



NC LIVE
Organizational
Handbook

Version 3.10

Version notes: 10/12/16 committee roster updated

Contents

Section 1: About NC LIVE	3
1.1 Welcome from the NC LIVE Team.....	3
1.2 Strategic Outline	4
1.3 History.....	4
1.4 Communities of Interest (COIs).....	7
1.5 Governance Structure.....	8
1.6 NC LIVE Staff.....	9
1.7 Budget.....	12
General Information	12
Revenue	12
Expenditures	14
Contingency Fund (Reserves).....	14
Spending Authorizations and Limitations.....	15
Contracts and Agreements	15
1.8 Fiscal Agent	15
1.9 Resource Selection Cycle	15
1.9 NC LIVE Web Products	15
1.10 Statistics and Metrics.....	16
Section 2: Governance Council and Librarians Council.....	17
2.1 Governance Council	17
Charge	17
Membership.....	17
Meetings	17
2.2 Librarians Council.....	17
Charge	17
Membership.....	18
Chair of the Librarians Council.....	18
Terms of Service.....	18
Meetings	18
Voting and Consensus.....	19
Executive Committee	19
Section 3: Advisory Committees	19

3.1 Purpose	19
3.2 Current Advisory Committees.....	19
3.3 Membership.....	20
3.4 Committee Chairs and Vice Chairs	20
3.5 Terms of Service.....	21
3.6 Meetings	21
3.7 Voting and Consensus.....	21
3.8 Member Roles and Responsibilities.....	21
3.9 NC LIVE Staff Liaisons	21
3.10 Reimbursement for Meeting Attendance Costs	22
3.11 Committee Communications	22
NC LIVE Connect.....	22
Agendas.....	22
Meeting Minutes.....	22
3.12 Task Forces.....	22
Section 4: NC LIVE Guiding Documents	24
4.1 Introduction	24
4.2 Memorandum of Understanding (MOU).....	25
I. Purpose & Definition.....	25
A. Committees	27
4.3 Memorandum of Agreement (MOA).....	32
4.4 NC LIVE Librarians Council Bylaws	33
4.5 Fiscal Management Guideline.....	36
4.6 Collection Development Guideline	39
Appendix 1: Governance Council Roster.....	52
Appendix 2: Librarians Council Roster	53
Appendix 3: Advisory Committee Rosters	54
Appendix 4: Committee Agenda Template.....	56
Appendix 5: Committee Minutes Template.....	57
Appendix 6: NC LIVE Member Libraries	58

Section 1: About NC LIVE

1.1 Welcome from the NC LIVE Team

The NC LIVE staff are pleased to make this handbook available to all new library directors, library staff, committee members, and other individuals interested in the history, concepts, and processes that make up NC LIVE. It has been designed as a simple, useful, and convenient resource that can be accessed in paper or online to provide member libraries with the answers to the most common questions that arise about governance, finance, products and services.

While every effort has been made to make this handbook as thorough and complete as possible, it is not necessarily all-inclusive. We encourage you to help us add to the content by submitting questions, ideas, or errors. Your contributions will help us improve our communication and improve your opportunities for engagement.

We hope that the material in the handbook will help you serve your patrons and colleagues by better understanding how NC LIVE can be your first and best partner for collaborative library excellence. If you have any suggestions for improvement, please be sure to let us know.

Sincerely,

The NC LIVE Staff

help@nclive.org

1.2 Strategic Outline

(Version 3 – Approved by LC 11/15/2013)

Vision

NC LIVE will be the FIRST and BEST partner for libraries in delivering highly valued shared digital collections to the people of North Carolina.

Mission Statement

NC LIVE helps member libraries to better support education, enhance economic development, and improve the quality of life of all North Carolinians.

Organizational Values

All work and organizational initiatives will be guided by these organizational values:

1. Shared success through collaboration and cooperation
2. Trust and respect across communities of libraries
3. Maximized use of resources
4. Equal access to shared services

Strategy

To leverage the diversity of our members and our unique position as a statewide provider of knowledge services to acquire, partner for, develop, and distribute information and resource sharing solutions that deliver value to all communities of interest.

Strategic Goals

1. Provide high quality content that maximizes value to member libraries.
2. Deliver innovative products and services that provide access to collections, and expose patrons to new content types, usage models, and integration methods.
3. Develop an organizational infrastructure and systems that increase collaboration and facilitates local library success.

1.3 History

Planning for the creation of a virtual library for North Carolina began in 1996, through the cooperation of the University Library Advisory Committee (ULAC); the North Carolina Department of Cultural Resources and the State Library; the North Carolina Community College System; and the North Carolina Center for Independent Higher Education (now called the North Carolina Independent Colleges and Universities, or NCICU). The four groups set out to create an online library for North Carolina, creating a core set of jointly purchased electronic resources for the benefit of all library users in the state.

The first governing body of NC LIVE was the NC LIVE Steering Committee, which would later become the Governance Council. The first members of the Steering Committee/Governance Council were:

- Sandra M. Cooper, State Librarian
- Dr. Beverley Gass, Dean of Learning Resources, Guilford Technical Community College
- Susan K. Nutter, Vice Provost and Director of Libraries, North Carolina State University Libraries
- Dr. Leland M. Park, Director of the Library, Davidson College
- Jane Smith Patterson, Senior Advisor to the Governor for Science and Technology
- Dr. Judith Pulley, Vice President for Planning, University of North Carolina General Administration
- Dr. Brenda Rogers, Associate VP for Administration, North Carolina Community College System
- Jerry Thrasher, Director, Cumberland County Public Library & Information Center
- Dr. A. Hope Williams, President, NC Center for Independent Higher Education

Several members of this committee were designated as the Librarians Working Group, and were tasked with taking the NC LIVE Project from an idea to a fully functioning organization. This Working Group later became the Librarians Council. The first Librarians Working Group/Librarians Council members were Dr. Beverley Gass, Susan Nutter, Dr. Leland M. Park, and Jerry Thrasher. Each Librarians Council member served as representative for NC LIVE's four Communities of Interest: the NC Community College System, the UNC System, the NCICU, and the state's public libraries, respectively.

From early 1997 to the launch of NC LIVE in April 1998, the Working Group planned NC LIVE's governance structure, committees, licensing, infrastructure, and funding; these plans were brought to the full Steering Committee and approved. The group started the process with three briefing sessions across the state, which brought together 111 library staff from all four Communities of Interest (COIs) to talk about their electronic resource needs and how NC LIVE could meet those needs.

A Memorandum of Understanding (MOU) was created to establish the governance of the organization and to confirm the cooperative structure of the project, with equal influence assured for all four COIs. The Working Group consulted with the organizers of two similar statewide projects: Bill Potter from GALILEO (Georgia), and Carol Pfeiffer from VIVA (Virginia). These consultants helped the group determine the best approach for jointly selecting and for negotiating licenses on behalf of a large and diverse group of libraries. The Resource Advisory Committee (RAC) handled the selection process, while a team of librarians experienced with licensing handled the first license negotiations. The Technical Advisory Committee (TAC), Website Advisory Committee (WAC), Publicity Advisory Committee (PAC), and Training Advisory Committee (TRAC) were also formed, and tasked with planning and executing the technical requirements, website, communications, and vendor training plans for NC LIVE. The NC LIVE Librarians Council requested that new funding from the General Assembly be provided to the statewide parent organizations for the COIs, and NC State University was designated the fiscal agent of the organization and authorized to sign contracts on behalf of all member libraries.

