ExLibris.
Part of Clarivate
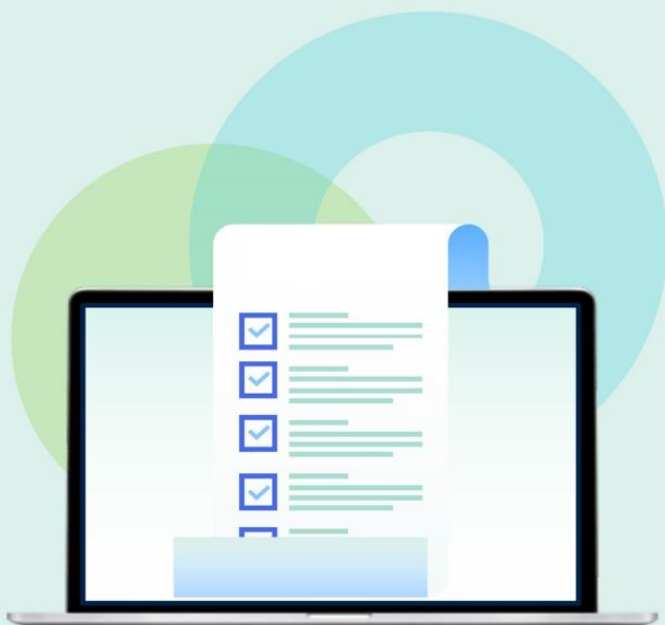
iii innovative
Part of Clarivate

Response to:

Request for Information
Integrated Library Systems (ILS)
RFI #2022-060

Original

April 13, 2022

Ex Libris, Part of Clarivate
1350 E Touhy Avenue
Des Plaines, IL 60018
Phone: 847-296-2200

Dear Robin,

Thank you for the opportunity to participate in the University of Maine System Office of Strategic Procurement's Request for Information for an "Integrated Library Systems (ILS)" RFI #2022-060.

As members of the Clarivate family, Ex Libris and Innovative Interfaces will be collaborating to provide solutions for your hybrid consortia serving both academic and public libraries. The following summary and attached response are intended to provide in-depth information about our products as they relate to your Key Objectives. We also hope this will initiate further dialog toward indentifying an ideal environment and solution for your constituents and their patrons. Although we understand there are sometimes overlaps in workflows associated with academic and public libraries, the differences are often too mission critical for one solution to serve both markets. Therefore, Ex Libris' solutions remain focused on the academic market, whereas Innovative will focus primarily on the public library market. Both Ex Libris and Innovative are prioritizing and focused on enhancing the resource sharing between experience between academic an public libraries to make it seamless and intuitive.

Academic Library Solution Introduction

In today's era efficiency, productivity, and innovation within academic libraries is becoming more and more data driven. User services and resource workflows are more reliant on software technology than ever before. At the same time, there is a spectrum of environmental factors that introduce and influence change. These changes come in many forms and are often occuring at an accelerating tempo requiring technology to also keep pace. Such changes include user expectations, available resource formats, accessibility requirements, security threats, increased data consumption, demand for data processing capacity, and the need for more collaboration in a connected world. All of this makes it challenging for libraries, or any organization for that matter, to keep up.

These real challenges are what set Ex Libris far apart from other academic library technology partners. Ex Libris has established itself as a leader in helping the successful transformation of thousands of academic libraries around the world. We started by partnering with the academic library community to break new ground on a

revolutionary, and extremely affordable, cloud platform created with an architecture designed to adapt and keep pace with extraordinary change. It modernizes library operations, advances the value of academic librarianship, and creates new opportunities for collaboration while improving the strategic value libraries offer to their institutional partners across campuses.

Ex Libris' ability to quickly embrace change, adapt, and innovate comes from our **Ex Libris Higher Ed Cloud**. It is a modern, durable, and highly secure cloud environment delivering the functionality, tools, and services to users of all types in the context of their role wherever they may be. Some of the core benefits libraries realize when investing in Ex Libris' Higher Ed Cloud are:

- A Multi-tenant Software-as-a-Service Platform
- Unified management of print, electronic and digital content in a single set of workflows
- Uncompromising reliability, security, and privacy compliance
- Elimination of data silos resulting from disparate software modules
- World class analytics engine with 100's of default reports
- A category leading Open System with Modern APIs
- A Cloud App infrastructure for reliable and secure customization
- Customer ownership and control of data
- Extremely active roadmap with frequent periodic feature releases
- Highly engaged global user community

The Ex Libris Cloud delivers a technology infrastructure that is essential for meeting modern usability, security, performance, and reliability standards at scale. The building blocks of the Ex Libris' Cloud infrastructure break boundaries and eliminate the obstacles allowing collaboration to flourish and streamline services that solidify the academic library as a strategic institutional partner in support of Teaching & Learning and Research.

Academic libraries choosing the Ex Libris Higher Ed Cloud can simplify their environment, workflows, and integration processes by partnering with Ex Libris to assume the burden and responsibility for the modern technology stack that is typical of today's leading enterprise technology platforms. As an example, this also includes the provisioning of knowledgebases for e-resources. The objective is to enable our customers to focus on their core mission and priorities while also benefitting from the latest technologies and tools.

Unified
Manages electronic and print resources in a single seamless environment.

Optimal use of staff time - More focus on strategic priorities and projects.

Secure multi-tenant pathways – Promotes inter organizational collaboration.

Best of Breed Technology– Economies of scale provides for top-tier technology within an affordable solution.

Open System APIs, Integration, and Cloud Apps maximizes the use of your data.

Big Data –More data means better insights and quality decision support

Global Community –a significantly large active community of engaged users.

Automated monthly updates- Agile Development for fast-to-market, high quality services

Security, Privacy & Redundancy –up to date and central to cloud operations

Also central to the Ex Libris Higher Ed Cloud is a world class analytics and visualization engine. With this engine, libraries can generate informative insights and self-service dashboards consisting of live reports and visualizations. These offer library administrators more proactive information to support staff and streamline services to patrons. Ex Libris takes analytical insights a step further by embedding them in the workflows and user interfaces at functional points of need.

Meet the Expectations of Those Who Libraries Serve

Unifying Workflows and Services For Libraries

With the goal of supporting the advancement of academic librarianship, Ex Libris now provides innovative and incredibly affordable services and workflows far beyond what the traditional ILS offered. These focus on delivering the most useful and relevant resources and services to users in the context of where and when they are needed. Whether the user is in the library, at home, in a research center, in a classroom, or browsing special collections on-line. Ex Libris' objective is to help libraries meet the users where they are.

- Resource Management and Discovery
- Digital Asset Management and Controlled Digital Lending
- An Intuitive Academic Resource Marketplace
- Teaching & Learning Workflow
- Comprehensive Resource Sharing Made Simple
- An Open and Collaborative Metadata Platform
- Integrating On and Off Campus

These innovative services are unified within the Higher Ed Cloud Platform, which means they don't require separate additional administrative services such as user, integration, technical, or security management. They leverage each others data where relevant and

are automatically included as subject areas in analytics to enhance the library's data-driven decision support.

Resource Management and Discovery

Among the services within the Ex Libris Higher Ed Cloud is our flagship offerings, Alma and Primo VE. These consist of core library services and designed to simplify the management and discovery of relevant information resources, and encourage collaboration across the institution and consortium. Alma and Primo VE deliver tremendous value over the legacy applications they replace and will continue to do so year over year. Consistent periodic releases throughout the year keep Alma and Primo VE current and relevent to operational needs. The Ex Libris Higher Ed Cloud platform eliminates silos of application functionality, data duplication, and system administration by providing essential services within a single unified, highly secure, and reliable environment.

When libraries are evaluating a migration to Alma and Primo VE, they will find little need to compromise. Alma replaces the legacy functionality typically found in an Integrated Library System, but doesn't stop there. It's electronic resources management capabilities replace the bespoke link resolvers and knowledgebases and complement the traditional monograph workflows. A full featured Digital Asset Management system is a native capability in Alma as well. Ex Libris refers to this as Unified Resource Management where workflows for print, electronic, and digital can all coexist and the data from each coalesces to create an intuitive and productive user experience.

Alma creates efficiencies through automation in the form of exception-based automated workflows. In many cases this automation is interdepartmental and allows for mediation when necessary. Our contemporary approach using automated task lists brings the work to the user, instead of relying on the user to find what needs attention. Unification helps optimize workflow efficiencies, but also maintains key relationships between data for richer reporting and analytics. Alma helps improve both productivity and the quality of service provided to students, faculty and institutional partners.

Primo VE adds a rich and intuitive discovery experience for users and a highly flexible, configurable and extensible environment for library staff to highlight their collections and make them more accessible.

Digital Asset Management and Controlled Digital Lending

Ex Libris' Library Services Platform includes Alma for Unified Resource Management. When the Alma Digital option is selected libraries can replace

another siloed solution with one that's unified in every respect. Investing in Ex Libris is a major leap forward for academic libraries who continue to use an Integrated Library System. Institutions moving from an "integrated" environment to a "unified" are looking toward the future to achieve better ways to serve patrons

A library's digital assets are often the most unique and valuable, and yet the hardest to manage and make discoverable. If that cannot be done, and they remain unused, then they essentially have far less value.

How might an academic library system ensure its resources are seen and accessed, rather than siloed out of view or lost?

Alma's Digital Resources solution consolidates management of the full range of your library's digital content. Its easy-to-use workflows fully integrate into familiar print and electronic resource management environments, for coherent curation, safeguarding, discovery, and delivery – making your library a one-stop shop for comprehensive knowledge research.

Alma Digital's advanced configuration offers options for integrating with discovery solutions such as Primo and Summon thus getting greater exposure of your library's assets. Alma Digital's Collection Management supports organizing your entire repository via a hierarchical collection structure. Fully customizable options allow for controlling how the collections are exposed and discovered by the end user.

Controlled Digital Lending – CDL is native to Alma Digital enabling the library to circulate a digitized title in place of a physical one in a controlled manner. CDL makes it possible for libraries to fulfill their vital function in society by providing easy online access to learning & research material. Digital materials can also aide patrons with disabilities with the use of readers. It's a welcome solution to help resolve the "Twentieth Century Problem" where older books still under copyright, but unlikely ever to be offered digitally by commercial services, can be made more easily accessible for study and research. Other significant benefits include quick turnaround lending, conservation of delicate print material, and ecological awareness by reducing the carbon footprint of shipping physical materials.

Safeguarding Your Data - Locally stored digital solutions leave security - and any fallout from security breaches - up to the library. Even hybrid or multi-cloud options can have gaps that leave your data open to risk.

Alma Digital stores all files in the state-of-the-art AWS S3 storage, providing a number of key benefits:

Scalability on demand
You need not worry about peak traffic demands for your services or resources with an S3 bandwidth that scales up or down on demand, performs well under the load, and ensures 99.9% availability at all times.

Industry-leading security
A robust cloud platform that is most reliable for safeguarding your data, as it includes backups and fail-safes.

File integrity
Automatically, as files are uploaded and stored, errors are fixed by Amazon Web Services. The integrity of each file is verified by checksums, checking all files for data corruption, automatically addressing any identified issues.

An Intuitive Academic Resource Marketplace

If your library is interested in modernizing and optimizing its Selection and Acquisitions workflows an investment in Alma and Primo VE earns you the ability to participate in **Rialto**, ProQuest's groundbreaking new digital marketplace for no additional subscription fee.

ProQuest Rialto is a comprehensive academic marketplace, designed for today's librarians to be a single integrated experience enabling evidence-based, data-driven decisions. Rialto is built on the Ex Libris Higher-Ed cloud platform, creating a seamless and unified workflow from selection to acquisition. The marketplace offers a range of formats and acquisition models which can be sorted and ranked based on library preferences providing usage data to help librarians make the best purchase decisions.

ProQuest's Digital Marketplace gives librarians the option to order ebooks on their preferred platforms directly through Rialto. Adding the full Digital Marketplace to Rialto eliminates the need to purchase separately from individual platforms to simplify invoicing and other workflows. Most platforms offer DRM-free and unlimited access titles. A few of the key benefits of Rialto include:

- Seamless workflows - Rialto is unified with Alma on the Ex Libris Higher-Ed platform to create unmatched workflow efficiencies for librarians.

- Collaboration - Rialto improves collaboration among library staff and faculty through real-time activity indicators on titles, shared lists and more.

- Ease of Use - Rialto's intuitive design is easy to navigate and quick to learn. It's easy to find the right titles through facets, ranking and search result grouping.

Teaching and Learning Workflow

If collaboration with Teaching and Learning partners on campus is a strategic priority, consider the **Leganto** option. The robust native course reserve functionality found in Alma is best-in-class and supports physical, electronic and digital materials. Leganto extends these valuable services directly out to faculty and students with a highly intuitive user experience. Leganto was also developed with distance and remote learning in mind.

Leganto's user interface can be embedded directly into your Learning Management System effortlessly helping faculty and students utilize the Libraries' investment in resources without creating more work for them. Leganto automatically locates resources, sets up linking information, and can place physical items on reserve seamlessly through Alma. It becomes a major affordable learning resource for students when materials are accessible via the library versus purchased through pay walls.

Leganto helps Libraries promote their resources and provides the Library visibility into the use of non-library resources used in instruction. Leganto has intuitive tools that help librarians better collaborate with instructors. Reading list workflows, metrics, and usage information contribute to powerful analytical reporting for faculty, instructors, and librarians.

Comprehensive Resource Sharing Made Simple

If resource sharing is a strategic priority for the library, you may also want to consider **Rapido**. Alma natively supports standards-based resource sharing with popular ILL broker systems. However, in recent years it's become more and more apparent the aging ILL technologies that currently support the academic library community have not been evolving with the needs of those who use the services. Unreliable holdings information and a focus on physical materials are becoming obstacles to efficient and cost effective access to resource that are also available electronically and digitally. The academic library community is desperately in need of a solution that supports today's resource formats and user expectations. For this reason Ex Libris introduced Rapido, a contemporary, highly automated, and intuitive resource sharing platform. Rapido can significantly reduce costs and provide staff and patrons with the streamlined user experience they are familiar with from other services used in their daily lives.

An Open and Collaborative Metadata Platform

Another way Ex Libris is making a contribution to the advancement of academic librarianship is through our new **Metadoor** initiative. Metadoor is a no cost collaboration platform enabling libraries to improve bibliographic records with

rich metadata and share these records with the academic library community. One of the barriers to innovation is a closed ecosystem where libraries often have less control and receive little benefit from the high quality metadata produced within the community. Metadoor removes these obstacles and gives control back to the library. Metadoor is an open platform available to every library. Libraries can contribute their records as well as search for records contributed by other libraries which contain high quality metadata that best reflects how the library wishes to represent resources in their collections. The number of libraries participating in Metadoor continues to grow rapidly. By participating in Metadoor you will be joining the likes of the Washington Research Library Consortium, The Swiss Library Service Platform, Southern Methodist University, Brandies University, University of Delaware, The National Library of Israel, Florida Gulf Coast University, and the University of Tennessee Chattanooga and many others.

Integration and More

Collaboration and decision support have consistently been essential factors in elevating the quality of teaching, learning, and research and this continues to grow. Decision support requires access to rich unified data at the point of need. Ex Libris has stepped up to this challenge in a major way with Alma, Primo VE and the Ex Libris Higher Ed Cloud. Solutions on the Ex Libris Higher Ed Cloud are the most open and easily accessible systems in the market. They include robust integration services and a vast number of modern REST APIs. These APIs and integrations simplify the connections to a wide variety of campus systems and services. The data in your Alma environment belongs to your library, and Ex Libris makes it easy to access in a highly secure way.

The University of Maine System and it's member libraries will also be able to take advantage of our Year 1 Success Program, a special, no-cost engagement intended to cover the period of 12 months following go-live. The primary goal of the Year 1 Success Program is to ensure that maximum value realization of the Ex Libris Higher Ed Cloud. As part of the program, your libraries will be provided with monthly calls with a customer success manager and be able to take advantage of both live knowledge acceleration sessions and a variety of consulting services.

Ex Libris strives to be a responsible and trusted partner to the academic library community. We continue to invest in solutions contributing to the success of academic libraries to help them evolve and thrive in the face of change. In addition to being a very active member within our user community ourselves, Ex Libris also participates in the many special working groups. We thank you again for this opportunity and hope you find our response useful and informative.

Public Library Solution Introduction

Our sister company, Innovative, Part of Clarivate, is proud to offer our Public Library Solution. You will find our Public Library Solution is one place for library staff to log in to manage patron registrations, curbside pick-up, cataloging, acquisitions, and other staff functions. Our proposed solution uses modern technology and data standards to solve modern problems. The Innovative solution is composed of the Vega Library Experience (LX) platform and the award-winning Polaris Leap web-based ILS to create a fluid and flexible system, designed using the latest technologies, that offers patrons and staff greater freedom and a better user experience.

Vega LX is an ultramodern platform for public libraries that has been designed to increase engagement and amplify library collections of all types, helping strengthen and advance your crucial position in your community. Vega is unique in the library industry because it is the first platform to be natively BIBFRAME. BIBFRAME formatting allows your rich metadata to live in dynamic, interconnected, smart models that can learn and grow over time and provide your patrons and your community with customized experiences and insights.

Vega LX is a full experience suite that offers libraries:

- **Vega Connect – The platform that powers Vega** with the BIBFRAME-based Context Engine, Vega Universal Messaging Service, Email Design tool, circulation notices, and patron journeys for registration and renewal. (Available today)

- **Vega Discover – A modern search experience** for public library patrons with a simple user interface that displays accurate and relevant search results, with the option to digitally browse related resources, authors, topics, and featured showcases. (Available today)

- **Vega Interact – One-on-one conversations with patrons** that include bi-directional information sharing so staff can respond to questions and listen to individual patrons through their preferred communication channel whether it be text, email, chat, or social media. (Coming later)

- **Vega Promote – Digital marketing built for libraries** with our "one-to-many" approach where staff can send targeted and relevant communications to all contacts or specific audience segments. (Available today)

- **Vega Program – An event and room booking solution** that helps you manage and advertise your offerings more effectively and includes attendee communications and account management options for patrons. (Available today)

- **Vega Analyze – An analytics platform** that provides the operational intelligence and predictive capabilities necessary for the modern library. (Coming later)

Polaris Leap

Polaris Leap is the most popular public library system in North America and is the foundation of our proposal. It is relied on and trusted by Nassau County Library (FL), New Orleans Public Library (LA), St. Tammany Parish Library (LA) and Ouachita Parish Library (LA), and hundreds of others. Here are just some of the ways that Polaris Leap meets the needs of your libraries:

- **Responsive Web Interface for Staff –** Polaris Leap provides for a more efficient deployment of staff services for everything from circulation and patron services to cataloging and acquisitions – all the tools your staff needs to easily support your patrons. Available on desktops, notebooks, and tablets, Polaris Leap offers your libraries the ability to be mobile where it counts the most – serving your community. Our customers consistently praise Leap for the mobility and flexibility it provides

I don't think I can express exactly how much of a game changer Leap was. I think where we were pre-Leap vs. post-Leap, and it's not even comparing apples to apples.

