % response rate to the survey was good and there were many good ideas generated. The Board approved a motion that the Executive Board members meet, prepare a list of possible outcomes with a time frame and prepare a document to be reviewed by Directors and Coordinating Council members at a joint meeting in January.

Board agreed to set up a group to discuss dues structure and report back to the Board in May, 2005.

2005

Mission statement: CLIC exists to support member libraries in the fulfillment of their missions. Adopted by the Board, 2005.

February 24, 2005. These minutes contain the results of two joint meetings between the Board and the Coordinating Council creating an expedited decision making process and more concise objectives for CLIC based on the review of CLIC Organizational Structure.
Mission and Vision statements were not changed. CLIC objectives were reduced to four: 1. Provide improved and more comprehensive library resources and services to library users through the enhanced sharing of materials. 2. Operate and manage an integrated, automated library system, 3. Develop entrepreneurial initiatives in order to deliver new/expanding content and services. 4. Provide opportunities for staff collegiality, leadership and training.
A value statement was created: "Decisions within CLIC should reflect a positive impact for the users, improved quality to the catalog and consideration of staff time and resources."

Organizational structure was revised. Coordinating Council and Executive Committees were eliminated. Working groups were retained. Two new groups were added: 1. Communities of Interest which would have a "sunset" provision and 2. Management Round Table to help expedite the decision making process.

Further work would be done and the structure implemented in July 2005, for a two year period.

The Board passed a motion supporting the creation of a CLIC Digitization Task Force.

March 23, 2005.   Velocity, CLIC's Ill courier, proposed a 7% rate increase. The Board approved a move to Expedited Transportation for our ILL courier because of their competitive bid.

April 19, 2005. A forum on CLIC organizational structure was held at Macalester.

A subcommittee of ILL was investigating OCLC's ILLiad interlibrary loan system.

May 25, 2005. The Board's Budget Dues Committee Report provided 3 versions of a proposed dues formula to be reviewed and discussed in June.

Olson (CLIC) distributed templates describing existing CLIC groups. The new website needed to be in place before the new organizational structure began. The Board approved the authorization of the release of the CLIC Website RFP.

The ILL subcommittee investigating ILLiad gave a comparative overview of various ILL software to the Board.

The Board approved a motion making the Board Executive Committee the Nominating Committee.

June 22, 2005. The Board adopted proposal three for CLIC dues structure for 2006-07. The proposal was based upon the majority of costs shared equally, the size of each institution's acquisitions budget, and a percentage representing staff licenses used by each institution.

The Board authorized a small group (Gjelten (MNT), Fishel (MAC), Olson, Hegdahl, Bergeron (CLIC) to decide on a vendor for the CLIC Website. Deanna Sylte was hired to design the site.

Six institutions agreed to purchase the ILLiad product and implement its use by the start of school.

CLIC reorganization moved forward. An orientation session for new group chairs was developed.

July 27, 2005. The Board received a proposal for Changes to Scoping and Type of Material Limiting in the OPAC. They gave approval for the Cataloging Working Group to proceed with Mat Type Scoping.

August 24, 2005. Chris Olson, Executive Director, announced his resignation from CLIC as of September 30th and his new position as Executive Director of MELSA (Metropolitan Library Service Agency).

The Board Executive Committee (Suderman (MNK), Knoche (MNC), Rochat (MNH)) plus Gjelten (MNT) were directed to set up an search procedure for a new CLIC Executive Director.

Diane Lewin was replaced by Bill Easton as III's salesperson for our region.

The Board approved the purchase of the EDIFACT product (this was the electronic 13 digit barcode ordering product that was required in order to do electronic ordering on the system).

September 28, 2005. Announcements included: Joel Clemmer leaving his position as Macalester Library Director. Ruth McGuire becoming Library Director at Northwestern College on November 1st and Dale Solberg leaving as Library Director of Northwestern College on December 6th.

September 30, 2005. After ten years 1995-2005 as Executive Director, Chris Olson left CLIC to become Director of MELSA (Metropolitan Library Service Agency)

The CLIC Executive Director Search Committee reported on its progress. Application deadline October 31st.

October 26, 2005. Ruth McGuire (NOW) elected to the CLIC Board replacing Solberg.

The Board approved a motion to continue the existence of the Table of Contents Task Force and the continued purchase of records from Blackwell at the rate of $2,000 per institution.