NC LIVE was launched during National Library Week on April 19, 1998. The initial resource lineup included 55 databases provided by seven different vendors, offering about 5,500 full-text items to patrons across the state. NC LIVE's organizational structure was distributed, with had four FTE server

site staff members split between sites at NC State University Libraries and UNC Chapel Hill Libraries. Additionally, staff members at the State Library at the time of the launch handled all customer service and “help desk” issues.

Over the next fifteen years, NC LIVE responded to the increased need for and availability of technology and digital library resources by adding new resource types, infrastructure, technologies, and staff. The resources in the collections expanded to include eBooks, eAudio books, and streaming video. The server sites were combined into one location and eventually the servers themselves were moved to and maintained by MCNC (Microelectronics Center of North Carolina, a nonprofit corporation that operates the North Carolina Research and Education Network, providing access to broadband and fiber-optic infrastructure to meet the needs of North Carolina citizens), allowing NC LIVE staff to focus on other technologies and programs. New authentication options were developed, and new federated search options were implemented. NC LIVE staff began a program of outreach to member libraries, raising awareness of the collections and creating stronger communication between NC LIVE staff and member libraries. An executive director was hired to oversee the staff, conduct license negotiations, and to implement strategies that keep NC LIVE responsive to member library needs.

Below are some significant milestones in the growth and development of NC LIVE:

- 1996** Concept of a North Carolina virtual library is endorsed by the four COI governing bodies
- Funding streams identified
- 1997** State-wide library briefing held
- Strategies for implementing NC LIVE begin
- Organizational and governance issues debated
- Steering Committee creates Librarian Working Group (LWG)
- Resource Advisory Committee (RAC) created
- Licensing negotiators chosen
- Infrastructure discussed
- Retreat held with all COI representatives to achieve desired outcomes
- Vendor demonstrations
- Technical Advisory Committee formed (TAC)
- RAC chose databases
- Publicity Advisory Committee (PAC) created
- COI Memorandum of Agreement reviewed
- Server sites chosen and equipment purchase authorized
- 1998** NC LIVE active on April 19
- Official NC LIVE kick-off celebrations
- 1999** First full year of NC LIVE access
- 2000** NetLibrary eBooks introduced
- 2001** Remote access becomes available
- 2002** Outreach program is started - May
- 2003** Site redesign – June
- EZ Search implemented – June
- 2005** NC LIVE staff portal (ExtraNet) introduced – February
- eAudiobooks added to collection - December
- 2006** Goal of visit to every member library is achieved - July

- 2007** WebFeat federated search implemented - July
Library Staff Blog implemented - July
Executive Director Tim Rogers hired
- 2008** NC LIVE Media Collection launched
- 2009** Vendor-provided usage statistics introduced
EasyOn library card pattern-matching authentication introduced
- 2010** Website Redesign, website moved into Drupal Content Management System
EBSCOhost Integrated Search tool added to nclive.org
- 2011** Open Library Partnership launched
Connect, a new webspace for committee members and library staff launched;
ExtraNet retired
- 2012** First Permanent Resource Summit held

1.4 Communities of Interest (COIs)

Four "Communities of Interest" (COIs) share NC LIVE resources and contribute to the funding of NC LIVE:

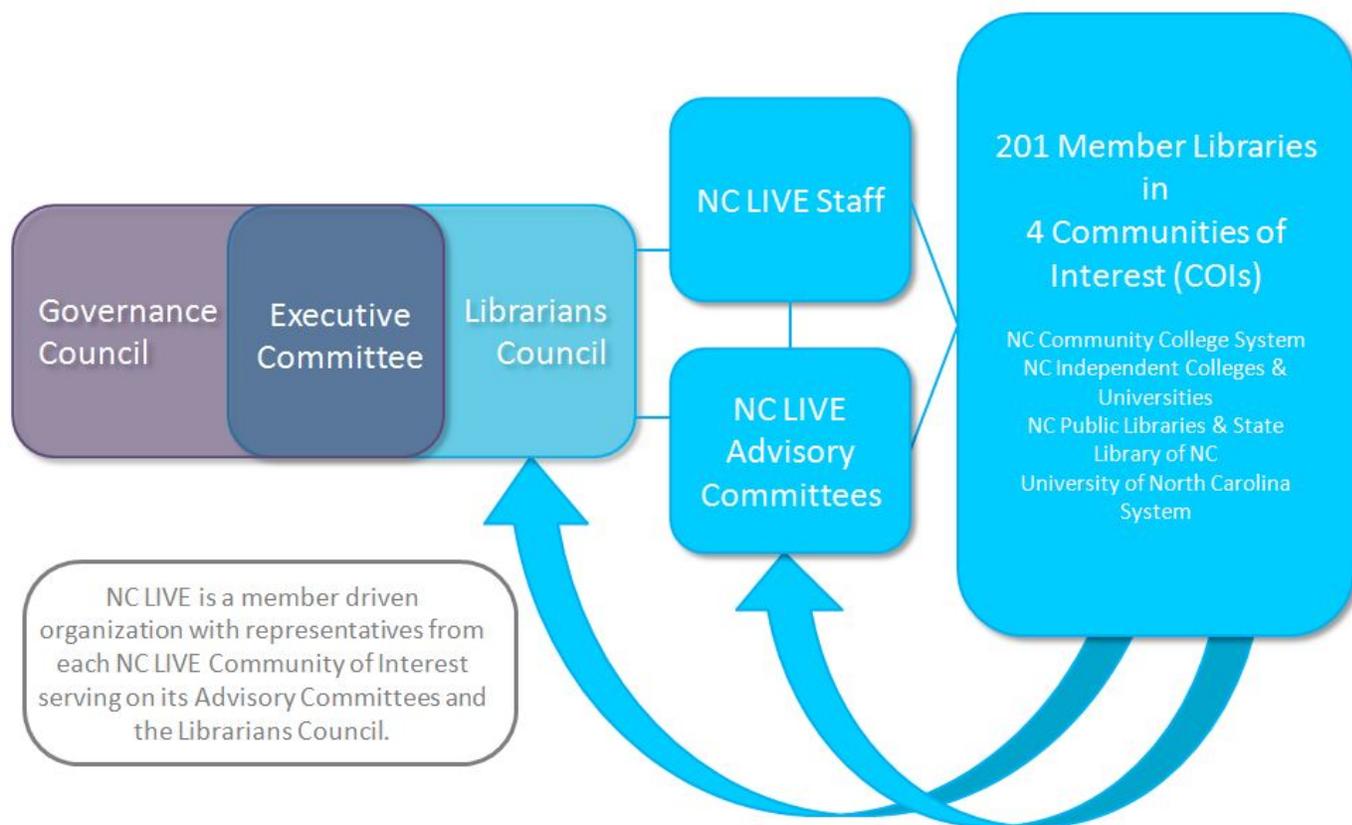
- The North Carolina public libraries who are eligible for State aid (inclusion in this group is determined by the State Library and requires libraries to fulfill certain criteria related to staffing, governance, service, and funding);
- The libraries of the North Carolina Community Colleges;
- The libraries of the campuses of the University of North Carolina, together with the regional AHEC (Area Health Education Center) libraries;
- The libraries of the North Carolina Independent Colleges and Universities.

COI libraries all belong to one of four state-level organizations, and it is these organizations that are the members of NC LIVE. Libraries receive the benefit of NC LIVE resources by virtue of their organization membership. The state-level organizations are the State Library, The University of North Carolina System, The North Carolina Community College System, and The North Carolina Independent Colleges and Universities (NCICU).