Source: https://www.techvalidate.com/tvid/043-EFE-BB8

(source: https://www.techvalidate.com/product-research/innovative-interfaces/charts/D61-990-FA8):

- **Adaptive & Flexible System –** Our customers, like New Orleans Public Library, find the flexibility in Polaris is just what their staff and patrons needed. Your libraries will benefit from the same flexibility.

- **Ready-to-Use Integrations –** Our solution includes simple interoperability with all the most popular third-party library components, making it easy to integrate your self-checks, e-books, PC reservations or other third-party components you use.

Vega Connect

Vega Connect offers the foundation for building strong patron relationships. It provides a seamless connection between Polaris Leap and Vega LX, with data easily shared between the two for a unified staff experience with an extended view of patron records and patron activity. Key features in Vega Connect include:

- **Email Design Tool** – A simple, intuitive, easy-to-use tool for designing visual and professional looking emails, without the need for a graphic design or coding background.

- **Personalized Patron Communications** – Through an email or series of emails scheduled to send automatically, Vega Connect provides a personalized communications experience for patrons while requiring minimal time and effort from library staff. Automated patron journeys cover account registration and the welcome journey (a series of focused emails teaching them about the resources at the library), an account renewal reminder, and anniversary celebration.

- **Syndetics Unbound Subscription** – Syndetics Unbound's wealth of enrichment content and metadata is integrated into the Vega Context Engine, providing richer

opportunities to organize, display, and explore the library's holdings and services. Synced with the library's catalog data, Syndetics Unbound content is available in both Vega Discover and emails sent through Vega Connect.

- **Extended View of Patron Record** – Library staff have a complete view of the patron record through a single activity stream for communication activity and account activity.

Vega Discover

Vega Discover delivers a superior customer experience by providing a more accurate and relevant search than any other online catalog or discovery platform. Discover's unique linked data architecture allows customers to interact more deeply with library services, connecting them with great content they may not have otherwise found. Key features in Vega Discover include:

- **Work Roll-Ups** – Eliminate endless scrolling by combining formats and editions into a single search result with one smart "hold" or "check-out" button, simplifying workflows and offering at-a-glance availability. Roll-ups serve to empower users of every experience level by doing the heavy lifting of sorting through all the options and delivers the results in a display format that is easy to understand and use, all while inspiring serendipitous discovery of related materials.

- **Showcases** – Provide access to related materials, people, and topics in a visual interface that encourages people to explore and uncover further areas of interest.

- **User-Centered, Intuitive Design** – Personalized discovery experience with an always present bookshelf that's easy to find and visually appealing. Customers can save individual titles or searches, create custom lists, and update their preferences.

- **Integrated eContent** – Place holds, check out items, and get started with your ebook or eaudiobook all within Vega Discover.

- **Accessibility** – Responsive user interface works across devices, adheres to latest accessibility standards, and supports multiple languages.

Listening to libraries is the number one source that guides our product development, customer support, services, strategic direction, and everything else we do at Innovative. When you choose to work with the Innovative community, you're assigned your own Polaris Site Manager who gets to know your library personally and is available more than a few hours a day. In addition, you can participate in the Innovative Idea Lab where users vote and comment on product enhancements and join the industry's only independent user's group where you can share freely with other customers and provide feedback to Innovative.

Our vision is clear. At Innovative, we are constantly working to innovate and produce software to engage and delight your patrons and to make it easier for your staff to manage library operations. Today's libraries need strong partners and modern solutions. Innovative offers you both. Beyond features and functionality, Innovative recognizes the importance this project represents to your libraries. It is clear you are looking for a long-term, courageous technology partner that can grow with you and provide the unique services, software, and technology that you need now and well into the future.

We have been serving libraries for over 40 years, developing new and innovative solutions to meet the evolving needs of libraries, and we are pleased to offer today the most extraordinary portfolio of innovative solutions to deliver an engaging and fully unified library experience for patrons and staff alike. We look forward to having the opportunity to provide your libraries with a fresh, new experience for your users and to working with you as your trusted partner.

Sincerely,

Tom Hall
Ex Libris Software Solution Sales, Northeast US
(847) 687-2802
thomas.hall@clarivate.com

SECTION 1 - UMS Response Cover Page
Appendix A – University of Maine System Response Cover Page

RFI # 2022-060
ILS

Organization Name:	**Ex Libris (USA), Inc.**
Chief Executive – Name/Title:	**Ofer Mosseri, General Manager**
Telephone:	**847-296-2200**
Fax:	**847-296-5636**
Email:	**Thomas.hall@clarivate.com**
Headquarters Street Address:	**Bldg. 9, Malcha Technological Park**
Headquarters City/State/Zip:	**Jerusalem, Israel 9695809**
Lead Point of Contact for Quote – Name/Title:	**Thomas Hall, Software Solution Sales**
Telephone:	**847-687-2802**
Fax:	**847-296-5636**
Email:	**Thomas.hall@clarivate.com**
Street Address:	**1350 E. Touhy Ave, Suite 150W**
City/State/Zip:	**Des Plaines, IL 60018**

1. No personnel currently employed by the University or any other University agency participated, either directly or indirectly, in any activities relating to the preparation of the Respondent's response.
2. No attempt has been made or will be made by the Respondent to induce any other person or firm to submit or not to submit a response.

To the best of my knowledge all information provided in the enclosed response, both programmatic and financial, is complete and accurate at the time of submission.

Date: ____April 12, 2022_____

Rebecca Cohen, Authorized Signatory

_____   DocuSigned by:
Name and Title (Printed)   Rebecca Cohen
                                  ——6A25GF2140EE4E5——
                                  Authorized Signature

Appendix B – Debarment, Performance and Non-Collusion Certification

University of Maine System
DEBARMENT, PERFORMANCE and NON-COLLUSION CERTIFICATION
RFI # 2022-060
ILS

By signing this document, I certify to the best of my knowledge and belief that the aforementioned organization, its principals and any subcontractors named in this proposal:
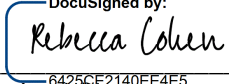
a. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded from bidding or working on contracts issued by any governmental agency.

b. Have not within three years of submitting the proposal for this contract been convicted of or had a civil judgment rendered against them for:
   i. Fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a federal, state or local government transaction or contract.
   ii. Violating Federal or State antitrust statutes or committing embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
   iii. Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or Local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
   iv. Have not within a three (3) year period preceding this proposal had one or more federal, state or local government transactions terminated for cause or default.

c. Have not entered into a prior understanding, agreement, or connection with any corporation, firm, or person submitting a response for the same materials, supplies, equipment, or services and this proposal is in all respects fair and without collusion or fraud. The above mentioned entities understand and agree that collusive bidding is a violation of state and federal law and can result in fines, prison sentences, and civil damage awards.

Failure to provide this certification may result in the disqualification of the Respondent's proposal, at the University's discretion.

Date: _____ April 12, 2022 _____

Rebecca Cohen, Authorized Signatory

DocuSigned by:

Rebecca Cohen

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_____   _____
Name and Title (Printed)   Authorized Signature

SECTION 2 – Response to Evaluation Questions & Related Information
Appendix C – Organization Reference Form

Respondent's Organization Name: Ex Libris, Part of Clarivate (Academic) & Innovative, Part of Clarivate (Public)

INSTRUCTIONS: Provide a minimum of three (3) current professional references who may be contacted for verification of the Respondent's professional qualifications to meet the requirements set forth herein. We strongly prefer references from higher education institutions and public libraries similar in size and requirements to those provided in Section 1.1.2.

We request that the references include one long-standing customer (minimum of 3 year engagement) and one new customer (one who has been engaged with Respondent for less than one year).

Academic Library References (Ex Libris)

REFERENCE #1	
Institution/Company Name	University of New Hampshire
Contact Name	Tara Fulton
Contact Title	Dean of University Libraries
Contact Phone Number	603-862-1506
Contact eMail Address	Taralynn.fulton@unh.edu
Relationship Length	4 years

REFERENCE #2	
Institution/Company Name	Connecticut State Colleges and Universities
Contact Name	Patrick Carr
Contact Title	Program Manager for Library Consortium Operations
Contact Phone Number	860-723-0168
Contact eMail Address	carrp@ct.edu
Relationship Length	6 years

REFERENCE #3	
Institution/Company Name	Florida Academic Library Services Cooperative/Florida Virtual Campus
Contact Name	Elijah Scott
Contact Title	Executive Director
Contact Phone Number	850-922-3188
Contact eMail Address	escott@flvc.org
Relationship Length	3 years

REFERENCE #4	
Institution/Company Name	University of Delaware
Contact Name	Trevor Dawes
Contact Title	Vice Provost for Libraries and Museums and May Morris University Librarian
Contact Phone Number	302-831-2231
Contact eMail Address	tadawes@udel.edu
Relationship Length	Less than 1 year

Public Library References (Innovative)

REFERENCE #1	
Institution/Company Name	Nassau Library System
Contact Name	Robert Drake
Contact Title	Assistant Director, Technology Operations
Contact Phone Number	516-292-8920 x241
Contact eMail Address	rdrake@nassaulibrary.org
Relationship Length	19 years

REFERENCE #2	
Institution/Company Name	Harford County Public Library
Contact Name	Ryan Rickels
Contact Title	IT Director
Contact Phone Number	410-273-5678
Contact eMail Address	rickels@hcplonline.org
Relationship Length	12 years

REFERENCE #3	
Institution/Company Name	Western Maryland Public Library
Contact Name	Elizabeth Hulett
Contact Title	Director
Contact Phone Number	301-739-3250 x550
Contact eMail Address	ehulett@wmrl.info
Relationship Length	11 years

REFERENCE #4	
Institution/Company Name	Minuteman Library Network
Contact Name	Philip McNulty
Contact Title	Executive Director
Contact Phone Number	508-655-8008 x237
Contact eMail Address	phil@minlib.net
Relationship Length	20 years

Appendix D – Evaluation Question(s) - Organization, Qualifications and Experience

Respondent's Organization Name**: Ex Libris, Part of Clarivate**

INSTRUCTIONS: Respondents shall ensure that all information required herein is submitted with the response. All information provided should be verifiable by documentation requested by the University. Failure to provide all information, inaccuracy or misstatement may be sufficient cause for rejection of the response or rescission of an award. Respondents are encouraged to provide any additional information describing operational abilities.

Evaluation Question(s)

1. Provide a statement describing your company to include name, number of employees, locations, number of years in business, number of years offering/supporting the proposed solution, and any and all acquisitions or mergers in the last five years. Is the company publicly or privately held?

Ex Libris, Part of Clarivate: Ex Libris, Part of Clarivate, is a leading provider of library automation solutions, offering the only comprehensive product suite for the discovery, management, and distribution of all materials-print, electronic, and digital. Dedicated to developing the market's most inventive and creative solutions, Ex Libris leads the way in defining and designing efficient, user-friendly products that serve the needs of academic, research, and national libraries today, enabling them to transition into the future. Ex Libris has been providing library services since 1986; this is our primary business.

ProQuest, an information solutions provider central to global research, completed its acquisition of Ex Libris Group in December 2015. The businesses' complementary assets are now integrated, enabling existing services to be enhanced and sparking the creation of all-new solutions that will help libraries seize opportunities in rapidly changing technology, content, and user environments.

In January of 2020, Ex Libris complete its acquisition of Innovative, a leading provider of integrated library systems for public, academic, and specialist libraries. Innovative is now a business unit within Ex Libris. Together we will provide more opportunities for libraries.

Clarivate, an information solutions provider central to global research, completed its acquisition of Proquest and Ex Libris in December 2021.

Ex Libris is part of Clarivate, which in turn is a public corporation. The Ex Libris business unit is comprised of approximately 900 employees worldwide.

Ex Libris' US office is based in Des Plaines IL, with global headquarters in Jerusalem, Israel. We have 20 locations worldwide which can be found here: https://exlibrisgroup.com/offices/.

2. If subcontractors are to be used, provide a list that specifies the name, address, phone number, contact person, and a brief description of the subcontractors' organizational capacity and qualifications.

Ex Libris, Part of Clarivate: We do not employ subcontractors; all work will be performed by our staff.

3. Please provide information about contract cancellations or non-renewals your company has experienced over the last three years.

Ex Libris, Part of Clarivate: This information is confidential and cannot be provided.

Appendix E – Evaluation Question(s) –Implementation

Evaluation Question(s) – Implementation Questions
1. **Describe your recommended implementation strategy, best practice consulting options, and professional services. The University of Maine System requires the review of consultant's credentials/experience and reserves the right to request replacement if he/she fails to meet expectations at any time.**
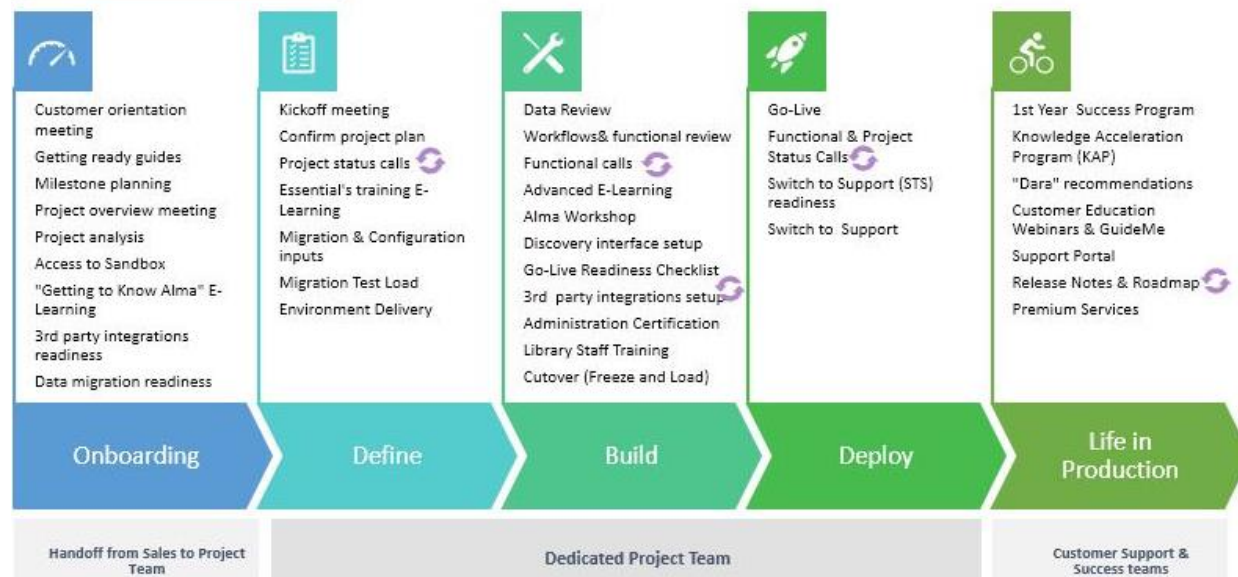
Ex Libris, Part of Clarivate: Ex Libris hires only skilled staff, many of whom are degreed librarians with extensive library and/or IT experience. While Ex Libris (USA) is not at liberty to disclose the names and qualifications of our staff, we believe that our staff exemplify the high level of training, consulting, and systems analysis expertise Ex Libris can provide. Ex Libris does not assign our staff to a project until we are awarded a contract. Ex Libris does not employ subcontractors; all work will be performed by our staff.

Ex Libris has developed a unique implementation methodology that supports rapid migrations of complex data from multiple systems into a cloud platform while allowing library staff to reassess their workflows in the new environment. The structure of activities and milestones ensures risk management through iterative testing, training, and configuration guided by a dedicated project team throughout the life of the project.

The scope of an implementation includes project management, data migration services, training, configuration planning and setup, and policy/workflow planning. All projects are assigned an Ex Libris implementation team led by the project manager, who will guide the project from kickoff to conclusion, and who will collaborate with the library to create a mutually-agreed-upon plan for the project that includes scope, roles, and timeline (within the requirements defined in the contract). Other members of the Ex Libris implementation team include implementation consultants, trainers, technical consultants, and data migration analysts to support the migration, training, configuration, and other activities throughout the project. These services are included as part of the base implementation cost.

The implementation methodology consists of sequential phases with well-defined tasks and milestones that has been developed and refined through hundreds of Alma implementations. The key goals are to rapidly provide a system for hands-on testing of migrated data, iteratively tune configuration to match the library's needs, build out training on increasingly sophisticated workflows and system functions, and support the analysis of local workflows and needs. See below for an overview of the structure of this methodology, followed by a description of each phase.

Project Overview

Onboarding	Define	Build	Deploy	Life in Production
Customer orientation meeting	Kickoff meeting	Data Review	Go-Live	1st Year Success Program
Getting ready guides	Confirm project plan	Workflows & functional review	Functional & Project Status Calls	Knowledge Acceleration Program (KAP)
Milestone planning	Project status calls	Functional calls	Switch to Support (STS) readiness	"Dara" recommendations
Project overview meeting	Essential's training E-Learning	Advanced E-Learning	Switch to Support	Customer Education Webinars & GuideMe
Project analysis	Migration & Configuration inputs	Alma Workshop		Support Portal
Access to Sandbox	Migration Test Load	Discovery interface setup		Release Notes & Roadmap
"Getting to Know Alma" E-Learning	Environment Delivery	Go-Live Readiness Checklist		Premium Services
3rd party integrations readiness		3rd party integrations setup		
Data migration readiness		Administration Certification		
		Library Staff Training		
		Cutover (Freeze and Load)		

Handoff from Sales to Project Team	Dedicated Project Team			Customer Support & Success teams

Customer Onboarding: Preparing for the Implementation Project

Prior to the project kickoff, the library can take advantage of the extensive "Getting Ready" materials available in the Knowledge Center (http://knowledge.exlibrisgroup.com), which include migration guides, recorded training sessions, and getting started documents to help both library and technical staff prepare for the implementation. At this time, the library should begin identifying project stakeholders and defining a project team that includes a project lead and subject matter experts. The library may also review existing workflows to prepare to adapt them to the new system, as well as review and clean up data to prepare it for migration. These activities will be facilitated by a customer onboarding manager.