November 30, 2005. Suderman (MNK) reported on Waage's (CLIC) recovery from major heart surgery earlier in the month.

The Search Committee recommended Karen Docherty for the Executive Director position and the Board approved.

2006

January 25, 2006.   Karen Docherty, new CLIC Executive Director, was welcomed to her first board meeting.

With the arrival of a new Executive Director and the significant changes occurring in information and technology it was time to develop a new strategic plan. Planning began for a Forum to be held in fall, 2006, with the theme: Trends In Integrated Library Systems and the Future of the OPAC.

The MARC Records/Serials Solutions Task Force presented information. The Board postponed a decision on the purchase of Serials Solutions MARC records until further information including cost could be investigated in detail.

February 22, 2006. The Table of Contents Task Force: Faiks (MAC), Sheehan (MHL), Rademacher (MNC), Reinhold (MNK) and Waage (CLIC) presented the results of their CLIC wide TOC Survey to the Board. The Board continued the existence of the Task Force to cope with issues as they arose.

The MARC Records proposal was approved.

March 22, 2006. Some changes were made to CLIC personnel policies.

The Board approved a change to the officer nominating process. It was decided that Board members would rotate through the positions of treasurer, vice-president, and president. The treasurer would become vice-president and the vice president would become president in a three year rotation. The rotation sequence would be by institution.
The slate of officers for the coming year would begin the new sequence: Knoche (MNK) President, Johnson (MNE) Vice-President, Rochat (MNH) Treasurer.

April 19, 2006. The CLIC Recognition Luncheon was held at the Science Museum of Minnesota. User and Group Effectiveness Awards were continued.

April 26, 2006. Suderman (MNK) expressed his appreciation for receiving the User Support Award.

The Board accepted the revised CLIC Employee Handbook.

August 23, 2006. Collection development and sharing issues appear. MnLINK Request Limits which affected interlibrary loan requests were solved prior to the meeting. The Serials/Discard Holdings Project was left to individual institutions to make participation decisions.
III upgrade schedules and OPAC Communication Process were discussed. Docherty (CLIC) supplied written background material for Board agenda items to inform and facilitate the discussion process.

September 27, 2006. Docherty (CLIC) presented a draft of the organization structure survey. The survey was conducted from 11/27 to 2/15/2006. This was an attempt to evaluate the CLIC organizational structure that was put into place in September, 2005.

November, 2006. Stacey Holland replaced Nancy Hegdahl as CLIC Office Manager/Bookkeeper.

November 10, 2006. Roy Tennant was the keynote speaker at the ILS Forum held at Como Park Zoo conference site. As of 10/20/06 there were 166 attendees registered: 117 CLIC, 39 MPCC libraries, 10 from MINITEX. It was a well attended and successful event that kicked off a new planning process in the consortium. Evaluation survey responses included with November 22, 2006 Board meeting information.

November 22, 2006. The Board decided to meet at The College of St. Catherine on January 17, 2007, to discuss the new strategic planning process for CLIC.

Federated Searching was under discussion in CLIC libraries.

2007

January 24, 2007. The Digitization Community of Interest provided a report on the capabilities of a variety of digital collections systems. The group endorsed the CONTENTdm product and Docherty (CLIC) was asked to arrange a trial of the system.

February 28, 2007. After a review of the Structure Survey by the Management Round Table its recommendations for improvements to communication within CLIC and revision of some of the MRT functions were approved by the Board and implemented. MRT's name was changed to Mediation and Advisory Round Table (MART) to reflect a broader focus and its advisory role to Docherty (CLIC) and the Board on the Integrated Library System (ILS) planning process.   The group was to ensure that CLIC had a meaningful and well organized ILS futures planning process in place. The first year was to be one of investigation of available systems and technologies.

May 30, 2007. The Board approved the purchase of WonderDesk, a problem reporting and tracking system.
Ann Bateson became the new Director of St. Thomas Law Library.

June 20, 2007. The CLIC office was repainted and recarpeted.
CONTENTdm license and equipment including a server were purchased.
CLIC partnered with Macalester to share a fiber connection and participate in the fiber loop with the private colleges, i.e. PING Project.

Closed Executive session to discuss plans for the CLIC Executive Director position. Docherty's resignation is not mentioned in Board minutes.
Docherty's last day with CLIC was July 15th.

August 2, 2007. The search for a new Executive Director was in progress. Closing date Sept. 10th. CLIC staff commended for doing a great job during the transition period.