Currently 201 libraries or library systems receive access to NC LIVE: 80 Public library systems and the State Library; 58 Community College libraries; 17 University of North Carolina campus libraries; nine regional AHEC (Area Health Education Center) libraries; 36 North Carolina Independent College and University libraries; and the system offices of the four state-level organizations. A list of libraries by COI is available in Appendix 5.

As stated in the Memorandum of Understanding (Appendix 2), any libraries interested in participating in NC LIVE by forming a new Community of Interest must be represented by a state-level parent organization that pays the full cost for participation by the libraries in that Community of Interest.

1.5 Governance Structure



NC LIVE is governed by the Governance Council, which includes a subgroup called the Librarians Council. The Librarians Council is responsible for hiring an executive director, who oversees the NC LIVE staff. Four advisory committees report to the Librarians Council. An in-depth review of the Governance Council and Librarians Council can be found in Section 2.

1.6 NC LIVE Staff

The NC LIVE staff support NC LIVE resources and member libraries in a variety of ways, including maintaining the NC LIVE resources and nclive.org, visiting member libraries, and embarking on partnership projects to maximize the value of NC LIVE to member libraries.



Heather Greer Klein
Member Services Coordinator
heather@nclive.org
919.513.3236

Primary responsibilities: Member library relations including customer service planning, managing the Help Desk, outreach and awareness

About Heather: Heather holds a Bachelor of Science in Sociology from Northeastern University and a Master of Science in Library Science from Simmons College. She developed an interest in public service as a legislative aide for the Boston City Council. She began her library career with paraprofessional positions at Harvard Medical School and Harvard College, and has professional experience as a librarian at Beaufort County Community College in Washington, NC .

Job Description: Heather plans and oversees NC LIVE's services to member library staff. Her responsibilities include:

Member Relations, Outreach & Partnerships

- Acting as outreach liaison to a cohort of member libraries
- Assisting with the implementation of outreach plans and events
- Building orientation, awareness, and training materials and initiatives for member libraries
- Providing customer support for, monitoring and facilitating the resolution process of technical issues related to NC LIVE sponsored content and services
- Measuring and analyzing customer satisfaction to inform decision-making processes
- Consulting with member libraries on issues related to digital library technologies
- Advocating on behalf of member libraries with service providers and partners
- Developing relationships with vendors to ensure the best match of service to organizational needs
- Creating and coordinating opportunities for customization of content and services for member libraries
- Enhancing web content to enable better information integration into member library and NC LIVE websites

Organizational Planning

- Overseeing the planning and management of services to member library staff, including the Help Desk, staff information pages, and related projects and initiatives
- Facilitating NC LIVE advisory committees by helping them set priorities and formulate recommendations, processes, and guidelines
- Shepherding projects from idea through implementation phases, including requirement creation, testing, and product roll-out and support



Erin Holmes
Systems Librarian
erin@nclive.org
919.513.3257

Primary responsibilities: Development, analysis, and maintenance of NC LIVE server-side applications

About Erin: Erin holds a Bachelor of Science in Computer Information Systems from Florida A&M University and a Master of Science in Information Science from UNC-Chapel Hill. Erin previously worked as a database administrator and worked in the User Experience department while at UNC.

Job Description: Erin provides technical and project leadership to advance digital library collections and services. Her responsibilities include:

Web, Database, and Application Development

- Adapt, integrate and maintain existing database applications, tools and services, including but not limited to a Customer Relationship Management system, a web Content Management System, intranet tools, proxy and authentication services, among others
- Develop new digital library services through an iterative process that emphasizes performance, usability, and sustainability
- Develop/maintain customer-facing tools and back-end services that support ongoing data analysis of consortia content and services and digital library projects
- Identify emerging technologies that have potential for new and improved consortia library services
- Collaborate closely with member librarians and development staff to adapt their locally created tools and services to NC LIVE's service environment
- Act as the consortium's liaison to our network service provider (MCNC), facilitating the development, maintenance, and management of server infrastructure.
- Manage and contribute to organizational projects using standard project management processes
- Provide oversight and direction to NC LIVE's procurement, optimization, and use of descriptive metadata

Customer Support

- Act as technical expert for staff who advocate on behalf of member libraries with service providers and partners
- Monitor and facilitate the resolution process of technical issues related to NC LIVE sponsored content and services
- Provide consulting services to member libraries in areas of expertise
- Build relationships with vendors to ensure the best match of service to organizational needs
- Support and facilitate the Advisory Committees by helping them set priorities, evaluate service, and formulate recommended processes and guidelines



Josh Wilson
Systems Librarian
josh@nclive.org
919.513.2915

Primary responsibilities: Development, analysis, and maintenance of NC LIVE web applications

About Josh: Josh holds a Bachelor of Science in Physics and Astronomy from the University of Montana and a Master of Science in Information from the University of Michigan. Josh previously worked as a reference and instruction librarian at NC State University and as Systems Integration Librarian at the State Library of North Carolina.

Job Description: Josh provides technical and project leadership to advance digital library collections and services. His responsibilities include:

Web, Database, and Application Development

- Adapt, integrate and maintain existing database applications, tools and services, including but not limited to a Customer Relationship Management system, a web Content Management System, intranet tools, proxy and authentication services, among others
- Develop new digital library services through an iterative process that emphasizes performance, usability, and sustainability
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1.7 Budget

General Information

Per the NC LIVE Fiscal Management Guideline, the annual budget is established by the Librarians Council or the Executive Committee before the beginning of the fiscal year (July 1). The budget officially sets the amount of revenue to be received and also the total amounts to be spent on collections and operational infrastructure for the year. In addition, the annual budget identifies the amount, if any, to be spent from the Contingency or Reserve Funds. Following adoption by the Librarians Council, the budget is forwarded to the Governance Council for approval. The Governance Council members may endorse the budget virtually through communication with their COI Representatives or during a regular meeting of that body.

Revenue

There are two types of revenue received into the NC LIVE budget: 1) dues, which are annually paid by each Community of Interest (COI) and 2) other sources, which come from some source other than dues. The Librarians Council must approve all sources of revenue before NC LIVE can allocate them for expenditure.

1. Dues

Each COI pays dues in order to maintain and enhance NC LIVE sponsored services for its members. While all COIs originally sought to contribute at least \$1 million in annual dues, only the UNC and Public Library COIs were able to achieve this level of funding. There is not a direct relationship between the amount of dues paid by a COI and the level of service provided to or used by that COI.

All dues from the publicly funded Communities of Interest are the result of legislative actions by the North Carolina General Assembly which provided them dedicated funding to establish and maintain NC LIVE. Because these legislative efforts were independent from one another, some COIs were able to increase their appropriations over time. More recently, these COIs were subject to statewide budget fragility which led to cuts in 2009/10 and 2010/11

Unlike the publicly funded COIs, the dues paid by the North Carolina Independent Colleges and Universities COI are based on the cost of the content made available, as well as a formula for calculating infrastructure costs. Both of these are discussed below.

The Librarians Council separates dues into two restricted categories: Collections Dues and Infrastructure Dues.

a. Collections Dues

Collections Dues are paid by each COI for the acquisition of content and online library collections through subscriptions, one-time purchases, and ongoing access fees for previously purchased content. While each COI pays a different amount of collections dues, all COIs receive access to the same core licensed resources. The publicly funded COIs pay an amount equal to that established by legislation (or by the COI if an agency-

level addition or cut is made). The table below describes the publicly funded collections dues, including changes over time.