To support initial training, Ex Libris provides the library a sandbox that includes standard data and configuration, which allows hands-on activities in parallel with the recorded trainings. The library begins the Getting to Know Alma Training, a series of recorded sessions introducing key concepts.

In parallel, Ex Libris will be preparing for the project. This includes soliciting information about the library's current environments and requirements via an implementation workbook, internal knowledge transfer of the major goals and drivers for adopting the system, and reviewing environment topology analysis performed during the sales phase. These inputs are used to refine the project scope, activities, and preliminary plan.

During the Customer Onboarding phase, the customer and Ex Libris will agree upon an overall project timeframe and will identify the key project dates including kickoff, test load period, cutover period and go live.

The project manager will take over responsibility for the project from the customer onboarding manager just prior to the kickoff. At that time the project manager will create a project plan. The key dates and deadlines will be transferred to a calendar in a Basecamp project (https://basecamp.com/) which will be created for the project to be used by the project teams to manage the schedule and all communication.

The project manager will remind the project teams of upcoming deadlines via Basecamp. They will also engage in regular conversations directly with the customer project manager to ensure that all tasks stay on track.

Implementation Project: A Phased Approach

The actual implementation is broken down into three major phases with their own activities and milestones. These phases of active implementation—Define, Build, and Deploy—are detailed below. During the active implementation, Ex Libris assigns a project team that includes a project manager and primary Alma and discovery consultants, supported by additional consultants, trainers, and analysts for relevant portions of the project. Project status meetings are held between the library and Ex Libris project teams throughout the project, with the focus evolving based on the changing project activities.

Phase 1: Define

Experience has shown that the most effective training, accurate configuration decisions, and thorough testing of migrated data happens when working hands-on in an environment with the library's own data. To support this, the Define phase is predominately made up of activities that help rapidly set up and migrate into an environment where further testing and training can occur.

The project begins with a kickoff meeting that outlines activities, introduces participants, and establishes roles and responsibilities. Recurring calls between the Ex Libris and library project teams commence and continue throughout the project.

Shortly after the kickoff, migration and configuration analysis sessions are scheduled. To create and configure a baseline environment into which data is migrated, Ex Libris uses streamlined workbooks that allow the library to make initial configuration decisions without extensive background knowledge or training in Alma. The migration and configuration analysis sessions are an opportunity to review these workbooks and for the Ex Libris consultants to provide guidance on making initial decisions.

To support initial training, Ex Libris provides the library a sandbox that includes standard data and configuration, which allows hands-on activities in parallel with the recorded trainings. The library begins the Alma Training, a series of recorded sessions introducing concepts and workflows.

As the Define phase progresses, the library will extract, validate, and deliver its data from source systems to be migrated according to the defined formats, tools, and procedures provided by Ex Libris that are relevant for each source system. The Ex Libris project team configures the production environment based on configuration input collected from the library, then migrates the library's data into this production environment. The phase concludes as the Alma environment is delivered with migrated data and initial configuration.

Phase 2: Build

Where the Define phase is focused on establishing a baseline environment, the Build phase leverages that environment. The primary goals of this phase include testing migrated data, tuning the baseline configuration to fit the library's needs, and learning how to use the system to support the library's needs and workflows.

The Build phase begins with the delivery of the configured Alma production environment containing the library's migrated data. Soon after, Ex Libris provides a Discovery environment integrated with Alma so that public services staff may further engage to review and provide feedback. During the Build phase, the focus is on functional and data review, with advanced configuration topics handled toward the end of the phase. To support this functional focus, most of the configuration during this phase will be handled by Ex Libris consultants.

As the library team begins testing their workflows, regular calls between the Ex Libris and library project teams shift focus to expanded functional topics in addition to project status information. During this period, the project teams use checklists provided by Ex Libris to identify key workflows and integrations that are required to go live. These checklists are used to prioritize additional configurations, trainings, discussions, and other activities to focus on during the Build phase.

During this phase, an onsite workshop takes place. The workshop is an opportunity to discuss workflows, the needs of the library, options for configuration, and other questions across all functional areas of Alma. The format is typically guided demonstration, where the Ex Libris product expert will demonstrate end-to-end workflows in the library's production environment. This demonstration will be a launching point for answering questions, discussing the goals of workflows and how to adapt them efficiently in Alma, and any additional configuration decisions that need to be made.

Approximately one month before the scheduled go-live date, the library will designate at least two individuals who will be responsible for ongoing administration of Alma, to be enrolled in the certification training course. Once the library is live with Alma and administrators are certified, Alma configuration on the production environment will be opened, and the library can assume management of configuration.

In the lead-up to go-live, internal library staff training takes place to ensure that all staff (including those not involved in the project before now) have the knowledge necessary to perform their work in Alma after going live. At the end of the Build phase, a technical services transaction "freeze" takes place in the libraries' source systems. Ex Libris then performs a cutover data load. The final stage of cutover consists of a total freeze of transactions in the source system, extracting final circulation transactions, and migrating them into the production environment prior to delivery.

Phase 3: Deploy

The Deploy phase opens with the library going live with Alma and the linked discovery system. The project team continues to be available and addresses any issues necessary to support the library through their first steps of Alma in production. Additional calls review functional or configuration questions that arise while working day to day in the system and prepare for the formal project close.

The Deploy phase concludes with the library formally transitioning to the Ex Libris Customer Support Organization for ongoing support. This also signals the completion of the implementation project.

Life in Production: After the Implementation Project

A customer's relationship with Ex Libris does not end with the Go-Live of Alma. Rather, Ex Libris is committed to ensuring that a customer's needs continue to be met.

Our dedicated Ex Libris support team is available to assist customers with any product-related issues that they cannot resolve on their own. This includes robust self-service online help tools as well as direct interactive assistance using the CRM for logging and receiving updates on cases submitted. The CRM can be accessed from the Ex Libris Knowledge Center.

Access to Alma training materials continues throughout the library's subscription to Alma. These sessions are regularly updated to reflect new developments and changes in system functionality and are excellent resources for a refresher in a specific subject or in training new staff. Each Alma release includes videos of the release highlights and customers are invited to the Alma "Ask the Expert" sessions that allow customers to ask questions about using the Alma system and incorporating best practices. Customers may also register new Alma administrators for the Certification training as needed.

For an institution with the profile of University of Maine System, the timeline for these activities is typically six months from start of onboarding to go live. The duration of Alma and Primo implementation is planned to include all necessary activities to support analysis, data migration, workflow planning, system configuration, 3rd party integrations, staff training, and end user communication required for a successful

launch of a next general library services solution. To ensure short and long-term project success, and library and end user satisfaction, reducing this timeline is not recommended by Ex Libris. Here is an example of a 4-5-month project timeline:

Phase		Activity	Months 1 - 2	Months 3	4	5	6	7
Onboarding		Project orientation meeting	◇					
		Access to Alma and Primo Sandbox	◇					
		Getting to Know Alma Introductory Training	▇					
		ILS data preparation	▇					
		Project planning tasks	▇					
Implementation	Define	Kickoff meeting		◇				
		Project plan		▇				
		Project status calls		▇▇▇▇▇				▨
		Training		▇▇				
		Provide configuration & migration inputs		▇				
		Test load and configuration		▇				
	Build	Access to Alma Production and Primo			◇			
		Functional and data review			▇▇	▨		
		Functional/status calls			▇▇	▨		
		Onsite workshop			◇			
		Go Live readiness checklist			▇▇			
		Library staff training			▇▇			
		Certification training			▇▇			
		Cutover			▇			
	Deploy	Go Live				◇		
		Health check				▇		
		Switch to Support						◇

As the institution's needs evolve, more hands-on assistance with optimizing workflows or enabling new system features might be required. For this reason, Ex Libris offers additional one-on-one premium paid Expert Services for libraries that are already in production. During an Expert Service engagement, a product expert may analyze opportunities for workflow optimization, deliver individualized training, or provide hands-on configuration assistance to set up new services. These and other services can be adapted as the Library's unique requirements develop.

Innovative, Part of Clarivate: Innovative's Professional Services team uses proven methods, tools and approaches to ensure that your library is successful with the upcoming ILS migration. Innovative uses a library implementation methodology that consists of five phases as described below.

- Phase 1 – Project Planning
- Phase 2 – Profiling and System Setup
- Phase 3 – Data Mapping and Test Load
- Phase 4 – Training and Data/Configuration Review
- Phase 5 – Go Live and System Acceptance

This methodology is designed to be a well-organized and structured process to ensure a smooth and successful implementation. It is a proven implementation approach incorporating the experience of over 9,500 implementations for libraries in 66 countries around the world.

The Innovative Library Implementation Methodology incorporates all the necessary components for a successful project including:

- Clear establishment of project organizational roles and staffing for both Innovative and the Library

- Use of industry best practices for system setup
- Standardization through project planning templates
- Open and transparent library access to project plans and status reports
- Advanced techniques, tools, and deliverables to accelerate implementations
- Robust quality assurance and testing
- Use of checklists for testing and go live

Phase 1 – Project Planning

The initial phase of the project establishes clear project sponsorship, ensuring that the management resources are in place to guarantee project success. Library needs and expectations are fully discussed, and agreement achieved on deliverables. The project plan phases are expanded with detail provided as to timeline, responsibilities, and ownership. A communication plan is created that determines the frequency and method of communications between the Innovative and library project teams. Team assignments are finalized as well as roles within the teams to ensure clear responsibilities and accountability.

The outcome of Phase 1 is creation of a Tracker project, full access to the Polaris Implementations Portal, downloadable Polaris documentation, project team identification and organization, establishment of an implementation project schedule, and agreement on the final project plan and timeline.

Phase 2 – Profiling and System Setup

The second phase of the implementation focuses on getting your software configured and your data successfully migrated. During this phase, your project team will assist with creating a profile for the system settings. Your servers will also be staged and prepared with the Polaris software in anticipation of the training data load.

The outcome of Phase 2 is full access by your library to the software, completion of the profile review, and approval/signoff of the initial profiling.

Phase 3 – Data Mapping and Test Load

The third phase of the implementation focuses on data. During this phase, your project team will assist with data mapping. Your library will have opportunities to participate in the data process, from mapping existing data to new Polaris settings, reviewing migrated data in Polaris, and final approval of the data migrated. There will be ample opportunity to review the initial data migration and for Innovative to correct any problems discovered.

The outcome of Phase 3 is a completed data load on the test database for training.

Phase 4 – Training and Data/Configuration Review

The fourth phase continues to build on the setup and profiling of your system with training on the software and data review. The "train the trainer" sessions focus on making sure that your core staff has the knowledge and the tools that they need to effectively extend that training to frontline staff. Because Polaris training is performed using your own data, there will be ample opportunity to review the initial profiling and data mapping, and for Innovative to correct any problems discovered. Innovative trainers support the library training staff to make sure they are successful in preparation for production rollout. This is also the time to complete Integration testing for third party products.

Phase 4 gives you the confidence that your system is working as promised. You'll have the opportunity to verify the data load, test the system functionality, train your staff, and have the opportunity to make any configuration adjustments as desired.

Phase 5 – Go Live and System Acceptance

This phase is the culmination of the previous four stages. The production data load occurs followed by go live on Polaris. Because of the thorough effort and focus applied to the previous stages, this stage typically completes with few problems allowing all to celebrate the library's success on Polaris. Innovative offers the option for your project manager to be on site during go live to assist your staff with any questions.

The outcome of Phase 5 is project completion, system acceptance, and transition to the Customer Support team.

During the course of all phases, Library and internal checkpoints are established to ensure continual communication using tools provided and weekly phone calls. Additionally, escalation paths are set for those risks that manifest into problems that need focused attention. However, it should be noted that our process is established to prevent the need for escalation by stressing proactivity every step of the way.

The expertise of our Professional Services Delivery team is unparalleled. Our Project Managers and Professional Services staff who scope the project, prepare proposals, present statements of work, and implement your project are all subject matter experts with many, many years of experience. We use standard tools, such as Phaseware's Tracker and our Implementations Portal, for project communication and file sharing.

Your Innovative Project Manager will work with your team to create a project plan and will monitor and manage all implementation activities. Innovative will take the lead in maintaining the Project Plan, noting the completion of each task as it occurs. Both Tracker communications and weekly conference calls will allow both parties to confirm the status of tasks throughout the project.

Proposed Project Team

We are providing brief bios for key staff members we anticipate will be involved with this project. These should be regarded as representative of the qualifications of our staff. Assignments to your implementation team will be made upon contract signing based on team members' project assignments and availability at the time of signing.

Project Management - Ann Lorish, Senior Implementation Project Manager

Ann has been managing Polaris implementation projects for 19 years, including implementations for large metropolitan public libraries and public libraries of all sizes. Ann received her Bachelor of Science in Education, Library Science, from Kutztown University of Pennsylvania and her Master of Library Science from Syracuse University. Ann also has considerable experience working in libraries. Recent projects include Escondido Public Library, Indianapolis-Marion County Public Library, Cooperative Computer Services (CCS), and Online Dakota Information Network (ODIN).

Data Migration - Jerry Waddy, Principal Data Analyst

Jerry Waddy has over 20 years' experience as an integrated library system data migrations analyst, upgrading customers to new software releases, and performing data conversions/implementation projects using a variety of tools (SQL utilities and custom written programs) for several generations of multiple integrated library system products. Jerry joined VTLS in January 1995 when he started in the Customer Services department as a Technical Analyst. In 1997, he became with Data Load Manager at VTLS, performing data loads and migrations for new and existing customers. In 2014, he assumed the role of Principal Data Analyst working directly with Polaris data migrations. Jerry has an undergraduate degree in Information Science from Christopher Newport College. Jerry's recent implementation projects include San Diego Public Library and Chicago Public Library.

Training - Schlomit Schwarzer, Manager, Education & Consulting Services

Schlomit Schwarzer joined Innovative in 2006 as a training consultant. Since that time, she has provided training to many Innovative customers across the full spectrum of Innovative product offerings, including recent Polaris training to two large public library consortia, the LYNX! Consortium and NAPA Consortium. Schlomit holds a Master of Library Science from Hebrew University of Jerusalem and a Master of Library and Information Science from University of South Florida.

Library Responsibilities

Library responsibilities during the data conversion process will include participation in the creation of the data migration profile and reviewing error files of problem records, reviewing the initial data load to verify that the migration meets library expectations, and reviewing/approving the final data load. Innovative will extract the data from your current system, migrate the data, and load it into Polaris according to the established profile. If the review of the initial migration reveals issues with the conversion, Innovative will correct these problems as a part of the service.

Data Migration

Our knowledge of library system data and policy codes allows us to provide the library with a comprehensive and accurate migration to the Polaris system. Because Sierra is an Innovative software product, we have unmatched experience with the extraction and mapping of Sierra data into the Polaris ILS. During the migration, Innovative's Implementation Services group will work closely with the library's assigned project team to create a profile for the data migration project that accurately reflects the library's desired data mapping instructions.

Data Review

Once the implementation project begins, Innovative will extract a copy of the Sierra database. Reports will be generated during this discovery phase to determine if action must be taken to correct structural problems with the data (such as removal of corrupt records or identification of item or patron records that contain erroneous or missing coding). Library staff will also find these reports useful during the profiling of Polaris policy and statistical codes, and to make individual corrections to incorrectly coded data.

If our review reveals significant issues with the data or if the library already has a list of cleanup procedures it wishes to address, the library's assigned project lead and Innovative's assigned migration specialist can discuss the available options. If the library has contracted with Innovative for custom data conversion or Library of Congress authority control processing services, a profile and planning for these processes will be established during the discovery phase.

Depending on the library's capability to customize the output mappings for item and patron records, we can provide a layout of preferred record structures to assist in streamlining mappings from the legacy file structures to those used by the Polaris system; otherwise, we will re-map the fields to the locations we use for loading.

Innovative will develop a code mapping profile with the library's assistance to change the current system codes to those preferred in the Polaris system. Additionally, the layout of some fields, such as call numbers or notes in the items and demographic data (names, addresses, phone numbers, etc.) or notes in the patron records, will most likely need to be altered to reflect their corresponding structures within the Polaris system. Assuming the exported data is uniform, these field changes are quite simple and are discussed during the time that the code mappings take place.

The culmination of the review period will be the creation of a migration profile that will consist of indexing parameters, data normalization instructions, and code mappings. This document will be sent to the library for review and signature.

Bibliographic and Authority Data Migration

Upon completion of any necessary preparation work, the bibliographic file will be loaded into the Polaris database and indexed based upon the profiled parameters. If applicable, the authority records likewise will be loaded and indexed based upon the profiled parameters and will be linked by the contents of the headings to the bibliographic file to create cross-references.

Item and Holdings Data Migration

During the discovery period, Innovative will generate reports of key item fields from the test data. Innovative will return these reports to the library to allow the library staff to make any desired corrections to the data, if necessary, in preparation for the migration period. Innovative and the library will also develop a profile for migrating the library's existing item policies over to the Polaris system and for making any requested updates. Since the Polaris item policy tables are organized differently than the parameter files on the current system, a code mapping profile will need to be developed to translate existing codes to their corresponding Polaris values.

By default, the codes held within the item records will be mapped one-for-one and, using global criteria, Innovative will remove records that the library does not wish to migrate. Additionally, we also will set incorrect codes to global defaults provided by the library. For example, if the library only has 50 material type codes, but there are a handful of items with material type codes higher than the master list used by the staff to create items, the library can provide us with instructions to globally map these erroneous codes to one of the valid codes created for the Polaris profile. These records will also be added to a Polaris Item Record Set to allow the library staff to review them to make any post-migration bulk changes of its own.