Board agreed that MART's Futures Planning process should continue. Board liaison's to MART were McGuire (NOW) and Gjelten (MNT).

October 30, 2007. There was an Executive session concerning the search for Executive Director. Apparently no candidate was selected and hired because another search was underway in November.

November 28, 2007. There was a report on the new Executive Director search responses.
There was an Executive session concerning CLIC staff.

2008

January 23, 2008. There was an Executive session about search progress and interviews.
PING was on hold until spring when a T-1 line would be installed at Macalester.
MART continued its work gathering and analyzing data.
A CLIC Treasurer's Manual including Financial Policies and Procedures was created by Holland (CLIC) and reviewed by the Executive Committee.

March 13, 2008. Two motions passed: 1. Search for the Executive Director closed.
2. Thank you to the Search Committee.

March 19, 2008. The Board directed MART to work with other CLIC groups and investigate discovery layer software and make a recommendation by May 23, 2008. Macalester moved to the use of World Cat.

Executive session on Executive Director position and future staffing needs. The Board moved to seek a consultant and approved a motion to hire a temporary, part-time Executive Assistant to the Board to oversee the CLIC office on behalf of the Executive Committee of the Board.

April 23, 2008. The Board accepted the CLIC Peer Performance Evaluation form created by Holland (CLIC).

May, 2008. Mary Chevreau and Pete Zeimet of Innovative Interfaces spent an hour with the Board.
The Board accepted MART's report about discovery layers. MART continued the investigation into two products: Encore and Primo Implementation of a discovery layer to be in place by January 1, 2009.

The Board approved the Digitization Community of Interest's (COI) recommendation to purchase an unlimited CONTENTdm license for $30,000.

Jack Davidsen began serving as the six-month part time Executive Assistant on June 2nd.
There was an Executive session about CLIC staff evaluations.

The CLIC Awards Banquet planned by Holland (CLIC) was set for December 4, 2008. It was a lunch held at Como Park Zoo conference site with guest speaker, Richard Bresnahan, potter.

June 25, 2008. The Board passed a motion not to pursue a consultant search.

July 23, 2008. Board approved a switch from Qwest to Integra telephone service for significant cost savings.
The Board was reviewing CLIC's 2003 Strategic Plan at this time.

August 27, 2008. The Board approved a motion to purchase new hardware from III ($30,028).

Although MART recommended Primo as the choice for a discovery layer the Board requested a side by side comparison of its system with that of III's Encore.

The Board had an Executive Session.
Davidsen (CLIC) was trained to perform tape backups of the ILS when Waage (CLIC) was unavailable.

September 24, 2008. At this period CLIC projects were RefWorks, S.C.A.T. tables, and a discovery layer.
Once again there was an Executive Session.

October 22, 2008. The Board approved a motion to abandon the OPAC Refresh Project and use the "out of the box" web interface and create an updated OPAC.

Status of the CONTENTdm Community of Interest was changed to an Operational Committee and their proposed allocations of collections by institution was approved.

The Board affirmed the reorganization of the CLIC office including the elimination of the System Administrator, User Support position (incumbent was Deb Bergeron).

Work began on acquiring a remote backup system for the ILS.

November 21, 2008. The Executive Committee proposed to reclassify the Office Manager position. The position became full time with the addition of website maintenance responsibilities. The position title became Business/Office Manager. There was a pay increase and the employee (incumbent, Stacey Holland) would work from home five hours per week.

The Executive Committee was investigating III's Encore discovery layer.

December 1, 2008. Jack Davidsen's six month, part time contract as Executive Assistant to the Board was completed 11/30. He moved to a full time position at Macalester   His Executive Assistant's Report 12/1 notes that Waage (CLIC) attended CSS training and Holland (CLIC) completed studies at UST in non-profit financial management.
Waage installed Google Apps for CLIC. Work proceeded on the API backup system ILS Migration plans were finalized and scheduled for 1/13/2009.

Karen Harwood became the Executive Assistant to the Board.

The Board approved a motion that a small group complete negotiations for III's Encore discovery layer product by the end of December and have implementation completed in January.

There was an hour long Executive session.

After a review of Strategic Plan 2003 accomplishments the Board postponed renewed strategic planning until June, 2009.

A search committee for the Executive Director was established (Gjelten (MNT), Johnson (MNE), Harwood (CLIC), Collins (MAC), Farley (NOW), Roach (MNT) and others.