Collections Dues for Publicly Funded COIs

Community College COI	\$500,000 (original/current allocation – no change)
Public Library COI	\$1,000,000 (original allocation)
	\$1,552,645 (increased by \$ 552,645 in 2004/5)
	\$1,270,862 (decreased by \$ 281,783 in 2009/10)
	\$1,752,618 (current allocation - decreased by \$ 18,244 in 2010/11)
UNC COI	\$554,642 (original allocation)
	\$1,154,642 (increased by \$ 600,000 in 2004/5)
	\$1,039,178 (current allocation - decreased by \$ 115,464 in 2009/10)

Collections Dues for NCICU COI

The collections dues for the NCICU COI are set by the vendors/publishers from whom NC LIVE licenses content. The general practice has been for NC LIVE staff (previous to 2008, the Negotiating Team) to negotiate the lowest possible price for all libraries within NC LIVE, while also asking the vendor/publisher to determine what portion or percentage of that cost they would attribute to the NCICU COI. As many vendors have complex formulas to determine pricing, the NCICU's portion or percentage has ranged from 5% to more than 25%, though on average it is usually between 15-25%. The NCICU COI's dues tend to change annually due to inflation factors built-in by vendors.

In summary, the NCICU's collections dues are tied directly to the costs of the resources licensed, while the publicly fund COI's dues are based on legislative allocations that are not directly tied to the cost of licenses.

b. Infrastructure Dues

Infrastructure dues are paid on behalf of all COIs to maintain the operational infrastructure that supports NC LIVE services. When originally conceived, the Librarians Working Group (the predecessor to the Librarians Council) identified the cost of providing NC LIVE's infrastructure as including such things as technology, equipment, supplies, external contracts, and staffing. These costs were then segmented by COI based on the percentage of full time equivalent (FTE) enrollment. Because the Public Library COI had no equivalent of FTE enrollment, the Librarians Working Group agreed that their FTE count would be calculated at 5% of the total population served by public libraries. In February 2000, the UNC COI announced that their allocation for NC LIVE would include the payment of infrastructure dues on behalf of all three publicly funded COIs. At that time, the NCICU COI made up approximately 9.5% of the NC LIVE FTE count, while the publicly funded COIs

tallied 90.5%. In 2013 these percentages remain very similar, standing at 9.6% and 90.4% respectively.

The infrastructure dues were calculated using the above formula until 2004/5, when the NCICU COI requested a reduction and the Librarians Council reset infrastructure dues to a flat rate of \$18,544 per year, where it stood until 2011/12. The UNC COI infrastructure dues include salaries and benefits for staff, which causes them to fluctuate from year to year. Until 2009 it averaged between \$500,000 and \$650,000, with \$199,757 identifiable as “non-personnel.” In 2009/10 the UNC COI infrastructure dues were reduced by approximately \$30,000 due to legislative action, and in the subsequent two years, university-wide cuts reduced the dues paid for personnel by approximately \$65,000.

2. Other Revenue Sources

In addition to the funds available from dues, occasionally NC LIVE has been the recipient of grants or other awards. When these resources are received, the Librarians Council formally accepts them by approving a budget revision showing the additional funds as available revenue. Since 1997/8, NC LIVE has received more than \$2,000,000 in grants or other resources, three-quarters of which have been received since 2007/8.

Expenditures

Just as revenues are separated as “collections” and “infrastructure,” so are expenditures. Collections expenditures refer to purchases or leases of online library resources used primarily by library patrons and staff to meet information needs. Generally, these include databases of magazine and journal articles, eBooks, streaming video, and eAudio, as well as data mapping, investment information services, and genealogy support services. Infrastructure costs are comprised of all operational expenditures for maintaining the NC LIVE service including technology, equipment, supplies, external contracts, and staffing.

1. Collections Expenditures/Allocations

NC LIVE’s collections expenditures have totaled between \$2.5 million and \$4.8 million each year since 1997/8, with the 2012/13 budgeted amount totaling just under \$3.6 million. The largest portion of the collections allocation is for annual subscriptions, with a much smaller amount going toward annual access fees. Annual subscriptions tend to account for more than 95% of the collections funds, and these are usually licensed in 3-year blocks in order to attain better rates. Annual access fees are the result of a one-time purchase of content that continues to be hosted by a vendor or publisher. When grants and other awards are received, they are allocated as one-time purchases.

2. Infrastructure Expenditures/Allocations

NC LIVE’s annual infrastructure allocations have remained relatively constant since NC LIVE’s inception, and are budgeted to be approximately \$665,000 including all commodities, equipment, contractual agreements and personnel.

Contingency Fund (Reserves)

The Librarians Council maintains a contingency fund with revenue that is unspent during the fiscal year. While the NCICU COI’s dues are tied directly to allocations and expenditures, the publicly funded COI’s are not. When dues exceed expenditures, the unspent portions of dues are added to the Contingency or

Reserve Funds. These funds may be used at the discretion of the Librarians Council to fund one-time purchases, ongoing programs, staffing, or for any other purpose that supports the NC LIVE service.

Spending Authorizations and Limitations

The executive director of NC LIVE is authorized via the Fiscal Management Guideline to manage all expenses within the overall approved annual budget. When the revenues or expenditures exceed the approved budget, the executive director will prepare budget amendments for approval by the Librarians Council. The executive director cannot spend from the Contingency Funds without approval from the Librarians Council.

Contracts and Agreements

All resources and services requiring contracts or license agreements must be approved by the Librarians Council. Resource agreements are reviewed by UNC General Administration Legal Affairs and signed by the Office of the President of the UNC System, while contracts or licenses for non-resource purchases are reviewed and handled through NC State University Purchasing.

1.8 Fiscal Agent

North Carolina State University acts as the fiscal agent for NCLIVE. Activities performed by the NCSU Libraries include procurement of equipment, supplies, and services, processing of vouchers for payment, travel processing, grant processing, and personnel transactions. The central business office handles the transfer of funds from UNC-GA, payroll, accounts payable activities, benefits administration, and other general overhead. NCSU Contracts and Grants performs fund management activities on the non-personnel account, billing of the non-UNC Communities of Interest, and grant administration.

1.9 Resource Selection Cycle

The majority of resources provided to member libraries by NC LIVE are subscription resources. NC LIVE negotiates three year contracts for subscriptions, and contracts are on a calendar year rather than a fiscal year. The next three year cycle will run January 1, 2015 through December 31, 2017. The assessment, planning and negotiation process for this cycle will begin in 2014.

The Resources Advisory Committee is responsible for making a recommendation for all purchases for a given three year cycle. The RAC may gather feedback and assess member library needs in a variety of ways, such as through review of resource usage, resource trials, summits, surveys, focus groups, etc. The executive director is responsible for negotiating with vendors and requesting pricing. The Librarians Council makes the final decision as to what NC LIVE will license, taking into account the recommendations of the RAC, vendor prices, and the collections budget.

1.9 NC LIVE Web Products

NC LIVE currently develops and maintains three web products: nclive.org, media.nclive.org, and connect.nclive.org.

- **NC LIVE Home (nclive.org):** The NC LIVE homepage acts as the public face of NC LIVE. All vendor resources are organized on this site, in addition to organizational information and resources for library staff.

- **NC LIVE Media (media.nclive.org):** The Media collection is home to NC LIVE’s streaming video collection, and is linked from the homepage. This site organizes and allows access to over 520 streaming videos. Access to the Media Collection is unique in that almost all videos are also accessible in North Carolina’s K-12 public and charter schools.
- **NC LIVE Connect (connect.nclive.org):** Connect is NC LIVE’s website designed for group collaboration and accessible to member library staff. Connect provides a space for committee document sharing and discussion.