If the library has pre-determined or decides during the discovery phase that it would like to customize the migration process to include a reconfiguration of its policy tables (and therefore a re-mapping of its item codes), Innovative also can provide this service. This processing can include the re-definition, expansion, or collapsing of codes, and even the creation of new code categories that the library may not have used in the current system but would like to use in the Polaris system.

Patron Data Migration

Patron records will be reviewed during the discovery phase and reports will be generated for review and possible data cleanup by the library. As with the migration of the item records, profiling of the patron codes and their corresponding policies will also occur, and the library will be given the opportunity to determine if the staff desires any special processing to be undertaken.

As part of our default processing, we will map the patron codes one-for-one and, if so desired, globally remove records such as expired or permanently stopped patrons. Additionally, we also will set incorrect codes to global defaults provided by the library. For example, if the library has five patron category codes, but there are a handful of patrons with blank values in the category codes field, the library can provide us with instructions to globally map a specified code into the blank fields. These records will also be added to a Polaris Patron Record Set to allow the library staff to review them to make any post-migration bulk changes of its own.

If the library has pre-determined or decides during the discovery phase that it would like to customize the migration process to include a reconfiguration of its patron codes, Innovative also can provide this service. This processing can include data cleanup or enhancement such as global zip code changes, normalization of name entry conventions, creation of statistical classification codes, etc.

Circulation Transaction Data Migration

Innovative will migrate the library's current checkout records, circulation year-to-date and lifetime circulation counts, current fines and fees, and current holds (reserves). Migration processing is structured in such a way as to reduce the library's offline period, thereby minimizing the interruption of library operations during the cutover period. Innovative will instruct library staff in the usage of the Polaris offline circulation subsystem during the period where we are converting the circulation transactions to allow the library to continue capturing vital circulation activity.

Acquisitions Data Migration

Acquisitions Data to be Migrated: Vendors/Suppliers, and provision bibs for on-order items if they currently exist. Innovative is open to conversations with the Library about developing a custom migration of orders, funds and fiscal years at additional cost. It should be noted that this migration would extend the implementation timeline.

Other Data Files

Innovative has experience in the conversion of various local databases. If the library has a specific need that has not been detailed here, we would be interested in discussing possible solutions.

Final Data Processing

We recommend performing the data migration in two stages. This will involve an initial cut of the data early in the implementation process followed up by a final full cut of all the data files to be converted just prior to going live on the Polaris system. This allows the library to continue to operate as normal throughout the implementation process. Additionally, the initial conversion period will allow both Innovative and the library to work out any unforeseen issues with profiling, inconsistent data, or other scheduling adjustments that may need to be made without requiring the library to stop cataloging or circulate in an off-line mode.

Typically, we recommend that the library schedule the necessary time and resources to work out the code mappings and profiling with Innovative immediately after the implementation begins. Once complete, the first copy of applicable data files should be sent. We will process the data against the code mappings documents and load the data on the library's new training server. Polaris application training will be performed on the library's own data, giving the library an opportunity to review and approve the initial conversion. Although it is usually not needed, Innovative will do a second test load of the data after training and before the final data pull if both the library and Innovative determine that it is necessary. Normally, a second test would only be necessary if a profile needs to be re-done or if there were integrity problems with the original data pull that were not discovered until after the first test was essentially complete.

Upon receipt of signed confirmation from the library that the initial conversion work is correct, the final copy of all the applicable data files will be exported and sent to Innovative for processing. This subset of data will be processed in the same manner as the first copy. Since code mappings and other procedures have been set in place from the conversion of the first cut of data, final processing typically takes just a few days. During this time, the library will discontinue circulation on the current system and begin using Polaris offline software to circulate (check-in and check-out) items and register patrons. Library patrons will continue to use the current public access catalog throughout this period. Once the processing of the final cut of data is complete, the library will batch upload into the Polaris system any cataloging records and offline circulation/registration files it has created in the offline period. At this point, the PAC stations for the current system will be turned off and the library patrons and staff will begin full usage of Polaris.

Other Workflow Considerations

While the workflow described above is the one generally preferred by most libraries as they migrate from a previous system to the Polaris system, Innovative is sensitive to the fact that for some libraries

extenuating circumstances may not allow them to follow such a plan. Several factors may make it impossible or too difficult to perform the migration in the method detailed above, such as:

- The library requires significant data cleanup or enhancement work.
- The library is forming a consortium for the first time with libraries using a variety of automation systems.
- Data export capabilities from the previous system are limited or require significant system downtime.
- The library requires an aggressive implementation plan and does not wish to convert circulation transactions or only wants to export data once.

In these cases, and others, Innovative is flexible and will work with the library to develop a plan that best suits the needs of the library. While we run several implementations concurrently and some negotiation may be necessary to determine the best way to fit a specific plan into our queue and into the library's desired schedule, we are confident that such a plan can be agreed upon.

2. Describe the steps your firm will take to understand the business model and functional needs of the client and ensure that during the configuration and implementation process the product will be applied for optimal performance and satisfaction.

Ex Libris, Part of Clarivate: Ex Libris has developed a comprehensive implementation methodology that supports rapid migrations of complex data from multiple systems into a cloud platform while allowing library staff to reassess their workflows in the new environment. The structure of activities and milestones ensures risk management through iterative testing, training, and configuration guided by a dedicated project team throughout the life of the project. Please see the detailed explanation of the Onboarding and Define phases of implementation above.

Innovative, Part of Clarivate: Innovative's Professional Services team uses proven methods, tools and approaches to ensure that your library is successful with the upcoming ILS migration. Innovative will work with you in configuring your Polaris system. Our proposal includes analysis of your library's existing workflow and custom integration of that workflow with the Polaris software. This analysis will guide the initial system settings and parameters, data mappings and other implementation decisions.

The Innovative Project Manager uses project reviews and dashboards to track project milestones as well as costs and to review critical project issues during the course of all project phases. Library and internal checkpoints are established to ensure continual communication.

3. It is expected that the Respondent will assign a Project Manager who will have responsibility for its implementation team, and who will partner with the our Project Manager.

Ex Libris, Part of Clarivate: All projects are assigned an Ex Libris implementation team led by the project manager, who will guide the project from kickoff to conclusion, and who will collaborate with the library to create a mutually-agreed-upon plan for the project that includes scope, roles, and timeline (within the requirements defined in the contract). Other members of the Ex Libris implementation team include implementation consultants, trainers, technical consultants, and data migration analysts to support the migration, training, configuration, and other activities throughout the project.

Innovative, Part of Clarivate: All projects are assigned a Project Manager who has overall responsibility for the implementation process and master schedule, and he or she details the process and timing of the Library's implementation, installation, and training.

Additionally, the Project Manager makes certain that the project stays on schedule to make sure the transition from Sales to Implementation is smooth. He/she is available to answer any questions about the project that fall outside the range of other team members. As the project draws to a close, the Project Manager eases transfer of support from Implementation Services to Customer Services.

4. **Indicate your timeline from implementation start to "go live" date. Provide task lists and timelines for a standard implementation. A sample project plan would be helpful.**

Ex Libris, Part of Clarivate: Please see 1, above. Additionally, here is a high-level overview of responsibilities in a typical Alma implementation. The project team is to be composed of Ex Libris and customer staff resources, who will be responsible for the implementation of Alma. Based on the project scope and approach outlined above, an overview of the project resources from each organization are summarized below.

Ex Libris High-Level Responsibilities
- Get customer successfully up and running with Alma
- Coordinate all activities related to Alma implementation and perform all activities that are under Ex Libris' responsibility as detailed in the project plan (for example, data migration, configuration, training, implementation support, documentation, and so forth)

Ex Libris Detailed Responsibilities
- Described in relevant areas throughout the RFP response.

Ex Libris Roles
Customer Onboarding Manager
- Answer initial questions about the project and product
- Introduce resources to be utilized throughout the project (sandbox, training, and documentation)
- Perform a systems/risk analysis by library per an implementation form process
- Provide resources and support for the library to extract their ILS data and other data as appropriate.
- Establish agreement regarding key project dates.

Project Manager
- Maintain overall project plan, including schedule, scope management, risks, and issues
- Monitor and report on project status and identify/manage issues
- Coordinate involvement of Ex Libris resources
- Communicate as outlined in the communications plan

Implementation Consultant
- Analyze requirements and map to configuration and functionality
- Perform the configuration activities
- Deliver consulting services and implementation assistance as required to meet all project deliverables

Technical Consultant
- Specialize in technical issues, authentication and other 3rd party integrations

Data Migration Analyst
- Perform data migration from customer source products to Alma

Training Consultant
- Deliver training services

Customer High-Level Responsibilities
- Implement Alma within the agreed upon timeframe, according to the agreed upon scope
- Appoint a library project team and a single project coordinator who will serve as the primary contact for the Ex Libris project manager

- Form a team of functional experts from the member institutions and appoint a primary contact at each participating institution
- Manage the internal customer project team

Customer Detailed Responsibilities
- Actively participate in training, functional meetings, and workshops delivered by Ex Libris
- Gather and provide initial Alma, Primo, and third party integrations configuration input from all participating members using form/workbooks provided by Ex Libris.
- Provide post-configuration feedback based on end-to-end review of Alma, Primo, and third party integrations configuration and functionality in the defined time frame.
- Provide first line support to participating members in refining configuration and third party integrations after completing the vanguard phase and certification training.
- Coordinate all data migration efforts centrally:
  - Gather and provide data migration input from all participating members using forms/workbooks provided by Ex Libris including:
    - Extracted data:
      - Extract data from Ex Libris systems using Ex Libris provided and supported tools.
      - Extract data from Non-Ex Libris source systems following the data format requirements provided by Ex Libris (if the customer is unable to provide data in required formats in the project test load timeframe, the Alma project schedule will need to be re-scheduled)
    - Migration forms
    - Data structure description for non-Ex Libris source systems
    - Input data for print to electronic transformation during migration (if required)
  - Provide all migration input by delivery dates specified by Ex Libris
  - Review and test data migrated to Alma and provide feedback in the defined time frame
- Provide library staff training

Customer Roles
Project Lead
- Manage involvement of customer project team resources
- Serve as the primary project contact for the Ex Libris project manager and the customer member institutions
- Work with the Ex Libris project manager on work planning/deadline management
- Work with Ex Libris to monitor progress and track status
- Drive issue resolution and escalation as appropriate at customer site.
- Status reporting to customer management and team members at customer site

Institutional Lead (one per participating institution)
- Serve as the primary contact for the participating member institution

Functional Expert
- Provide expert input into all areas of business processes. This is likely to include: Acquisitions, Resource Management, Fulfillment, data in all listed areas, Public Services
- Facilitate and perform functional review activities
- Report issues found during testing to Ex Libris via CRM
- Provide team updates on testing progress
- Actively participate in training, functional meetings, and workshop

Training

- Deliver training to internal customer library staff
- Develop, modify, or re-use training materials provided by Ex Libris as needed
- Actively participate in training, functional meetings, and workshop delivered by Ex Libris

Data Integration/Authentication/Technology Team Lead and Supporting Resources
- Provide information/technical expertise regarding customer's existing systems and environments, and help develop/validate overall technical solution architecture
- Monitor/assist/support the development/deployment of customer single sign-on solution
- Ensure necessary customer technology resources are involved as needed to support project activities
- Support testing and debugging activities
- Coordinate technology touch points and processes on a day-to-day basis

Administrator
- Become proficient in Alma and Primo configuration (attend Alma certification training postimplementation)
- Open Ex Libris Support cases as needed
- Handle day-to-day technology requests after launch

The backgrounds and job titles of individuals who fill customer roles may differ from library to library according to the organizational structure, staffing, and other details specific to each organization. Ex Libris provides information about the roles and responsibilities required to participate in Alma implementation, and the customer determines which individuals on their staff are capable and available to fulfill these roles. Roles may be filled by multiple individuals, and a single individual may fulfill one or more roles. Regardless, most tasks are performed in collaboration with the Ex Libris project manager, and according to the mutually-agreed project plan. Generally, all roles are expected to participate throughout the implementation project, although activity levels will vary throughout the process.

Please refer to the Getting Ready for Alma and Primo Implementation document available on the Ex Libris Knowledge Center for more information:

https://knowledge.exlibrisgroup.com/Alma/Implementation_and_Migration/Implementation_Guides/02Getting_Ready_for_Alma_and_Discovery_Implementation

Innovative, Part of Clarivate: A project plan tailored to your library will be mutually agreed upon after Innovative meets with you and fully understands your library's requirements. A draft timeline follows:

Date	Event	Responsible Party
Week 0	Contract signed	Library
Week 1	Initial phone call to discuss project and profiles and schedule creation	PM
Week 2	Add Library staff to Basecamp Project	PM
Week 2	Servers, 3rd party software/Polaris licenses ordered	Innovative
Week 3	Profiling session - Work on profile (2 days)	PM / Library
Week 4	Library staff work on Polaris profiling document	Library

Week 4	Completed Polaris Profile due to Project Manager	Library / PM
Week 5	Server Installation	Tech / Library
Week 5	Profile Entry	PM
Week 5	Test Load data extraction	Data / Library
Week 6	Implementation Profile final review	PM / Library
Week 6	Test data analysis	Data
Week 7	Data Mapping for Test Load	Data / Library
Weeks 8-9	Test Load of Data	Data
Week 9	Innovative's review and test of data on server	PM
Weeks 10-19	Data review and feedback to Innovative	Library
Week 10	Webinar: System Administration (6 hours)	Library / Trainer
Week 11	Polaris Training – Leap/Circulation, Cataloging (3 days)	Library / Trainer
Weeks 12-19	3rd Party Testing	Library
Weeks 12-19	Internal Staff Training	Library / Trainer
Week 13	Polaris Training #2 – Acquisitions and Serials (3 days)	Library / Trainer
Week 13	Vega Discover set-up	TBD
Week 14	Webinars (15 hours)	Library / Trainer
Week 19	Data Mapping sign-off	Library
Week 19	Workstation prep and testing for Polaris Offline	Library
Week 20	Final Data extraction after library is closed. After data extraction, libraries should set their system in a Read-Only mode so that patrons do not place holds or make changes to their accounts in the PAC, and staff don't make changes in the client.	Data / Library
Week 20-21	Library is offline with Polaris. NO MORE WORK IN CURRENT ILS. Staff will be able to check materials in/out and register new patrons in Polaris Client offline. Leap Offline allows check-out ONLY. Staff cannot collect fines, place or fill holds or do any other circulation, cataloging, acquisitions, or serials activities during the offline time.	Library
Week 21	Vega Discover Migration	TBD
Week 21	Live on Polaris	PM / Library
Week 22	Webinar: EDI (3 hours, post go live)	Trainer / Library
Week 25	Transition to Support	PM/Library

Library responsibilities are denoted in the timeline above. Other responsibilities during the migration process will include participation in the creation of the data migration profile and reviewing error files of problem records, reviewing the initial data load to verify that the migration meets library expectations, and reviewing/approving the final data load. Innovative will extract the data from your current system, migrate the data, and load it into Polaris according to the established profile. If the review of the initial migration reveals issues with the conversion, Innovative will correct these problems as a part of the service.

SECTION 3– Related Information

Related Materials:

1.1.4 Key Objectives

• **Developments of ILS solutions that will function well for the University of Maine System academic libraries and for the State Library and major public libraries. This could be done by**
   o **A consortium of all libraries (public and academic) under one ILS**
   o **Two consortia, one for public and one for academic libraries under two systems**

Ex Libris, Part of Clarivate & Innovative, Part of Clarivate : We believe that the best approach is to adopt purpose built solutions specifically designed to address the unique needs of the academic libraries and state/public libraries in URSUS. With Clarivate, we are uniquely positioned to offer such a solution that delivers library services platforms designed for academic libraries in Alma and for state/public libraries in Polaris, along with our discovery and community engagement solutions Primo VE and Vega. We will preserve the important connections between URSUS members as well as partners across Maine InfoNet through INN-Reach.
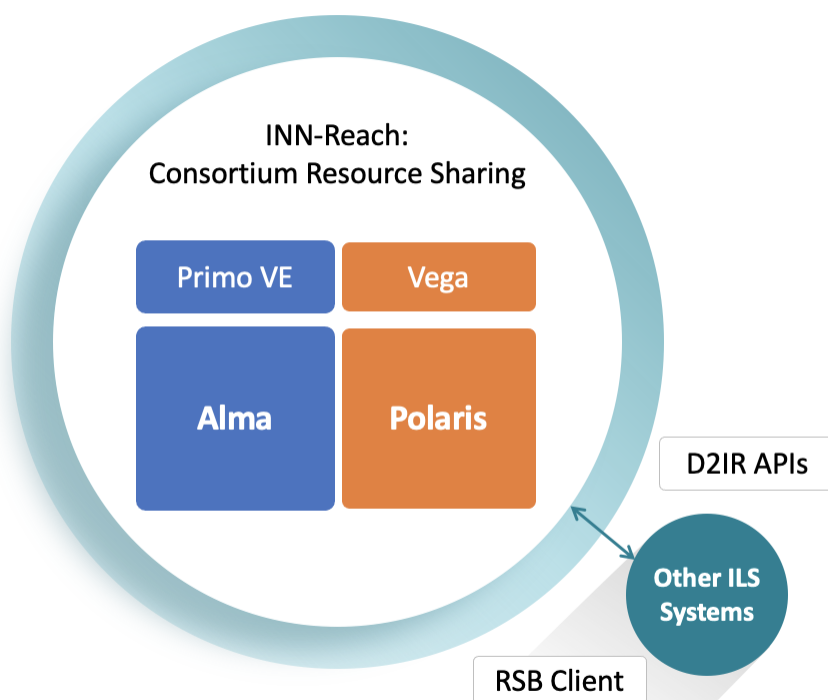
• **Developments of ILS solutions that are responsive to customer needs and requirements, both at the local library and the consortium levels**
Ex Libris, Part of Clarivate: Ex Libris is committed to partnering with our customers to make sure their needs are met. The popular ELUNA, (the Ex Libris Users of North America) and IGeLU (The International Group of Ex Libris Users) have a defined product enhancement process. Most Ex Libris products have their own Product Group within these groups, whose leaders are responsible for organizing the enhancement process, and communicating with Ex Libris product managers, the groups' counterparts, and users of the product. Members identify and provide feedback on suggested enhancements utilizing NERS the "New

Enhancement Request System", and work with Ex Libris on future developments and strategic goals. Only member institutions have the opportunity to vote on enhancements.