The Board approved hiring Schommer (MAC) as a temporary part-time CONTENTdm administrator, January-June, 2009.

2009

January 13, 2009. The Innovative system migration from Sun V440 hardware running the Sun Solaris Unix operating system to an IBM x3650 Intel based system running Red Hat Linux was completed. Because of their responsibilities for system operation ASAs and Sys Ops members had restricted e-mail lists. However in order to accommodate others who need to view system problem logs an open e-mail list was created.

January 28, 2009. Schommer (MAC) was hired to work with CONTENTdm issues. His first task was preparing for an upgrade in February.   Waage (CLIC) as Systems Manager began providing written monthly reports to the Board.
The search for a new CLIC Executive Director had begun.

February 25, 2009. Mary Wagner, Director of the MLIS program at the College of St. Catherine presented information about the ALA accreditation status of the program to the Board.

The Board approved the purchase of an Encore subscription ($41,300 1st yr) Macalester did not participate. Waage (CLIC) and ASAs implemented the discovery layer and MART planned a "kickoff" event.

Five applicants for Executive Director were selected for telephone interviews. The Board accepted Harwood's (CLIC) recommendations concerning Communities of Interest.

March 5, 2009. The system was converted to Unicode storage.

March 25, 2009. On site interviews of three candidates for Executive Director were scheduled. Concordia was the host site for their presentations.

April 22, 2009. Executive Director Search. The conclusion of the search was unsuccessful. The selected candidate declined the Board's offer. However, an invited candidate, Tom Nichol, came to an open session with CLIC staff members and then a Board interview. After the Board discussed opinions and options they decided to offer the position to Nichol, who accepted. Tom Nichol began his duties as Executive Director on June 1, 2009.   Executive Assistant to the Board, Harwood, concluded her contract June 15, 2009.

May 27, 2009. The Board approved the purchase of III Consortium Management Extension product (SCAT tables).
MART's celebration event (5/29) held at Northwestern College demonstrated how Encore met the criteria used to select a discovery layer product.

The Board approved a motion to contract with OCLC for CONTENTdm hosting at level three ($3,600). Records were sent to OCLC in June.
The Board approved the Digitization Collection Development Policy.

June 24, 2009. The Board took action to move Schommer to a contract position. The Board approved the purchase of III's EDI (Electronic Data Interchange) invoicing software for monographs.

August 26, 2009. Audit policies i.e. Whistleblower and Record Retention were created by Stacey Holland, CLIC Business Manger.

The Board approved CLIC's 40th anniversary celebration to be held on December 1st at Como Park Zoo facility.

September 23, 2009. As part of CLIC's disaster plan the Board approved monies for III to do a backup tape verification test. A testing schedule should be included in the plan.

Strategic planning activity was renewed. Nichol presented "Perspectives on CLIC" a summary of his interviews with board members. Fishel (MAC), Gjelten (MNT), and Nelson (MNA) volunteered to serve with Nichol as a steering committee to guide the strategic planning process. A CLIC Strategic Planning Google site was created so that thoughts, documents, etc. could be shared.

October 28, 2009. The Board approved the revised CLIC Digital Collections Collection Development Policy.

December, 2009.   CLIC's fortieth anniversary celebration took place on December 1st. Kevin Kling was the guest speaker. Over 150 guests accepted the invitation including former library directors and staff members. CLIC memorabilia was displayed and Harwood gave a brief history of CLIC.

CONCLUSION

Although I have chosen to end this timeline with 2009, CLIC's performance continues and has almost reached another completed year (2010) Good things continue to happen and work goes on in all areas of its concerns. New strategic planning is underway and a variety of programmatic activity has been accomplished. CLIC is a vibrant organization and a vital resource for its member institutions and Minnesota as a whole. May it continue to grow and prosper. Karen Harwood 9/21/2010.