1.10 Statistics and Metrics

NC LIVE collects data to measure and track use of NC LIVE resources and services, including member library and COI use of electronic resources, use of the nclive.org website, authentication data, visits to libraries by NC LIVE staff, and Help Desk contacts from NC LIVE staff.

From 1998-2008, NC LIVE measured the use of vendor-provided resources by counting the number of times that a user from a given library clicked on an NC LIVE resource link. These links, called NCLSM links or direct database links, are maintained by NC LIVE and continue to be used for all resources. These links are coded to automatically ask users to authenticate if they are accessing a resource remotely. Counting the use of these links provided basic “gate count-style” metrics about how many users accessed a given resource link, but did not provide information about what users did once they had access to the resource.

As more libraries began to use proxy servers, this data became less reliable as a measure of usage. If libraries used their own proxy URL instead of the NCLSM link, the library’s usage was not completely captured. This impacted both the statistics for the individual library, as well as for the consortium as a whole.

Starting in 2008, NC LIVE began tracking resource usage through data provided to NC LIVE directly from the resource vendors. Most vendors provide NC LIVE with data related to the number of searches, sessions, and items viewed split out by individual library. NC LIVE’s usage report feature allows libraries to view monthly reports of their own usage, usage by COI, or for the consortium as a whole. The monthly statistics are retrieved from each vendor by both manual and automatic processing, and are available for the previous month starting on the 15th of each month.

In addition to vendor-supplied usage data, NC LIVE collects and tracks data in the following areas:

- **Usage of nclive.org and media.nclive.org:** NC LIVE maintains server logs that track every request made to NC LIVE web products. The logs record detailed information such as user IP, requested URLs, referring URL, cookie information, and browser information. NC LIVE also uses Google Analytics, which looks at similar information but offers a different interface to track and analyze website use.
- **Authentication information:** The NC LIVE servers also record detailed information whenever an end user enters a credential, such as a library card number or password, into the NC LIVE authentication structure. The log records the user’s IP, institution name, authentication data entered by the user, and whether the entry was successful (i.e. if the correct credential was

entered). NC LIVE uses this data to look for authentication issues, and to identify projects that might increase user success.

- **Visits to member libraries:** NC LIVE records and tracks all member library outreach visits to assist with outreach planning.
- **Queries to the NC LIVE Help Desk:** NC LIVE tracks all Help Desk queries from member libraries using a Customer Relationship Management software called Sugar. These queries, called cases, are tracked from receipt to completion, regardless of how the case comes in (support form, email, phone call, or in person from a library staff member). Each ticket is coded with the reason for the query, the library of the submitter, and any associated vendors. NC LIVE uses this information to ensure that all reported problems and questions are responded to, and to look for trends that could lead to new projects or other service improvements.

Section 2: Governance Council and Librarians Council

2.1 Governance Council

Charge

The Governance Council is the governing body of NC LIVE, and is the organization's highest authority. The Governance Council provides direction in matters relating to the NC LIVE budget and is responsible for approving major policy changes; setting operating budgets; setting dues and assessments of member COIs; determining the admission and removal of member COIs; and authorizing the creation of NC LIVE staff positions.

Membership

The Governance Council consists of the chief executive officer of each COI's state-level organization (or his/her designee), as well as one library director from each COI. These four library directors also serve as the four COI representatives on the Librarians Council. For a roster of the current Governance Council Members, see Appendix 1.

Meetings

Per the Memorandum of understanding, the Governance Council meets at least annually. Formal action is taken only when all four Communities of Interest agree to do so unanimously.

2.2 Librarians Council

Charge

The Librarians Council is responsible for implementing the policies, budgets, and strategic directions set by the Governance Council. The Librarians Council is able to convene as an executive committee and take action on matters otherwise reserved for the full Governance Council, if the Governance Council delegates to the Librarians Council authority to do so. Historically, the Librarians Council has regularly acted under this delegated authority and performed the functions of the Governance Council. All actions by the Librarians Council under delegation are presented to the members of the Governance Council for approval. This may happen at a meeting of the Governance Council, or Librarians Council members may bring these items to their respective COI representatives for review.

Membership

The Librarians Council consists of the one library director from each COI. Librarians Council Members are appointed in the following ways:

- The community college library director is appointed by the Community College System President in consultation with the Council of Community College Library Administrators (CCCLA).
- The independent college/university library director is appointed by the President of the North Carolina Independent Colleges and Universities.
- The public university library director is appointed by the President of The University of North Carolina.
- The public library director is elected by the North Carolina Public Library Directors Association (NCPLDA).

The membership also includes the State Librarian and the executive director as ex-officio, non-voting members. The chairs of the advisory committees are also included as non-voting members. For a current roster of the Librarians Council, see Appendix 2.

Chair of the Librarians Council

The Chair is elected by the voting members of the Librarians Council and serves a one-year term, from January to December, renewable for one additional term as determined by the voting members. The Chair rotates among the Communities of Interest, and traditionally the Chair moves from the Public Library Representative to the Community College Representative, then to the Independent Colleges and Universities Representative, and then to the UNC System Representative.

Terms of Service

Appointments for the voting representatives are reviewed annually by their COI appointers, and renewed every three years. The State Librarian serves by virtue of holding the position.

Meetings

The Librarians Council meets at least once each quarter, generally on the second Friday of February, May, August, and November. Each voting representative has one vote, and the Librarians Council makes all decisions by unanimous consent.

The Librarians Council agenda is drafted by the Chair, with input from the executive director. Any voting representative may place an item on the agenda by contacting the Chair or the executive director. The agenda is posted in the Librarians Council group on the NC LIVE Connect site (connect.nclive.org), as well as distributed to all Council members via email at least one week in advance.

The Librarians Council meeting minutes are taken by an NC LIVE staff member who serves as secretary. The Librarians Council minutes will be approved at the next meeting, and once approved will be posted by the secretary on the Librarians Council Connect page.

Below is the calendar of expected reports and actions for each quarterly meeting:

First Quarterly Meeting – August

- Balanced Scorecard Report
- End of Year Budget Report

Second Quarterly Meeting – November

- Policy/Guideline Review
- Annual Meeting Report
- Election of LC Chair

Third Quarterly Meeting – February

- Midyear Budget Report
- Budget Planning/Preparation
- Advisory Committee Annual Reports

Fourth Quarterly Meeting – May

- Budget Approval
- Addendum of Current Practice
- Executive Director Appraisal
- Advisory Committee Appointments

Voting and Consensus

Each COI voting representative has one vote. All Council business requires 100% agreement between COIs (i.e., consensus). Should a vote end in anything but 100% agreement, a counter proposal is offered, and the group votes again until consensus is reached.

Executive Committee

The Executive Committee of the Librarians Council consists of the voting members of the Librarians Council and the State Librarian as a non-voting, ex officio member.

The Executive Committee is authorized to act on behalf of the Librarians Council between meetings.

Unanimous consent is required for transaction of official business at an Executive Committee meeting. Executive Committee members may appoint a proxy in case of absence.

Section 3: Advisory Committees

3.1 Purpose

The Librarians Council establishes advisory committees to ensure that NC LIVE is responsive to the needs of the communities of interest, member libraries, and their patrons. The committees make recommendations to the Librarians Council about policies, guidelines, and resource selection. The committees also act as a sort of “focus group” for NC LIVE staff, giving feedback on potential services and initiatives.