Additionally, Idea Exchange (http://ideas.exlibrisgroup.com/) is a website that allows for the exchange of ideas and facilitates communication directly between the users and the Ex Libris product management teams. The Ex Libris Idea Exchange website is completely open, enabling anyone who uses our solutions to submit and review ideas. Such ideas are an invaluable source for helping us understand your needs and priorities.

Innovative, Part of Clarivate: Listening to libraries is the number one source that guides our product development, customer support, services, strategic direction, and everything else we do at Innovative. When you choose to work with the Innovative community, you're assigned your own Polaris Site Manager who gets to know your library personally and is available more than a few hours a day. In addition, you can participate in the Innovative Idea Lab where users vote and comment on product enhancements and join the industry's only independent user's group where you can share freely with other customers and provide feedback to Innovative.

User-driven development and enhancements are managed using a shared space called Idea Lab. Idea Lab is an innovation environment, designed for users to submit, discuss, and vote on ideas to improve solutions for libraries. Idea Lab uses "challenges" to collect ideas. A challenge is a time-bound event that is focused on a specific opportunity that could be a topic, a functional area, a product, or a theme. Each challenge is designed to solicit actionable ideas from the participants, with a clear path to implement one or more winning ideas. All users can comment and vote on ideas. Idea Lab uses automated algorithms and an expert review process to promote the best ideas for prioritization by the group before winning ideas are selected. When the challenge ends, Innovative will announce which winning ideas have been selected, and what users can expect with regard to how those ideas will be implemented.

• Developments of ILS solutions that are future thinking for evolving solutions, improvements, and other transformations
Ex Libris, Part of Clarivate: Alma is a growth platform built with the understanding that it would have to accommodate new and as-yet unknown developments. It is easily adaptable, with an extendable architecture, allowing Ex Libris and our customers to build applications powered by the platform.

With the goal of providing our customers the tools to leverage resources available in their institution or via our platform, Ex Libris is adopting a data-driven approach to gaining insights that provide the best value from our solutions. Current or developing next-generation capabilities in analytics include advanced visualizations, big data processes on a platform level, and AI-driven recommendations based on patterns of usage locally, throughout the Ex Libris community, and beyond. The revolution such insights will bring to the library – simplification, automation, and unification – will provide better quality, integrated content, shared intelligently.

The platform through which our products, including Alma and Primo, complement and integrate with one another to completely support developing research and higher education missions is the Ex Libris Higher Ed Platform. It is the vehicle for both large-scale and highly granular management of a large array of data types. Its integrated processes and workflows drive efficiencies with an emphasis on automation, while facilitating collaboration at many levels and accountability through advanced analytics.

The Higher Ed Platform connects the library and wider ecosystems, both institutional (through open standards and APIs) and global (through internet-linked academic networks). You can decide how far-reaching this integration with other tools of higher education will be, including learning management systems (LMS), researcher information management (RIM), linked data, RDF, and open educational resources.

Finally, the Ex Libris user community - with its tremendous contributions to product development, generous sharing of innovative configurations, data and articles, and mutual assistance – is part of our vision going forward. That's why we are working toward even more collaborative communication through our platform.

The following provides further details regarding how our strategic vision for the future will be implemented.

Technical and End User Services with Linked Data - As part of our ongoing roadmap, Ex Libris is focused on managing resources using linked data formats as the prime source, rather than crosswalking legacy-based schemas. Ex Libris envisions a shift in the way resources are described and cataloged, moving towards a much fuller use of URIs and IRIs that are organized by subject matter, linking up authoritative sources on specific subjects, people, places, etc., and away from individual metadata records. As we see the process as a gradual one, with coexisting schemas, all services such as OpenURL Resolving and Resources Sharing/ILL will be supported and Ex Libris will add related information the end-user can see while navigating various Alma screens (e.g., authority information when looking at a title). This shift will also entail a wider integration between Ex Libris Higher Ed platform and other linked data systems and platforms, as well as support for two major linked data discovery workflows with Primo (exposing URIs embedded in metadata records to enrich the user interface with linked open data from other sources and exposing the library records in linked data schemas). There are also plans to support schema.org encoding in the Primo full record view and to provide search engine optimization (SEO) for records promoting discovery in search engines for linked data information

Comprehensive Resource-Sharing - As a multi-tenant cloud service, and together with the recent RapidILL acquisition, Alma provides resource sharing capabilities with any other institution using Alma or supporting the ISO ILL standards. This would enable the University of San Francisco to easily collaborate with others in the immediate area and across the larger region, and significantly reduce the cost of resource sharing. Alma also integrates with a range of third-party broker-based systems and Ex Libris recently announced plans to introduce a next-generation resource-sharing broker solution built on the Ex Libris Higher-Ed cloud platform. The new solution will provide unmediated, automated resource-sharing workflows for returnables and non-returnables, while transforming the way libraries provide services to end users and increasing fulfillment rates. Your end users will easily know when a resource is available and for how long, even when it is not held by your institution.

Improve Teaching and Learning – In addition to Alma and Primo, we have extended our powerful multi-tenant SaaS platform to incorporate our Leganto reading list solution. Leganto improves the teaching and learning experience for students, professors and librarians, as well as aligning with institutional affordable learning initiatives by significantly reducing the cost of educational materials for students and rights clearance fees for libraries. It increases student engagement, improves library efficiency and collection usage, paves the way for greater internal collaboration, and more. Leganto offers out-of-the-box integration with existing Learning Management Systems, can replace traditional e-reserve capabilities, and supports the use of open educational resources (OER) in course reading lists. In fact, instructors can assign a creative commons license to their reading list, potentially making the list itself a new OER for sharing within the institution or more broadly.

Supporting the Research Lifecycle –In response to the need for greater support for research activities, Ex Libris has again extended our multi-tenant SaaS platform with Esploro, a solution that unifies management of the research lifecycle and increases the impact of academic research. It maximizes efficiency by unifying and automating research data workflows, replacing siloed and manual processes, as well as facilitating tasks such as managing research objects, applying metadata, depositing materials, and updating public scholarly profiles. Esploro promotes the visibility of research outputs and data by capturing all research objects, enriching their metadata, and using a variety of dissemination methods to make them easily discoverable and accessible. The research office can more easily manage and track published research with Esploro, making it possible to monitor compliance with government and fund-provider requirements, including open-access policies. The impact of that research, with the tracking of relevant KPIs and the analysis of cross-institutional activities, can also be measured through Esploro. It is, in part, a next-generation institutional repository – creating a unified system of records for all research objects, including publications, research data, processes (e.g., code, software, ELNs), and other materials

generated by researchers. Esploro's flexible workflows can be adopted to specific library needs, integrating easily with Ex Libris discovery, resource management, preservation, and reference management tools, as well as interoperating with third-party academic systems through open APIs and out-of-the-box integrations.

Advanced Acquisitions Workflows – Alma supports enhanced demand-driven selection and acquisition models, offering seamless integration with Primo and, via the Ex Libris Higher Ed Platform, ProQuest Rialto. This represents a ground-breaking approach to unify selection and acquisition in academic libraries. Through benchmark analytics, recommendations, and a comprehensive marketplace with content of all types – books, ebooks, video and more – from many sources, libraries will have the tools to become more effective and efficient, buying only what they need and using what they buy. As part of this seamless, unified, and end-to-end library workflow, ProQuest Rialto is the next-generation, user-friendly one-stop marketplace for academic content from a variety of publishers, aggregators and platforms, non-ProQuest and ProQuest alike, with various access models and licenses. Your library staff's productivity will improve, with real-time integration of resource availability, funds and budget information, as well as sophisticated analysis related to resource usage, performance, and collection lifecycles. Machine learning refines selections, evaluations, approvals and resource recommendations over time, as well as ranking recommended resources by relevance, librarian-determined filters, and peer institution benchmarks. These capabilities will enable the University of San Francisco to quickly adapt to changing needs and control the increasing costs by transitioning from "just-in-case" to "just-in-time" collection development – without imposing additional overhead on library staff.

The Most Significant Challenges are also the Greatest Opportunities - Libraries are changing, moving beyond their four walls. They are expected to deliver traditional library services – lending and borrowing – but to also support research, teaching and learning, as well as to provide more personalized service than ever before. This is both a challenge to the industry and the greatest opportunity for Ex Libris, as we have shaped our products and services accordingly – providing the library tools and methodologies to grow from "managing the library collection" into its new role supporting the entire academic experience.

Innovative, Part of Clarivate: Experience matters. Today's tech-savvy library user, exposed to modern user experiences offered by Apple, Amazon, Netflix and others, is accustomed to a highly interactive and personalized user experience. We have designed the Vega Library Experience platform to deliver an amazing experience and meet these high expectations.

Experiencing the library digitally –through the web, an app, or any modern communication channel – should be as thrilling as walking through the library's front door. Vega is a series of applications within one Library Experience platform that provides your patrons with a dynamic and rewarding discovery experience and lets you engage with them to market and promote your resources, services, and activities. Whether they are in the library, at home or on the go, you can connect with them via their preferred communication channel in a way that is personalized, consistent, and hyper-relevant to their needs.

The ILS has been developed and highly tuned to manage the library's inventory. It does its job superbly, and Polaris is the leading public library system. The Vega Library Experience platform is designed and highly tuned to meet and exceed the user's expectations. It compliments Polaris and completes the circle that defines the modern library's management needs.

Vega provides the functionality expected in a discovery solution. But Vega goes beyond this to provide so much more. Vega places the focus on the user and the many micro-moments that make the library special. More than books, libraries forge deep connections within communities tying real time needs to resources. By placing the community at the forefront of design, we help libraries offer experiences that encourage exploration and celebrate the library's place as the ideal destination to work, learn, and discover.

- **Powerful**

As the first true BIBFRAME-based discovery solution, Vega takes discovery to a new level by harnessing the power of linked data to deliver highly relevant context-based results. This lets users find what they want right away through work-level roll-ups or by exploring highly relevant suggestions for serendipitous discovery. Vega also lets the library interact with patrons through personalized interest-based communications rather than simply generic newsletters and promotions.

- **Personalized**

  Vega utilizes the same technology that allows Netflix to offer personalized movie suggestions or Spotify to generate a beloved playlist balanced with the same commitment to privacy that libraries and patrons expect. But where Netflix and Spotify algorithms are based primarily on user behavior data, Vega combines this with the library's rich metadata to provide deeper and more relevant personalization, even for infrequent users.

- **Accessible**

  Accessible by design, Vega meets people wherever they are, on their terms, with the fluidity they expect from modern technology. Adaptive for use on any device, Vega lets users access the library whenever and however they want - even with Siri and Alexa for interactive voice controls. Vega has also been designed to the latest accessibility standards, allowing the use of assistive technologies for people with disabilities.

- **Effortless**

  Libraries are an incredible resource hub for their community, but too often accessing those resources digitally is not easy or convenient enough to hold a patron's attention. With Vega, communities can find information and enjoyment easily and at their fingertips, whether they search to discover their next book to read or receive highly relevant and targeted suggestions or communications from the library by text or e-mail.

With Vega, library staff can easily and effectively communicate and manage the full range of programs and services to the community, engaging with patrons through every touchpoint to provide frictionless experiences from start to finish. The Vega Experience Suite is comprised of one platform (Connect) + 5 modules (Discover, Interact, Promote, Program, and Analyze).

For your public libraries, we are proposing Vega Discover, our modern discovery solution. Because the Discover module is part of a broader, integrated patron engagement platform, we want to provide you with an overview of the full capabilities of the Library Experience platform.
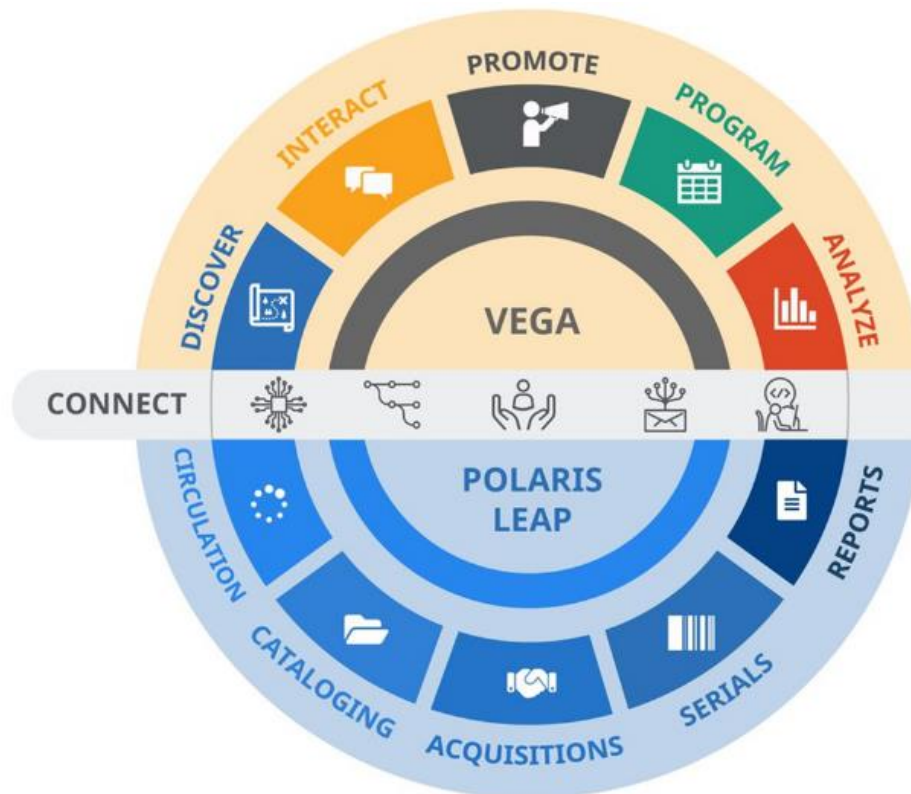
Connect: Establish, Elevate and Bring Together

Vega Connect establishes a foundation that brings together the key components of the library's enterprise – linking basic library controls with modern user engagement – to create a seamless environment for managing all aspects of the library. It provides both a state-of-the-art context engine for storing and linking data, as well as a messaging engine for relevant user communication. Finally, it elevates the patron providing an extended view of all activities as well as modern notifications.

Key features of Connect:

- Unified, web-based staff experience (LX Admin)
- ILS Integration: Extended view of Patron record with single activity stream
- Patron preference setting
- 5 Courtesy notices through email channel
- 3 Journeys through email channel: New Patron registration; Patron renewal; Patron anniversary
- Email design tools for notices and journeys
- Vega Universal Messaging Service and email channel
- Enhanced content (cover images) for Notices
- Automated bounceback handling and workflows
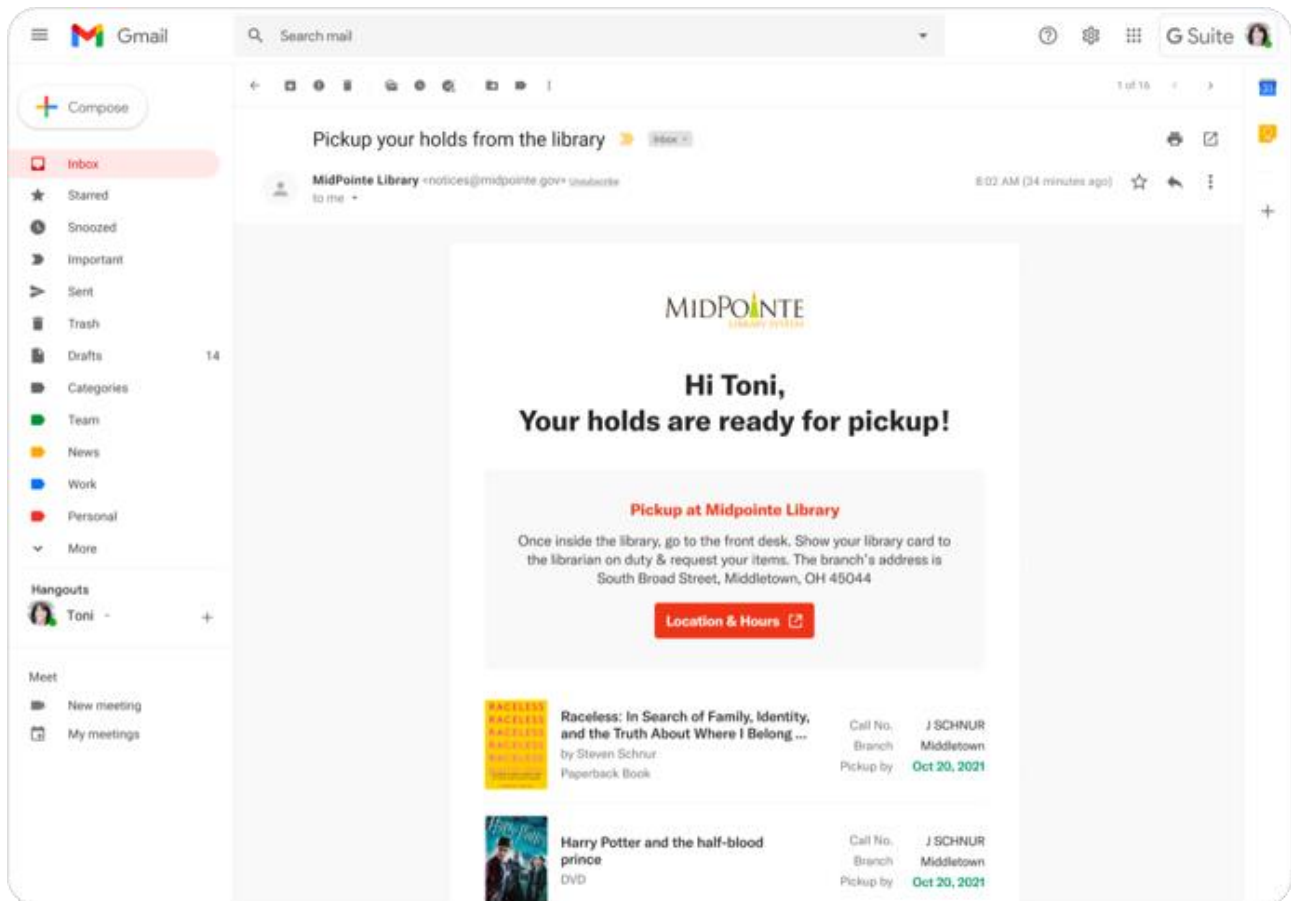
An example email notice for patrons identifying holds ready for pickup.
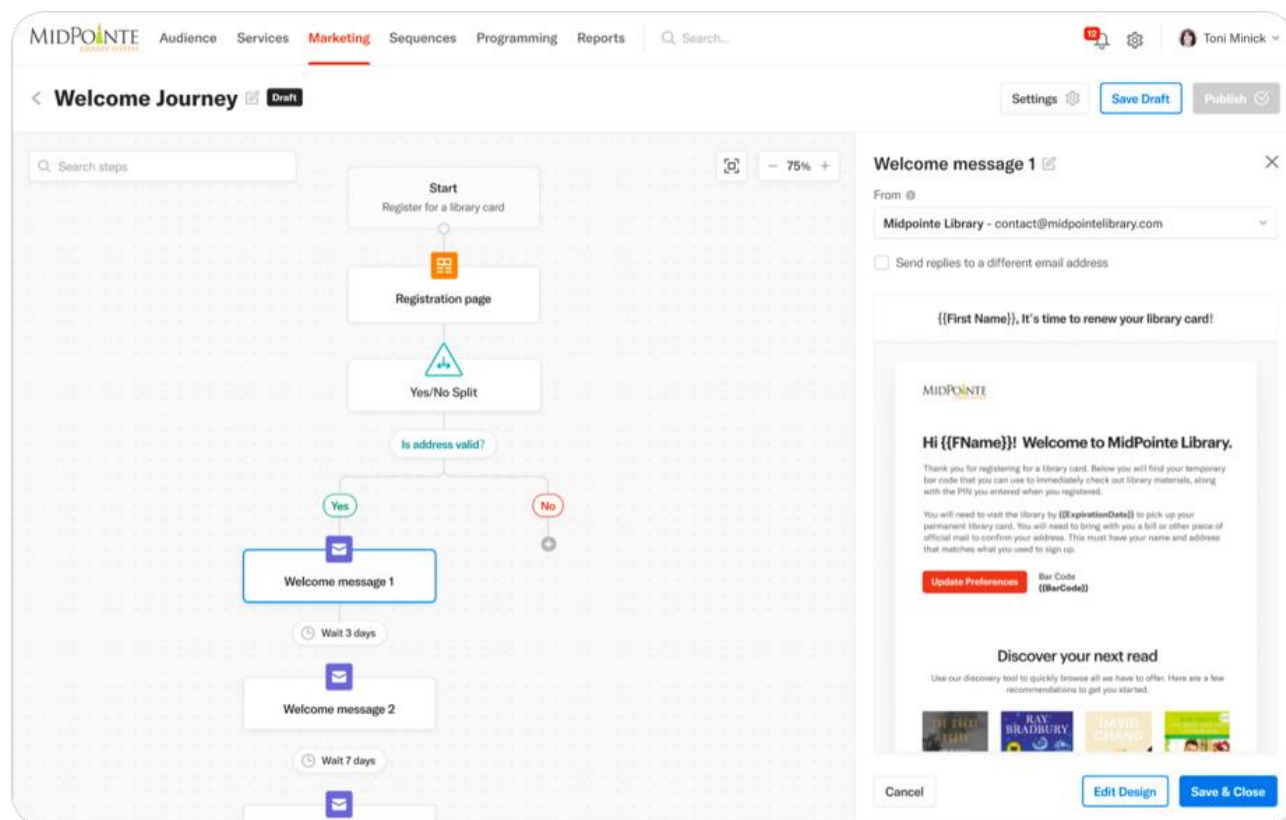
An example of the Vega LX interface for planning an automated welcome journey when a new patron registers for a library card for the first time.

Discover: Engagement begins with Discovery

The best time to captivate and win over your users is when they voluntarily come to you seeking information. Vega Discover is designed with this in mind, engaging users from their first keystroke. A clean display using modern icons immediately places the user at ease. This is combined with modern data standards that allow a more intelligent presentation of library data, rolling all formats for a given title into a single display. Finding, checking out, and reading are all a short, intuitive experience away, ensuring the user is eager to come back to the library again and again.

Key features of Discover:

- Premier discovery interface
- Modern search and exploration experience
- Work-level roll-ups
- Showcases: Automatic, Dynamic & Curated
- Author, Topic & Series pages
- Personal Bookshelf for lists, saved searches, reading history
- Patron self-service account management
- Fines/fees e-collection
- Syndetics Unbound enhanced content
- Vega Guide for Discover
- Vega Discover usage analytics
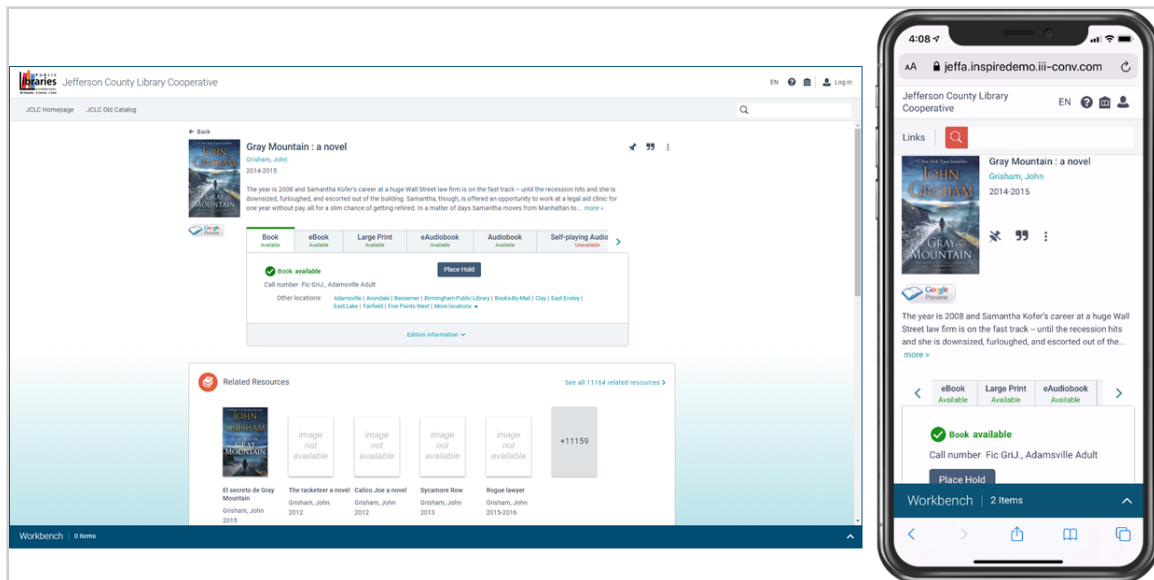
An example of responsive design for Vega Discover.
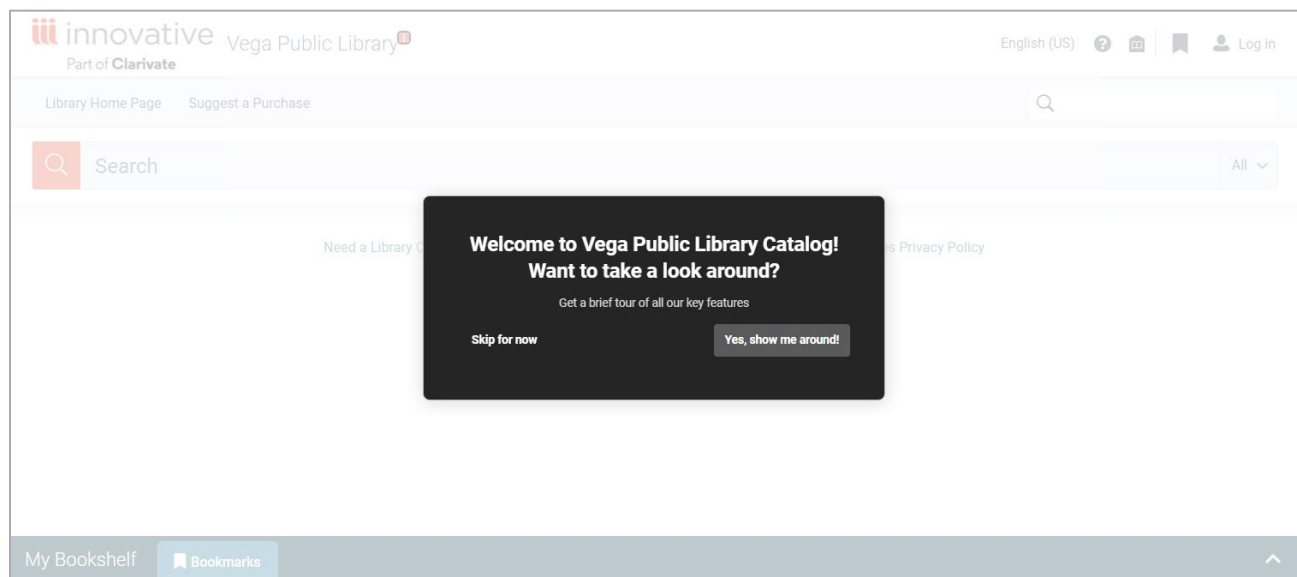
Just like an in-person greeter or tour guide at the library building, libraries can "greet" visitors on the online catalog and offer them a tour of key features with the announcements, polls, surveys, and guides available in Vega Discover+.
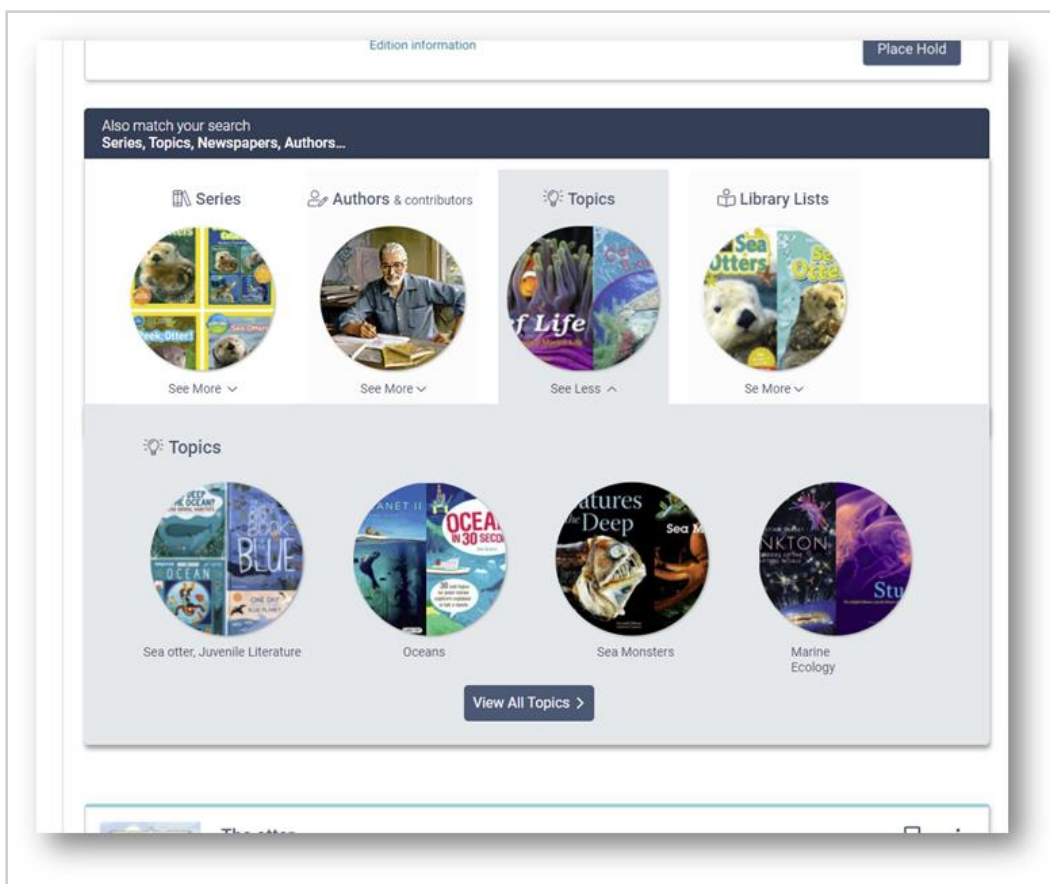
Above and below: An example of how OAIPMH harvests from your digital asset management system or other sources could display within Vega Discover.
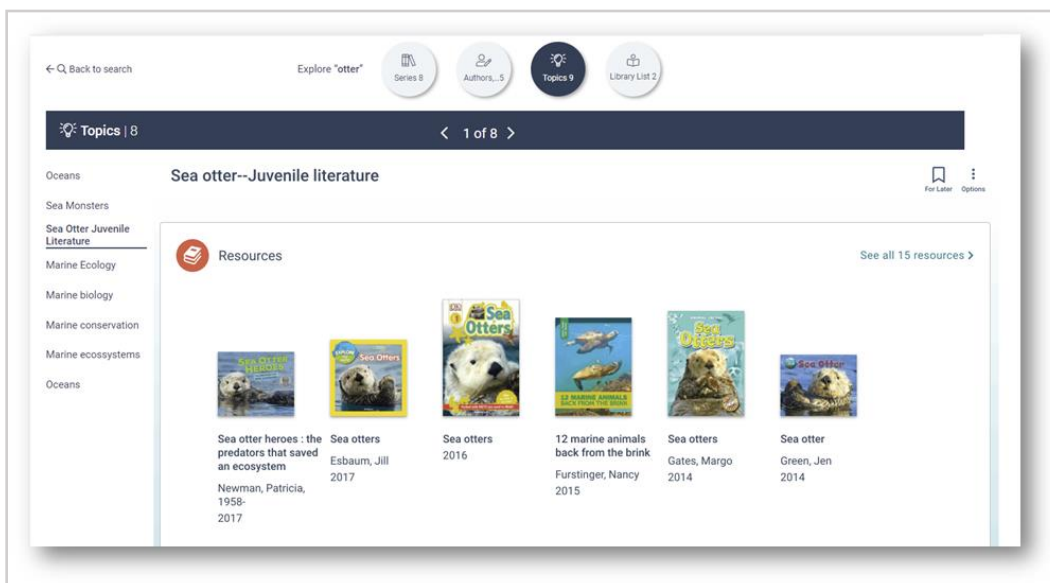
Interact: To Communicate is to Interact

To truly engage users, you first must hear them. Communication should be bi-directional – listening and responding. Vega Interact ensures two-way conversation is at the heart of the library experience, providing users the ability to seek and receive assistance. It can quickly guide users to routine information such as locations and hours, find titles via Discover, and involve a librarian for more complex queries. It even allows the library to integrate digital assistants such as Alexa into the library experience. Whether renewing your books or finding your next great read, Vega Interact ensures the user is heard.

Key features of Interact:

- Direct & transactional patron communications through email, email-to-text, push to Discover or mobile channels

- 1:1 conversations through chat, social, email

- Unified conversation stream (all messages across channels in one place)

- Chatbot & 1:1 Chat

- Message & standard response automation (tips, etc. based on timing)

- Alexa skill with multiple commands

- Phone alerts/notices

- Service desk with ticketing

- Message delivery and acted-on stats
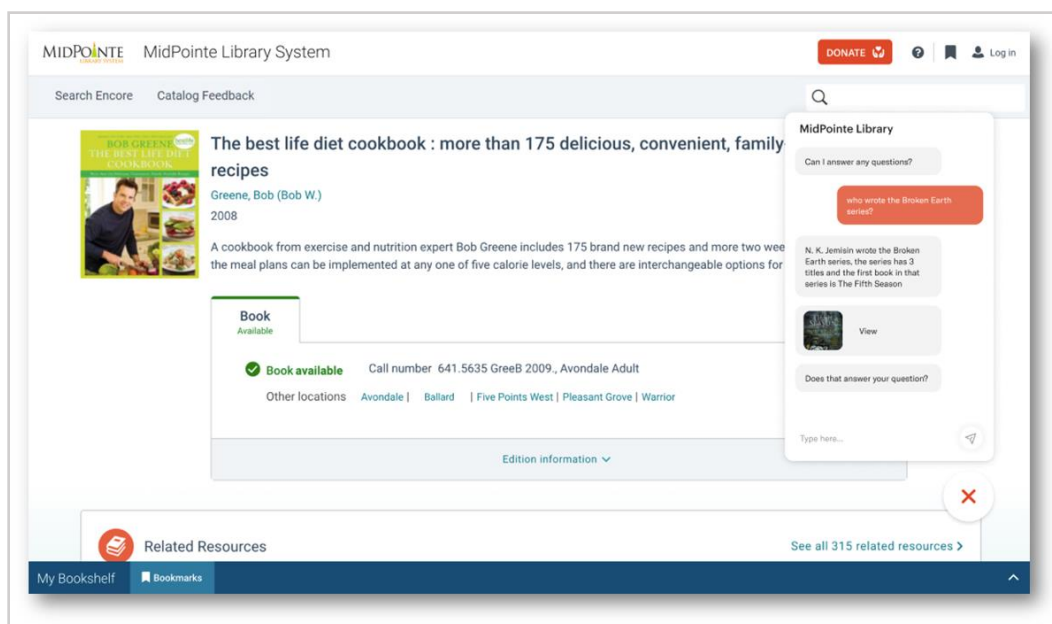
An example of our chat bot for libraries.

Promote: Promote Library Awareness

Staying in touch at relevant moments creates the next opportunity to engage a patron. Vega Promote enables the library to continuously keep the user in mind, even when the user is not thinking about the library. Through targeted and relevant email communications,Vega Promote allows the library to keep the user informed about the things that are important to them. Personalized and timely information on matters of interest create an experience that ensures a lasting relationship.