APPENDIX 1

FIRST CLIC BOARD OF DIRECTORS 1969

Karlis L. Ozolins	Augsburg College
Mrs. Margaret Dewey	Bethel College
Sr. Marie Inez Johnson	College of St. Catherine
The Rev. Clyde Eddy	College of St. Thomas
Glenn Offermann	Concordia College
Herbert J. Johnson	Hamline University
Mrs. Jean Archibald	Macalester College
Russell F. Barnes	James J. Hill Reference Library

APPENDIX 2

CLIC COORDINATORS/EXECUTIVE DIRECTORS

COORDINATORS   Part Time

1969-71   STEPHEN PLUMB
1971-74   ELIZABETH (BETH) KELLY
1974-76   ANDREA HONEBRINK
1976-77   INGRID FORDE
1978-85   JANETTE (JAN) CHITTENDEN
1986   LISA BARNHART

MANAGER   Full time

1986-92   TERRENCE (TERRY) METZ

EXECUTIVE DIRECTOR

1992- 95   DAVID BARTON
1995-05   CHRIS OLSON
2005-07   KAREN DOCHERTY

7/07-6/09   INTERIM NO DIRECTOR 3 SEARCHES

6/2009-   TOM NICHOL

APPENDIX 3

CLIC "State of the Consortium" by Glenn Offermann 5/12/1976

A number of major cooperative processes are occurring so regularly and normally that, although they are taken for granted, these activities are helping to provide our patrons with a breadth and depth of library services that were but dreams a decade ago—and some not even that. It is my belief that most of our patrons

1. Have come to expect to be able to obtain most any monograph they
   want—if not locally, through CLIC or a CLIC connection.
2. Are not terribly dismayed if a local item is "out" or " missing" because
   they presume a CLIC loan will have another copy for them in a relatively short period of time.
3. Have come to expect to have most any periodical article they may
   Identify made available to them.

and all within a day or two or three at the most. Furthermore, expectations regarding AV materials are increasing and, to some limited extent, receiving satisfaction. Faculty members are even expecting the facilitation of computerized searching of major data bases.

These are not startling 1975—1976 developments. However, the continuing achievement of a Union Catalog Service, a courier service, and a union list of serials in conjunction with MINITEX should give us satisfaction, encouragement and determination to continue to strive toward greater benefits from cooperation.

In my judgment, the most significant trend or movement of the past year has been the increasing influence of forces outside of CLIC on our consortium activities. This is a trend which , I think, will continue to intensify and will have a significant impact upon CLIC's future. How we as individual libraries and as a consortium handle our relationships with these "outside" forces and how successfully we identify and develop activities compatible with our kind of consortium—or fail to do so because of visible or imagined considerations—will likely determine the growth or demise of CLIC.

Again, this is not a 1975—1976 phenomenon. During our gestation period we were "outside" forces, in a sense, to each other. At our very birth, the Hill Library (forgive me Rus, Herman, and Walter) was an "outside" force in a sense. We've managed, however, to achieve a certain level of intimacy. I'm really talking about "outside" forces that have no intention of consorting with us and becoming a part of our intimate group. Rather, they are looking for us individually or as a group to join them in certain activities or organizational structures that have a relationship to what we are doing in our consortium activities.

The MULS development is an example. We had developed our own Union List of Serials. We cooperatively revised our retention options and holdings. We freely exchanged periodical run fragments. Then came incorporation into MULS—the influence of an "outside" force. I don't purport that participation in MULS was inappropriate or any of the other "outside" forces for that matter. However, this changed the "periodical relationship" in CLIC and eliminated a consortium activity.

The Conversion Project (forgive me, Virgil) has almost become an "outside" force. This is ironic because I do not think that CLIC perceives the Hill Library as an "outside" force and I believe the records show that the Project Director has made many pleas for input and participation. Certainly there has been a sizable amount of discussion time devoted to the Project in CLIC meetings. Yet, somehow, conditions have developed where a "distance" of some kind has crept between the Consortium and the Project on some level.

The Council of Minnesota Academic Library directors is a major example of an "outside" force. It has had almost as many meetings as CLIC. Its objectives closely parallel those of CLIC. Its development of an OCLC network has introduced strains on CLIC activities and raised many questions about what activities are most appropriate at various organizational levels. The Kellogg grants are another prime example. MIDLNET may raise similar questions for CLIC.

I believe there are many activities that can be facilitated most effectively and efficiently at the CLIC level. Some that CLIC should do something with, in my opinion, include:
1. Completion of the Conversion Project—capitalizing on its relationship to other
   goals.
2. Automated circulation—again, its multi-goal aspects.
3. Development of externally funded programs.
4. Joint 16mm film collection
5. Increased AV material utilization.
6. Cooperative acquisition programs.
7. Cooperative withdrawal and storage.

I believe that CLIC is more important than ever for the provision of the utmost possible library service for our patrons. However, we can never relax and presume we have "arrived" at some stable "status quo" because from within or without, the situation will be changed. May CLIC have the wisdom and the courage to remain viable.