3.2 Current Advisory Committees

There are currently four advisory committees assisting NC LIVE:

Digital Services Advisory Committee (DSAC)

The Digital Services Advisory Committee (formerly the Technical Advisory Committee) is responsible for providing input to and feedback on the planning and assessment processes related to NC LIVE digital services such as: infrastructure and hosting services, software for content and data integration and

sharing, digitization platforms, authentication and access methodologies, and other NC LIVE-created and vendor-supplied tools.

Outreach, Promotions and Partnership Advisory Committee (OPPAC)

The Outreach, Promotions and Partnership Advisory Committee (formerly the Publicity Advisory Committee) is responsible for providing input to and feedback on the planning and assessment processes related to publicity, promotions, and public relations efforts. The OPPAC also assists staff and the Librarians Council in developing strategies for outreach and partnering campaigns.

Resource Advisory Committee (RAC)

The Resources Advisory Committee is responsible for providing input to and feedback on the planning and assessment processes related to developing and managing the NC LIVE collections. The RAC assists the Librarians Council by presenting it with recommendations and priorities for all shared purchases and subscriptions.

Website Advisory Committee (WAC)

The Website Advisory Committee is responsible for providing input to and feedback on the planning and assessment processes related to the design and organization of the NC LIVE web site and community portal. The WAC ensures a web presence that is customer-driven and supports reliable and intuitive access to NC LIVE-provided resources, services, and related materials.

3.3 Membership

Each committee is comprised of three members from each community of interest (COI), for a total of twelve members. The COI is responsible for appointing committee members, using whatever methods or means they wish. For a current roster of committee members, see Appendix 3.

3.4 Committee Chairs and Vice Chairs

Committee chairs are selected by the Librarians Council for a one year term, renewable for two additional consecutive terms. The chair of the committee is responsible for working with the NC LIVE staff liaison to set meeting agendas, manage committee meetings, and review and approve meeting minutes. The chair represents their committee at Librarians Council meetings, and reports committee recommendations and activities to the Librarians Council.

The Librarians Council also appoints a vice chair from each committee's current membership, to serve a one year term renewable for two additional consecutive terms. In the absence of the chair, the vice chair assumes all of the chair's duties. If the chair cannot complete a term, then the vice chair becomes the chair for the remainder of the term. If the vice chair is vacated prior to the expiration of the term, a new vice chair will be selected at the next Librarians Council meeting. Because the Librarians Council must consider a number of issues when appointing committee chairs, previous experience as a vice chair should not be construed as imminent or eventual appointment as chair.

The Librarians Council attempts to balance representation from all four COIs across committee chairs and vice chairs, and the vice chair of an advisory committee will not be from the same Community of Interest (COI) as the current chair of the same committee.

3.5 Terms of Service

Each committee member serves a term of three years, after which the member's COI may choose to renew the term or replace the member with another representative. NC LIVE does not place a limit on the number of terms served by committee members. COIs are free to set term limits at their discretion.

3.6 Meetings

Each committee meets at least four times per year. Additional meetings are called as needed by the chair, the executive director, or the NC LIVE Librarians Council. While virtual meetings are often easier to schedule, at least two meetings per year are held face-to-face to enable members to better get to know one another.

3.7 Voting and Consensus

Each community of interest is equally represented in all votes. Regardless of whether a COI has three representatives in a meeting or just one, each COI has only one vote. All committee business requires 100% agreement between COIs (i.e., consensus). Should a vote end in anything but 100% agreement, a counter proposal is offered, and the group votes again until consensus is reached.

3.8 Member Roles and Responsibilities

Committee members play a critical role in the governance of NC LIVE, ensuring that all communities of interest have advocates in all areas of NC LIVE operation.

With this important role in mind, each committee member should strive to:

- Read, listen to, and consider presentations from staff, vendors, partners, and other information provision centers;
- Represent the interests of their entire COI when considering issues and ideas;
- Work collaboratively with members of other COIs to develop organizational priorities within specific areas of need;
- Actively discuss COI and statewide implications of plans and priorities;
- Assist NC LIVE staff in communicating the activities and discussions of the committees to their COI;
- Attend all meetings, both face-to-face and virtual. While it is sometimes difficult to coordinate schedules, committee members are expected to miss not more than one meeting per year.

While committee members are not required to possess expertise in the advisory committee's area of responsibility, members should demonstrate an interest in helping shape the strategic and tactical activities of the organization on behalf of their COI and the libraries of North Carolina.

3.9 NC LIVE Staff Liaisons

Each committee works with NC LIVE staff liaisons that assist the chair and members with the work of the committee. The liaisons work with the committee chair to draft agendas and minutes, prepare

documents for consideration, provide project and initiative plans, set priorities, and generally assist the chair and the committee in communicating their individual and organizational needs.

3.10 Reimbursement for Meeting Attendance Costs

Mileage accrued by committee members traveling in their personal vehicle to attend face-to-face committee meetings are eligible to be reimbursed by North Carolina State University, at the rate approved by the State of North Carolina, and following the provisions for reimbursement established by North Carolina State University Library Travel Policy. The current reimbursement rate is .33 cents/mile, or .55 cents/mile for trips less than 100 miles total. Travel originating within the Triangle Area to other parts of the Triangle is not reimbursed. NC LIVE staff provides committee members with the appropriate paperwork needed to claim mileage, and submit the completed paperwork to the Library on the committee member's behalf.

On rare occasions, NC LIVE may reimburse additional travel expenses for committee members, such as hotel expenses. These reimbursements are handled on a case-by-case basis and require advance approval by the executive director.

3.11 Committee Communications

NC LIVE Connect

NC LIVE provides private committee communications sections on connect.nclive.org. All committee members are given a Connect account and access to the committee page. Connect displays the committee charge, current roster, calendar, and reports, and is used to distribute agendas, minutes, and other committee documents. All committee members have the ability to post and comment on documents and pages within Connect. All documents and posts created in each committee group are private to group members, unless made public by the creator.

Agendas

The committee chair is responsible for planning the agendas for meetings, in consultation with NC LIVE staff liaisons. Agendas are distributed to committee members in advance of meetings via email and by posting on the committee's Connect page. An agenda template can be found in Appendix 4.

Meeting Minutes

Committee meeting minutes are kept in a consistent manner, as determined by the committee members. Committees can appoint a member to serve as secretary, rotate the note-taking task among the members, or notes may be taken by an NC LIVE staff member. Once meeting minutes have been finalized, they are posted in the committee Connect site for approval, or approved at the next meeting. A meeting minutes template can be found in Appendix 5.

3.12 Task Forces

The Librarians Council and committees can create a task force at any time to pursue a particular area of inquiry and make a report and/or recommendation about a course of action. The group creating the task force also creates a charge for the task force, which is generally a deliverable such as a report on a particular topic. Task forces are made up of member library staff with an equal representation from each COI, but their overall size is determined by the group that creates the task force. The major

difference between a task force and a committee is that a task force can be created by a committee, and serves as a temporary group that lasts only until its charge has been fulfilled.

Section 4: NC LIVE Guiding Documents

4.1 Introduction

The documents included in this section are guidelines that have been approved and adopted by the Librarians Council:

- **Memorandum of Understanding (MOU):** This document outlines the agreements between the Communities of Interest that outline the basis for NC LIVE, including the organization's mission, members, governance, funding, and support structure.
- **Memorandum of Agreement (MOA):** This document is signed as an agreement between NC LIVE and each NC LIVE member library. It outlines the responsibilities of the member library related to the terms and conditions of licenses with content vendors which have been signed by NC LIVE on behalf of the member library.
- **NC LIVE Librarians Council Bylaws:** This document formally outlines the operating procedures of the Librarians Council.
- **Fiscal Management Guideline:** This guideline details the financial principles and policies that guide the Librarians Council and the executive director in accomplishing the mission of NC LIVE. It authorizes the executive director to manage all expenses within the overall approved budget.
- **Collection Development Guideline:** This guideline provides the Librarians Council, the Resource Advisory Committee, member librarians and the NC LIVE staff with a framework for selecting and deselecting shared resources. It also communicates the philosophies and principles upon which selections and deselections are made.