Key features of Promote:

- Email campaigns
- Manage marketing contacts
- Contact list segmentation and tagging
- Eight email templates for events, announcements, and newsletter
- Design library for custom email templates and design blocks
- Free stock photo library
- Curated & dynamic showcases to embed in campaigns
- Footer, unsubscribe, and bounceback automations
- Message delivery and engagement metrics
- User guides and announcements
- Fundraising capabilities *(tentative)*
- Website building *(tentative)*
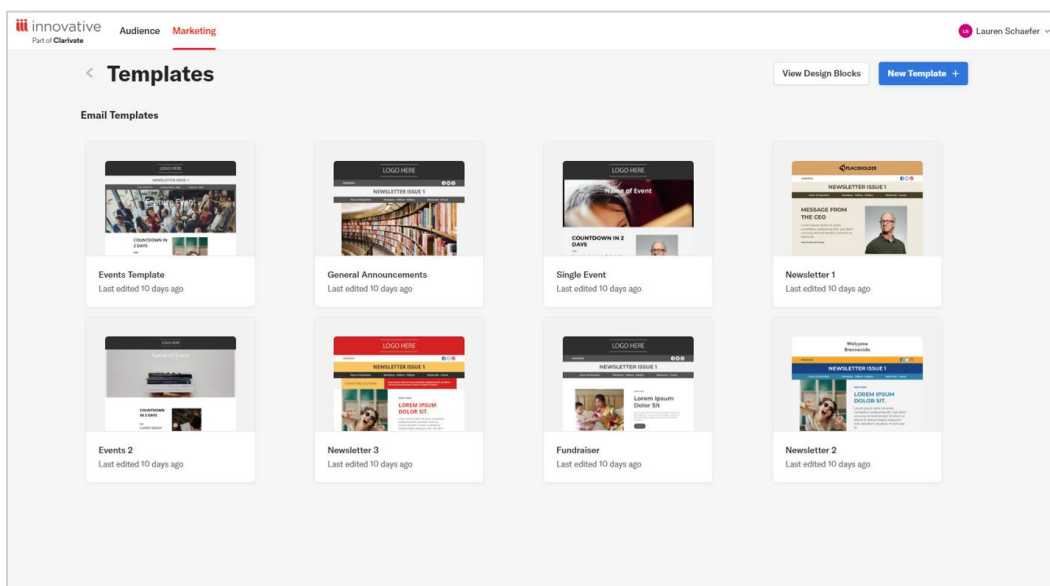
Our digital marketing tool comes with eight email templates to help you get started communication events, announcements, and newsletters.
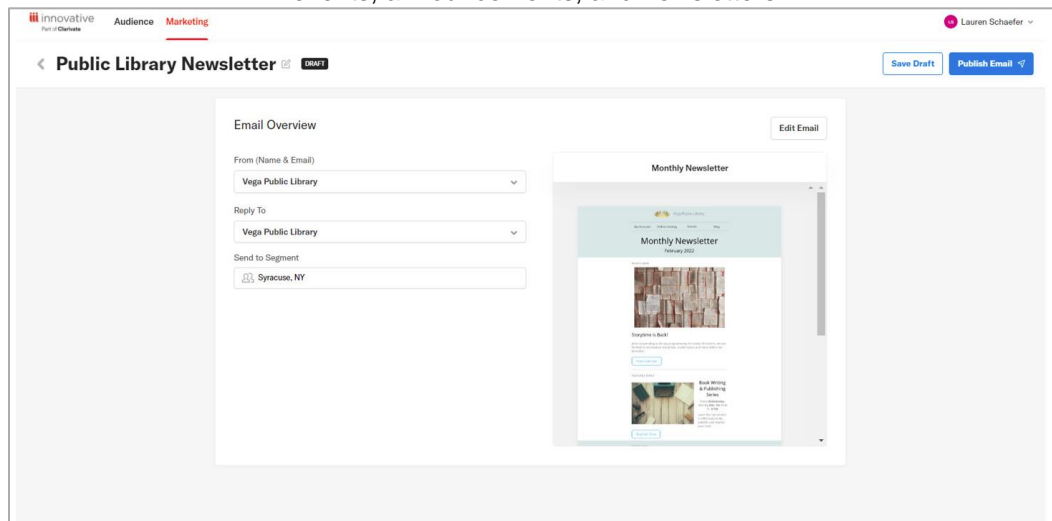
The Vega Promote interface for selecting an email draft to edit.

Program: Encourage Participation

Managing and directing the continuous array of activities, events, and programs at the heart of today's library is an ongoing challenge. Scheduling. Organizing. Promoting. Registering. Preparing. Vega Program provides for the integration, management, and discovery of library events, weaving them into the library experience and extending them beyond the meeting room and into the community.

Key features of Program:

- Event creation and management
- Library-branded event calendar
- Individual event pages with registration forms
- Attendee communications
- ILS integration: Patron authentication and self-service options include event ratings
- Web-based Program Admin for library staff
- Room booking and management
- Auto-generated event flyers and brochures
- Free stock photo library
- Program statistics
- Integrations: Stripe for payments, Innovative Mobile, website widgets, etc

Event Management

Room Booking

Analyze: Analyze Outcomes Not Actions

Vega Analyze focuses on outcomes, not simply actions. It is more important to understand if your actions were successful than to simply know how many times they were taken. Did a user find a title of interest? Was a limited resource budget well spent? Were emails received and opened? Are you maximizing eBook licenses instead of simply buying more and more unused eBooks? Vega Analyze is designed to guide the library, users, and the system to successful outcomes,

Key features of Analyze:

- Customizable dashboards to allow each user to view the analytics they need in one place
- Reporting across all Vega LX modules
- Journey analytics to measure the effectiveness of your user journeys
- Usage analytics for features and functions in each Vega module
- ILS integration for shared data with ILS reporting

ensuring satisfaction and elevating the library experience.

Simply put, the Vega Library Experience platform elevates the soul of the library from the building into the digital experience. It provides users a memorable experience, modernizes the discovery process, provides two-way communication between the user and the librarian, and promotes the library in every way imaginable. It is *only* brought to you by Innovative.

Experience matters.

• Developments of ILS solutions that allow libraries to effectively communicate with their patrons about information beyond simple catalog holdings
Ex Libris, Part of Clarivate: Primo, the Ex Libris advanced discovery solution, allows for the discovery and delivery of the full breadth of resources a library has to offer. Primo supports the needs of researchers by unifying access across print, electronic, and digital resources, regardless of format, resource type, or location, in a single, intuitive search interface. Primo has been adopted by some of the most distinguished and heavily used research libraries around the globe. Primo is highly customizable.

The University of Maine System will be implemented with our Primo VE deployment model. Primo VE is a new Primo deployment model simplifying Primo backend processes and further optimizing the management of Primo with Alma by utilizing the Alma platform. Primo VE offers an inherent discovery layer over Alma resources and – in addition - other resources managed by the library that need to be exposed to patrons.

Primo VE will enable users to benefit from:
- Major operational improvements and the streamlining of publishing processes
- Real-time discovery of records created in Alma
- Significantly improved product implementation process, including easier configuration and setup
- Unified back office management of Primo and Alma, and reduction of duplicate admin processes
- Enhanced user experience

Primo serves researchers of every skill level by providing two search interfaces: a simple keyword search and an advanced search. The configuration of both interfaces can be defined by the library.

Many advanced features are available in even the simple search, based on how users actually do their searches. Not only can a user put the title, author, ISBN, or other information directly into the search bar, Primo also supports citation information copied and pasted into the search, as well as semantic searching (i.e. "who is Sophocles?").
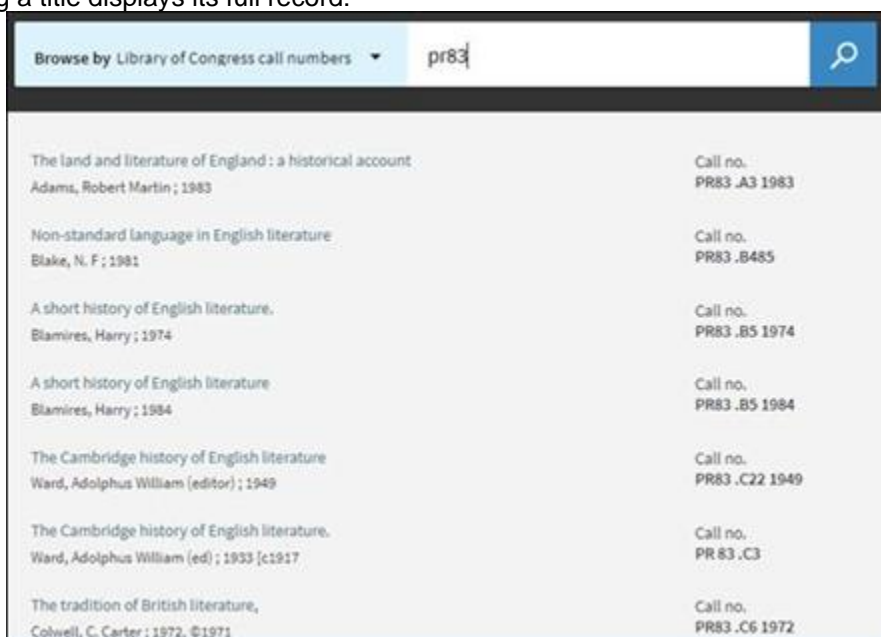
An examination of search logs shows that users formulate their searches in many different ways. Primo analyzes a user's query and optimizes it so that the system can retrieve all relevant results, regardless of whether the user is searching for a known item or seeking items related to a certain topic. To optimize the query, Primo applies a number of techniques, such as the following:
- Identification of variations in terms and correction of spelling mistakes
- Expansion of searches based on word stems
- Recognition of citation formats (for example, APA, MLA, or Chicago) and year of publication
- Recognition of compound words

The Primo auto-complete function supports users further, by offering suggestions as a user enters search terms. The suggestions are derived from popular queries in the Primo search logs; from journal titles and subjects contained in the Central Discovery Index and from authors, titles, and subjects from the institution's local collections. By taking into account the institution's local collection, Primo ensures that auto-complete suggestions are drawn from items that are available to the user. In addition to supporting simple searches, Primo also enables users to submit more sophisticated searches, such as searches including Boolean operators and quotation marks.

A user's specific information need is factored into the relevance-ranking equation in Primo. By analyzing a query, the Primo ScholarRank technology "infers" the user's need and adapts to the type of search (a known-item search, narrow topic search, broad-topic search, or author-related search). For example, in a broad-topic search, reference materials or review articles are likely to be more relevant to the user than an article dealing with a specific aspect of the subject matter.

Primo also offers a browse search which allows you to browse material by author, title, subject and call number. The library can select which of these browse options you will provide. When browsing by author, title or subject results will be grouped together; you can click an underlined entry to see its associated records. It is also possible to browse by call number, which returns a list of associated records in brief format. Clicking a title displays its full record:

Primo provides suggested new searches, and the topic or subject facets provide additional ways for users to explore a subject. Finally, Primo uses concepts of serendipitous discovery to suggest new resources to researchers. A distinguishing feature that libraries using Primo can offer their users is recommended articles from scholarly journals.

Primo integrates article recommendations from the Ex Libris bX recommender service directly into the user interface, providing even more value to end users. The recommended items can be displayed directly in the Primo results set. The bX recommender is significant because it uses an approach other than the suggested new searches below the facets; instead, it recommends related articles that do not necessarily share the original item's keywords, subjects, creator, or source, thereby enabling serendipitous discovery of items the user may have never thought to look for. bX Recommendations display in the Related Reading section of a record's full display.

Additionally, "citation trails" is an exploration tool in Primo that helps users find related articles and to explore the topic of the seed article further. Primo currently matches the metadata provided by CrossRef with the records in CDI to build the citation trails. Only records that belong to the collections that your institution has activated in CDI will appear in the lists.

The screenshots below demonstrate the evolution of a citation trail as a user clicks from one citation to the next:

TOP

SEND TO

VIEW ONLINE

DETAILS

TAGS

LINKS

CITATIONS

EXPLORE

Tags

✏ ADD YOUR OWN TAGS

Links

Request this via Get It Now ☑ ›

Citations

Find sources ⅄ citing this or sources Y cited in this


Your current citation path

Y NOW LISTING SOURCES CITING:

A quantitative theory of human color choices
Komarova, Natalia L ; Jameson, Kimberly A

3 Results

1 ARTICLE
A Novel Method to Investigate How Dimensions Interact to Inform Perceptual Salience in Infancy
Rogers, Marie ; Franklin, Anna ; Knoblauch, Kenneth
❝ How physical dimensions govern children's perception, language acquisition, and cognition is an important question in developmental science. Here, we use the... ❞
🔓 OPEN ACCESS
🔗 Available Online ›

2 ARTICLE
Color Naming Reflects Both Perceptual Structure and Communicative Need
Zaslavsky, Noga ; Kemp, Charles ; Tishby, Naftali ; Regier, Terry
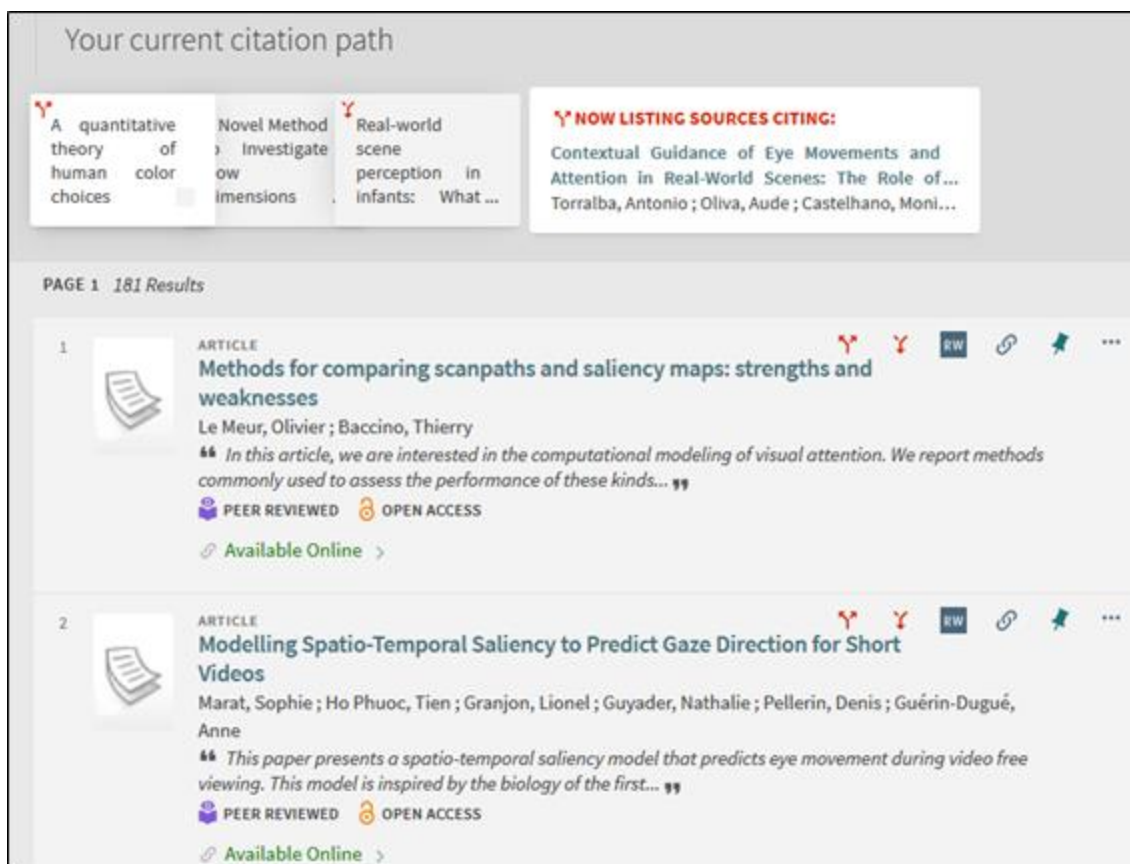
Finally, Primo also provides discovery paths via material relations. Relations between documents provide a means for the user to learn more about its context, find other similar material that is relevant for their search, and learn more about a topic of interest. Such relations can be created in different ways.