4.2 Memorandum of Understanding (MOU)

NC LIVE MEMORANDUM OF UNDERSTANDING

I. Purpose & Definition

This Memorandum of Understanding (hereinafter, the “Agreement”) outlines the agreements that form the basis for the mission, participating institutions, governance, coordination and support, and amendment and review for NC LIVE. This Agreement is effective from 1 July 2013, until June 30, 2014 or until amended or terminated.

II. Mission

NC LIVE – a consortium of North Carolina libraries working together – helps member libraries to better support education, enhance economic development and improve the quality of life across their communities.

NC LIVE provides all North Carolinians – students, faculty, business people, and residents in all walks of life – with access to an array of essential and powerful online resources and related services available through the libraries represented by the State Library of North Carolina, The University of North Carolina, the North Carolina Community College System, and the North Carolina Independent Colleges and Universities.

III. Communities of Interest

A. Definition

As of the date of this Agreement the term “Community of Interest” (COI) refers to the following groups of libraries, represented by the indicated state-level parent organization:

1. The Public Library COI includes the State Library of North Carolina and all public libraries recognized by the State Library. The state-level parent organization representing the Public Library COI is the State Library of North Carolina, which has statutory authority to assist public libraries as well as to “plan and coordinate cooperative programs between the various types of libraries within the State of North Carolina” (N.C. General Statutes, Chapter 125-2);
2. The UNC COI includes all libraries serving the constituent institutions of the state’s public university system. The state-level parent organization representing the UNC COI is the University of North Carolina;
3. The Community College COI includes all libraries serving the constituent institutions of the state’s public community college system. The North Carolina Community College System, represents the Community College COI as their state-level parent organization;
4. The NCICU COI includes all libraries serving the member institutions of The North Carolina Independent Colleges and Universities, which represents the COI as its state-level parent organization.

B. Charter Members

The Public Library COI, the UNC COI, the Community College COI, and the NCICU COI are charter members of NC LIVE.

C. Costs

1. The cost of participation in NC LIVE by the UNC COI, the Community College COI, and the Public Library COI is paid by State funds appropriated by the General Assembly to each of the state-level parent organizations for NC LIVE purposes.
2. The NCICU COI will pay for their participation by contributing the cost of adding their libraries to the agreements reached with vendors. These libraries pay an annual assessment to help support the technical infrastructure costs.

D. Consortium Expansion

The four charter members share the goal of expanding participation in the consortium. As a matter of policy, any new “Community of Interest” must be represented by a state-level parent organization that pays the full cost of participation by the libraries in the new Community of Interest.

IV. Membership

A. Member Communities of Interest

The members of NC LIVE are its charter members listed above and such other members whose Communities of Interest may later qualify for membership under B, below.

B. Requirements for Membership – Communities of Interest

1. To qualify for membership in NC LIVE, a Community of Interest must meet all of the following:
 - a. be a non-profit or state-funded organization;
 - b. be represented by a state agency or statewide organization or authority that provides full funding for the participation in NC LIVE of the libraries in its Community of Interest and that has the administrative structure to act on their behalf both fiscally and legally;
 - c. represent 10 or more independently administered libraries;
 - d. consent to this Memorandum of Understanding, as attested by the ratifying signature of its chief executive officer; and
 - e. assume prescribed fiscal responsibility for support of NC LIVE. Such fiscal responsibility includes the payment of annual dues, proportional costs of any joint projects, and other assessments as shall be properly authorized. All new Communities of Interest shall support their participation by an additional annual fee for infrastructure support that will be a fair and proportionate share of the costs of annual support, as determined by the NC LIVE Librarians Council and approved by the Governance Council (see *V.A.I. Governance*).
2. The Governance Council shall determine the addition or removal of a member “Community of Interest.” Removal from membership does not relieve a Community of Interest of financial obligations to NC LIVE incurred prior to the removal.
3. Continuance of NC LIVE membership for a Community of Interest requires that all annual dues and assessments applicable to a fiscal year be remitted within the current fiscal year.

4. The chief executive officer of the state-level parent organization for any member Community of Interest may withdraw her/his Community of Interest from membership in NC LIVE by written notice to the NC LIVE executive director and the chief executive officer of every other Community of Interest. Such notice must be given at least two (2) years in advance of the intended date of withdrawal, or longer, as may be required by the particulars of NC LIVE contractual obligations to third parties.

C. Membership Dues

1. Membership dues and the payment schedule for each Community of Interest shall be determined annually by the Librarians Council and approved by the Governance Council.
2. Annual membership dues and the payment schedule for each Community of Interest shall be specified in an *Addendum of Current Practice* to this Agreement each fiscal year.
3. Membership dues shall include an assessment for content/collections for each Community of Interest and an assessment for infrastructure from the NCICU COI and from the UNC COI, the latter of which is assessed on behalf of the UNC COI, the Public Library COI, and the Community College COI.

V. Governance

A. Committees

1. Governance Council (GC)

- a. Function. The Governance Council:
 1. is responsible for establishing policy, approving operating budgets, and setting strategic directions for NC LIVE;
 2. sets dues and assessments of members;
 3. determines the admission and removal of members; and
 4. authorizes the creation of NC LIVE Staff positions.
- b. Membership. The governing body of NC LIVE shall be the Governance Council, which shall have no fewer than eight (8) members. The membership shall include one person in a leadership position within the state-level parent organization and one person in a library leadership position from each of the Communities of Interest. An institution or agency serving as fiscal or contractual agent for NC LIVE shall provide an ex officio, non-voting member if the institution or agency is not otherwise represented on the Governance Council.
- c. Appointments.
 1. The chief executive officer of the state-level parent organization for the Community of Interest or his/her designee shall serve as its representative to the Governance Council.
 2. Each Community of Interest shall have one library representative appointed in the following manner:
 - The Community College COI library representative shall be appointed by the Community College System President in consultation with the current chair of the Council of Community College Library Administrators (CCCLA).

- The NCICU COI library representative shall be appointed by the President of the North Carolina Independent Colleges and Universities.
 - The UNC COI library representative shall be appointed by the President of The University of North Carolina.
 - The Public Library COI library representative shall be elected by the North Carolina Public Library Directors Association (NCPLDA).
3. Appointments are reviewed annually and renewed every three years.
- d. Meetings and conduct of business. The Governance Council shall meet no less than once per year. The Secretary of Cultural Resources or his/her designee shall serve as convener of the group. A quorum shall consist of one representative from the state-level parent organization of each Community of Interest in good standing. When formal votes are taken, each Community of Interest in good standing has one vote, which shall be cast by the COI's representative of the state-level parent organization. No action or project shall be undertaken nor any policy adopted without the unanimous consent of all Communities of Interest in good standing. The NC LIVE executive director or his/her designee shall serve as secretary to the Governance Council. Minutes of the Governance Council will be posted on the NC LIVE Web site.