We already provide the following examples of discovery paths via data relations: Citation trails, the bX recommender, and virtual browse, which have been described above. Additionally, Primo offers:

- Collection discovery (Primo): Delivers users the ability to browse through items that are part of a special collection from the library
- More records in the same course – Allows the user to see additional records that are in the same course reading list
- More records in the same collection - Allows the user to see additional records that are in the same Alma collection
- Relations between:
  - Books and book reviews
  - Book chapters and other chapters of the same book
  - Articles and research data

Additionally, Ex Libris provides 2 recommender services for Primo:

a) The bX recommender - bX provides users with other relevant articles for the same topic. While the initial article serves as an entry point, the recommended material can provide new inspiration for learning and broaden the scope of research. bX harvests link resolver usage data from many academic institutions around the world. bX recommendations are based on link resolver usage, they are truly platform- and content-neutral. The usage is generated through discovery systems, A&I databases, publisher platforms, and any other source that links users to full text via a link resolver. bX is a subscription service that is embedded into Primo and other solutions.

b) The Resource Recommender - A new feature that allows to provide user with resources of interest based on search terms. This feature brings a variety of options. Apart from external sources such as databases, web portals, blogs, archives and more, you may also suggest subject matter librarians from your local institution. Patrons can be provided with contact details (e.g. email address) to get in touch about their research activities.
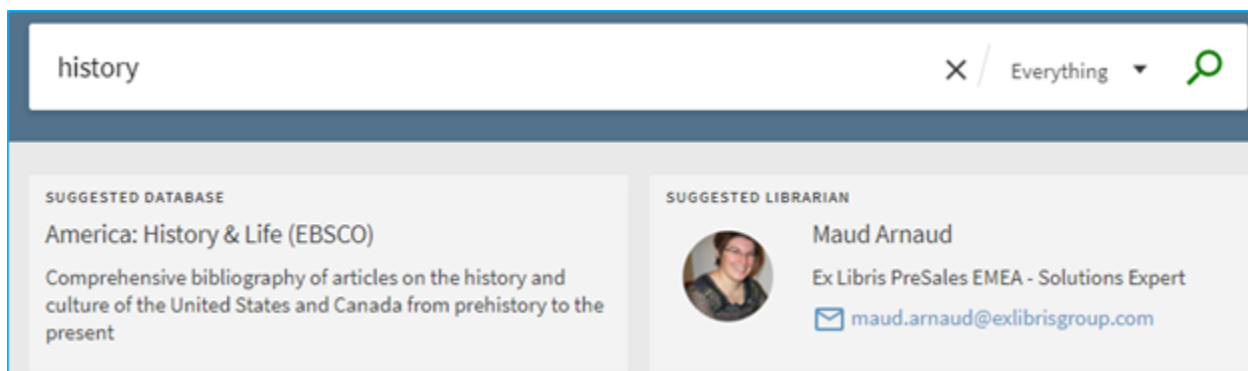
There are currently 5 types of recommendation types and 3 additional custom types for local purposes:
- Database
  - A collection of data organized to optimize search and retrieval of information, typically focused on a specific topic or research area.
- Library Guide
  - A subject guide, course guide, information portal, or a set of research help pages created by the library to help library users.
- Website
  - A group of webpages, made available online by an individual, organization, educational institution or government.
- Person
  - A reference desk person, subject specialist or librarian able to assist users in specific subject areas.
- Library Information
  - Information about a library, including its opening hours and location.
- Custom Recommendation 1,2,3
  - This type can be customized to fit a local resource type

Beyond the included 50+ letters that can be customized locally, Alma also allows staff to add notes that are viewable in the patron's account in Primo:
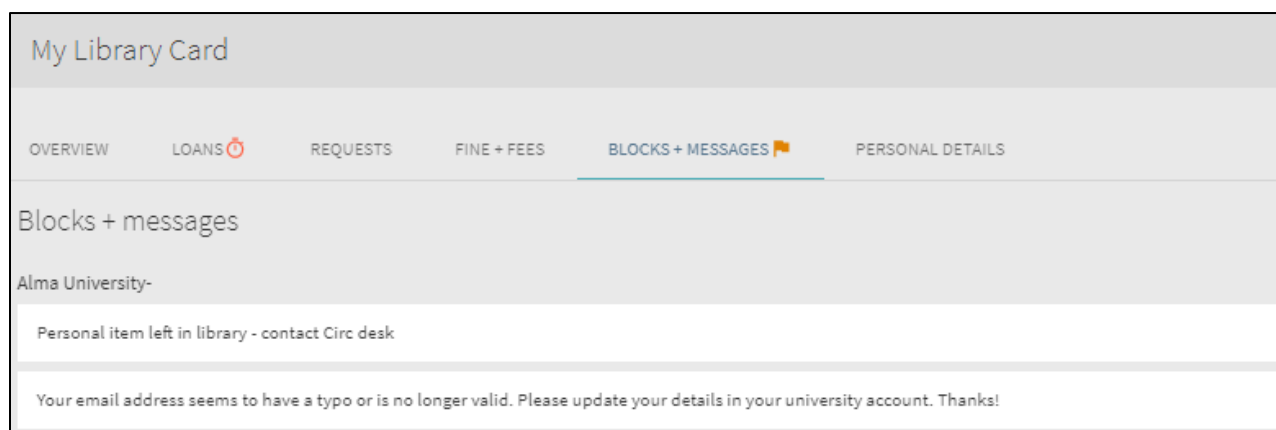
Innovative, Part of Clarivate:

Vega Discover

The best time to captivate and win over your users is when they voluntarily come to you seeking information. Vega Discover is designed with this in mind, engaging users from their first keystroke. A clean display using modern icons immediately places the user at ease. This is combined with modern data standards that allow a more intelligent presentation of library data, rolling all formats for a given title into a single display. Finding, checking out, and reading are all a short, intuitive experience away, ensuring the user is eager to come back to the library again and again.

Vega Discover has been designed expressly to meet the needs of public libraries. Based on BIBFRAME data formatting, Vega provides superior results through contextualized metadata in our revolutionary Context Engine. This enhances the patron experience, delivering more relevant results and enabling serendipitous discovery though an engaging and enjoyable user experience.

Discover has been designed to integrate with services like OverDrive and Hoopla, and every Discover implementation includes Syndetics Unbound as a standard component to ensure that all libraries can enjoy the content enrichment Syndetics provides.
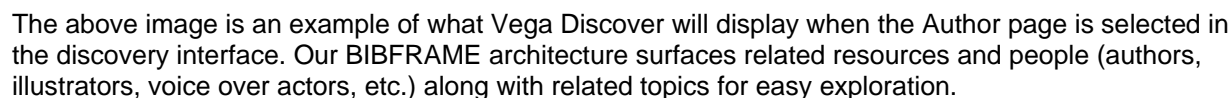
Some key features that your users will enjoy include:

- Modern, mobile, responsive design
- Accessibility
- Work-level roll-ups
- Location drawer
- Showcases
- Author and topic pages
- Enhanced discovery powered by Syndetics Unbound
- eBook checkout or eHold
- Patron engagement features

As the first natively BIBFRAME-based discovery solution, Vega takes discovery to a new level by harnessing the power of linked data to deliver highly relevant context-based results. This lets users find what they want right away through work-level roll-ups or by exploring highly relevant suggestions for serendipitous discovery.
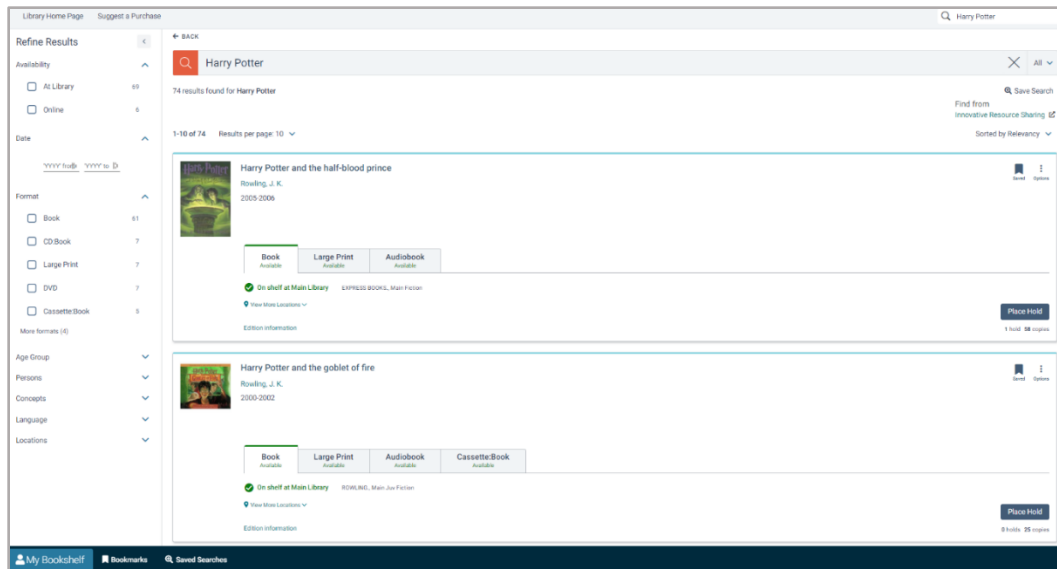
The above image is an example of how Vega will "roll up" multiple formats related to a patrons' search, creating a cleaner interface, with intuitive ways to obtain and consume content. This curation of items leverages our BIBFRAME architecture, it can be system generated as per the example above and the library can adjust settings to include or exclude content types such as including Films or other media in the "roll up".

The above image is an example of what Vega Discover will display when the Author page is selected in the discovery interface. Our BIBFRAME architecture surfaces related resources and people (authors, illustrators, voice over actors, etc.) along with related topics for easy exploration.

Vega utilizes the same technology that allows Netflix to offer personalized movie suggestions, or Spotify to generate a beloved playlist which includes added content based on a user's profile. In our approach, personalisation is always balanced with the same commitment to privacy that libraries and patrons expect. But where Netflix and Spotify algorithms are based primarily on user behaviour data, Vega combines this with the library's rich metadata to provide deeper and more relevant personalization, even for infrequent users. This is a crucial difference; the library's years of metadata curation are leveraged in our approach.

Vega also enables the creation of lists which can be then shared with other users. These preferences are kept in what we call the "Bookshelf" where a patron can access and manage their account, view bookmarks made throughout their explorations and view lists of resources or topics. All of this is easily accessed via a "drop up" menu always present within the Discovery layer.

Vega Promote

Our digital marketing tool, Promote, enables libraries to develop and perform targeted, mass e-mail campaigns where you can send targeted and relevant communications to all contacts or audience segments. Library staff can design, schedule, and send email campaigns to all marketing contacts or segmented contacts. Promote seamlessly integrates with Polaris to give you one view of all contacts in a secure ecosystem. In addition, you can upload a list of contacts from other marketing automation tools and contact sources.

To help you develop and perform targeted, mass e-mail campaigns, Promote includes the following features:

- Email Campaigns - The ability to create, test, schedule and send email campaigns
- ILS integration – Promote allows you to see ILS contacts and marketing contacts side by side, and include patron behaviors in your segments.
- Import Contacts - To get started quickly with Vega Promote, library staff can upload a list of contacts from other marketing automation tools and contact sources.
- Contact Profile Tagging – Add library-created tags to contacts. Tags could be "gardening" or "children's programs."
- Contact List Segmentation - With segments, libraries can target their messaging to better personalize communications for types of patrons or interests. Libraries can create as many custom segments (sub-groups of contacts) as they need to tailor their communications.
- Manage Marketing Contacts - Users can edit contact records directly and view the contact's campaign history to see which emails the contact received and engaged with.
- Default Email Templates - Eight default email templates for events, announcements, and newsletters
- Editable Design Library - A design library where you can create and save custom email templates or specific design blocks
- Insert Free Images – With an integrated image database of over 4 million high-resolution images that can be freely used in your emails
- Embeddable Showcases – You can easily embed staff-created Discover showcases into emails
- User Guides & Announcements - Promote comes with built-in, interactive user guides for easy implementation and ongoing training. The user guides provide tips for different workflows, highlight new features, and provide Promote news and announcements when Innovative has new information to share.
- Automated bounceback handling: Protect your sender reputation with Promote. If an email bounces, Promote will stop sending emails to that address until the contact information is updated.
- Footer & Unsubscribe Workflows - Promote automatically adds the default footer to every email so it's one less step for libraries. The footer can easily be customized but retains mandatory elements to ensure your emails adhere to email regulations and offer unsubscribe options with automated workflows.
- Message Delivery & Engagement Metrics - View engagement data for email opens and clicks by campaign, by segment, and by contact. Easy access to this data enables libraries to assess what's working, and try different methods to increase engagement by campaign or by segment, allowing the library to improve services to various patron groups.
- Promote digital marketing onboarding and training package:

- o 60-minute live digital marketing training
- o List import
- o 60-minute goal analysis session
- o Three custom email templates
- o Design & facilitate sending of first two email campaigns
- o 45-minute consulting & engagement statistics review after each or first two email campaigns
- o Email support + Q&A throughout onboarding process
- o 30-minute post launch and best practices consulting on Promote
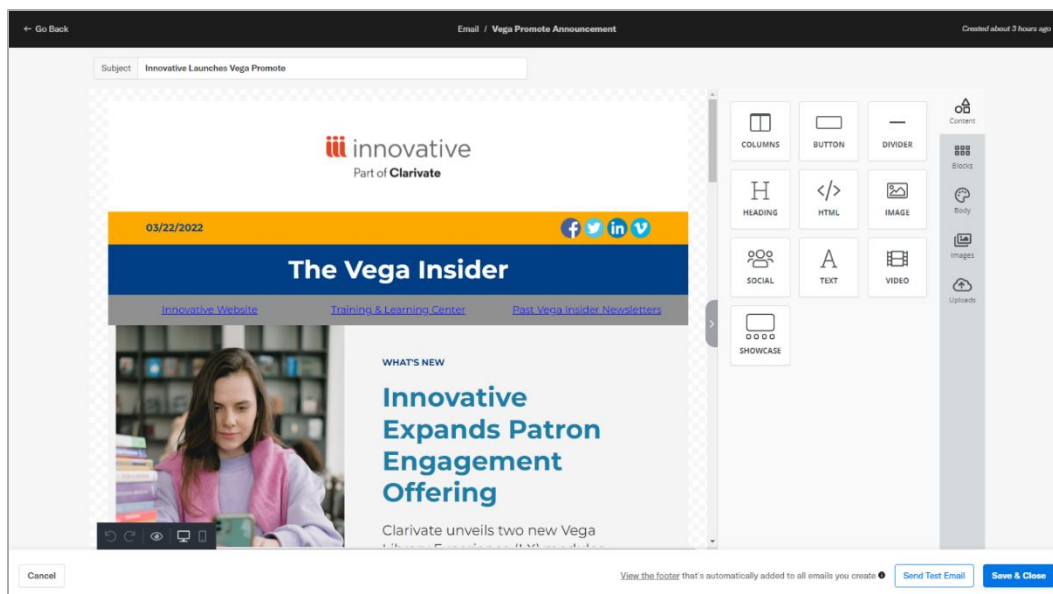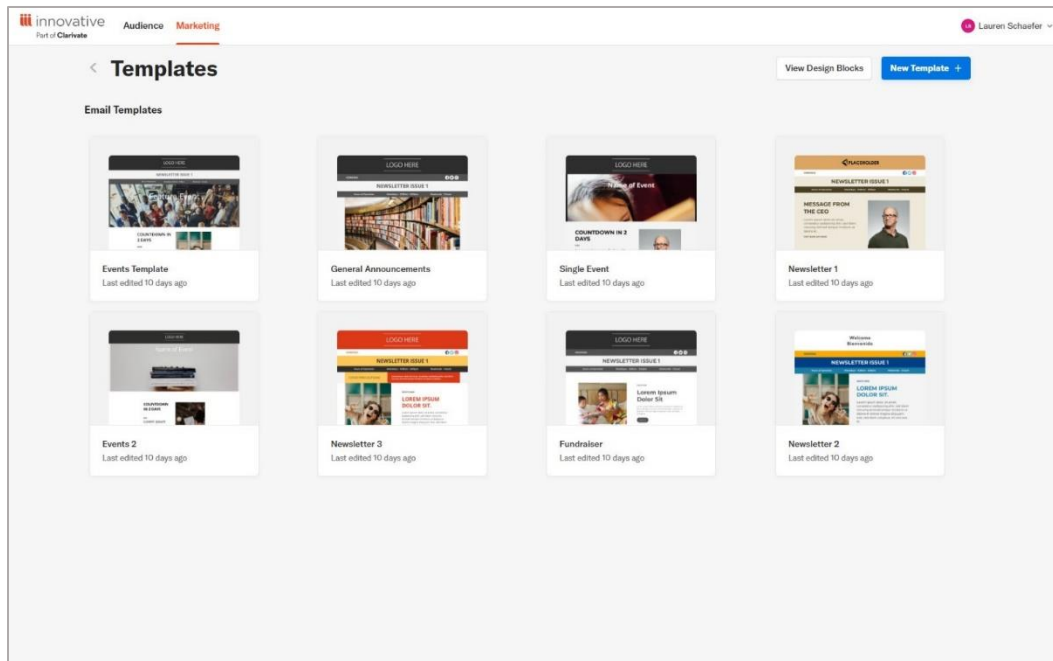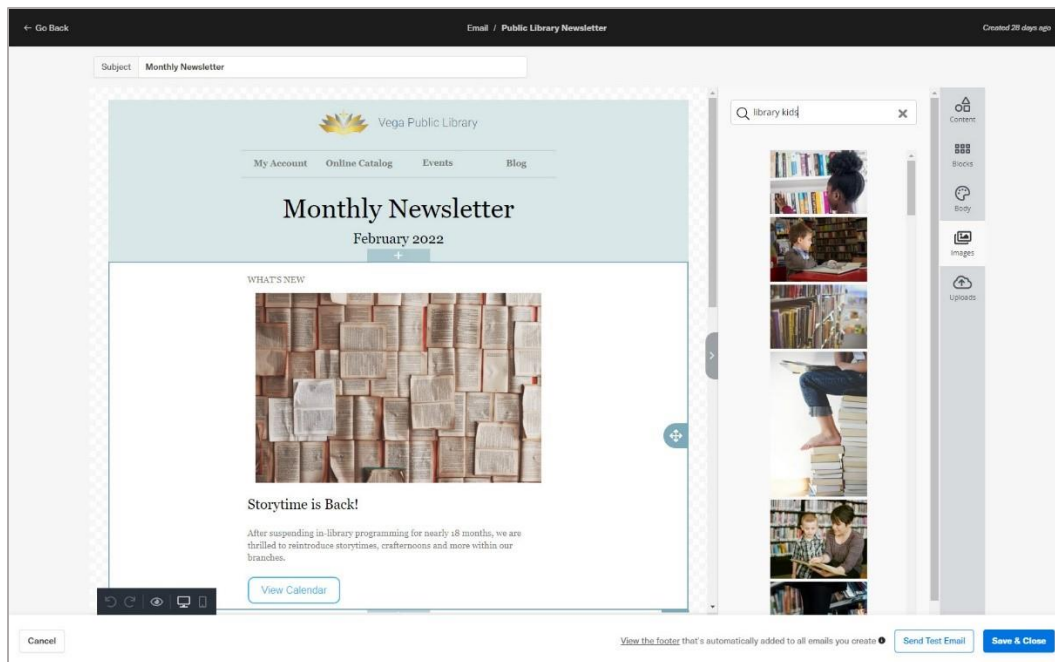
• **Developments of ILS solutions that maintain or improve our current interaction with the MaineCat/INNreach system**

Ex Libris, Part of Clarivate & **Innovative, Part of Clarivate:** INNreach is fully integrated with Innovative's ILSs, Polaris and Sierra. In addition, Alma libraries can use the Direct2INNReach (D2IR) API to interact with INNreach directly from the Alma system. For systems connecting via the D2IR API, data is contributed directly from their ILS, and all INNreach transactions are processed within their native ILS client. Continued use of INNreach will provide a stable and proven platform for ongoing resource sharing among Maine libraries.