2. Librarians Council

- a. Function. The Librarians Council:
1. shall prepare recommendations for the Governance Council on matters directed to it by the Governance Council or addressed on its own;
 2. is responsible for implementing the policies, budgets, and strategic directions set by the Governance Council; and
 3. may convene and take action on matters otherwise reserved to the Governance Council where the Governance Council (1) delegates to the Librarians Council authority to address a specified matter or (2) delegates to the Librarians Council the authority and function of an executive committee with respect to any matters that may arise in the absence of the Governance Council. All actions by the Librarians Council under either of such delegations shall be presented to the Governance Council for ratification at the next meeting of the Governance Council.
- b. Membership. Individuals serving as library representatives on the Governance Council shall constitute the Librarians Council. The membership shall also include as ex officio, non-voting members: 1) the state librarian; 2) any other person who serving as the chair of an advisory committee (as appointed under A.3., below); or 3) anyone who is relevant as determined by the Librarians Council.
- c. Terms of service. A member's term of service with the Librarians Council shall be of the same duration as the member's service in the NC LIVE body causing the member's service in the Librarians Council (i.e., membership on the Governance Council, an advisory committee, or by virtue of his/her position).
- d. Meetings and conduct of business. The Librarians Council shall meet no less than once each quarter. Each Community of Interest in good standing shall have one vote. The Librarians Council shall make decisions by the unanimous consent of the Communities of Interest in good standing. Minutes of meetings of the Librarians

Council shall be forwarded to the Governance Council and posted on the NC LIVE Web site.

3. Advisory Committees

- a. **Function.** To assure that planning and implementation of NC LIVE are responsive to the needs of libraries and library users and to achieve the strategic priorities of NC LIVE, the Librarians Council may from time to time establish advisory committees. Based on the general direction of the Governance Council, the Librarians Council will form and direct the work of the advisory committees. Advisory committees will be responsible for advising the Librarians Council and the executive director.
- b. **Membership.** Each Community of Interest's representative on the Librarians Council shall be responsible for appointing representatives from their respective Community of Interest to each advisory committee. There shall be equal representation on each advisory committee from each Community of Interest in good standing. One or more NC LIVE staff shall serve as ex officio members of each advisory committee. The Librarians Council shall determine a chair and vice chair of each advisory committee.
- c. **Terms of service.** Members of advisory committees shall serve three year terms. Committee chairs serve one-year terms, renewable for two additional, consecutive terms.
- d. **Meetings and conduct of business.** The Librarians Council shall appoint advisory committee chairs in a manner that maintains balance among the Communities of Interest.

VI. COORDINATION AND SUPPORT

Obligations other than those shared by all Communities of Interest (such as contracts of service managed by NC LIVE on behalf of groups of member libraries) exist under a separate agreement.

A. Fiscal and Contractual Agents

1. North Carolina State University shall serve as the fiscal agent for NC LIVE. The fiscal year of NC LIVE shall begin on July 1st of each year and end on June 30th next ensuing.
2. All licenses and contracts for non-library resources are signed by authorized representatives of the fiscal agent.
3. Accounts at North Carolina State University for NC LIVE are subject to an annual audit by the State of North Carolina.
4. The University of North Carolina General Administration shall serve as the contractual agent for NC LIVE resource licenses and contracts.

B. Coordination

1. Under the general direction of the Governance Council, the State Library of North Carolina shall provide coordination and support for the work of NC LIVE, including coordination of training activities and support for other committee work as needed.
2. The State Library shall maintain the NC LIVE archives.

C. Host Institution

NC LIVE staff is hosted by North Carolina State University Libraries, hereafter designated “host institution.”

1. Responsibilities of Host Institution. The host institution shall provide supervision for NC LIVE staff on terms agreeable to the Governance Council and the host institution. NC LIVE shall provide funding for operating expenses, equipment, and furniture.
2. Term. The host institution may be evaluated and may be re-negotiated with the mutual consent of the Governance Council, The University of North Carolina and the host institution(s) or other UNC institutions that are willing to be host institutions.

D. Staff

NC LIVE shall access such staff as may be necessary to support the goals of the organization.

1. Staff at Host Institution(s). All permanent and temporary staff needed to operate the server sites are under the direction of the host institution. The selection, salary, and conditions of appointment of these staff are set within the framework governing professional and support appointments at host institution.
2. Temporary Staff. NC LIVE may access temporary project staff as appropriate to pursue funded projects. Member institutions may also assign staff as appropriate for projects.
3. Additional Staff. The NC LIVE Governance Council may approve plans, terms, and conditions for hiring additional permanent staff as the need arises. These plans shall be specified in the *Addendum of Current Practice*.

E. Technical and Organizational Infrastructure and Support

An appropriate technical and organizational infrastructure is critical to providing access to resources as part of NC LIVE. The following are some responsibilities of Communities of Interest that will help provide the needed resources.

1. Using a portion of its State appropriation for NC LIVE, The UNC COI agrees to provide the financial support to manage the hardware, software, network access, service administration, (e.g., publicity, promotional and instructional materials, training, travel and meeting expenses, including meals and refreshments), and staffing to support access to resources as part of NC LIVE.
2. Each Community of Interest agrees to be responsible for assuring an appropriate technical infrastructure and support to enable access to the full range of resources. The Librarians Council shall adopt technical standards to be adopted by all COIs.

F. Other Support

Upon agreement by the Communities of Interest, any Community of Interest may serve NC LIVE by housing projects, supplying content or services, or contributing staff resources.

VII. AMENDMENT AND REVIEW

A. Amendment and Review

This Memorandum of Understanding may be amended by unanimous approval of the Communities of Interest in good standing represented on the Governance Council.

B. Addendum of Current Practice

The *Addendum of Current Practice* shall be prepared by the Librarians Council and reviewed annually by the Governance Council no later than September 1 or within 45 days after the adjournment of the General Assembly, whichever occurs later.

VIII. DURATION AND TERMINATION

This Agreement shall continue in force until terminated. This Agreement may be terminated upon the mutual agreement in writing of all Communities of Interest in good standing.

IX. STATEMENTS OF AUTHORITY & OTHER REPRESENTATIONS

- A.** The State Library of North Carolina, The University of North Carolina, the North Carolina Community College System, and the North Carolina Independent Colleges and Universities each represents that it has such authority as will permit it to enter into this Agreement for itself and each of the institutions whose Community of Interest it represents, through the signature herein below of its chief executive officer.
- B.** The State Library of North Carolina, The University of North Carolina, and the North Carolina Community College System each represents that, to the best of its knowledge, it has such funds and other resources available for the purposes of its respective duties and responsibilities and those of the institutions whose Community of Interest it represents, under this Agreement, as will permit it to enter into this Agreement. However, neither the State Library of North Carolina nor The University of North Carolina nor the North Carolina Community College System, by entering into this Agreement, purports to waive, or can waive under law, any provision of law or public policy of this State applicable to its respective contracts as a public agency of the State of North Carolina.

4.3 Memorandum of Agreement (MOA)

NC LIVE
MEMORANDUM OF AGREEMENT
 FOR PARTICIPATING LIBRARIES

This document outlines the terms and conditions that govern participation in NC LIVE for each participating institution and its libraries. It is based on (1) the NC LIVE Memorandum of Understanding signed by the four sponsoring agencies and (2) the terms and conditions of the licenses with the NC LIVE content vendors. Legal counsel has reviewed those licenses on behalf of all four Communities of Interest. Conditions for use of NC LIVE resources are described at <<http://www.nclive.org/conditions.phtml>>, and NC LIVE libraries may link to this page from their websites.

Name of Institution:

Name of Library Director:

I HEREBY CERTIFY THAT:

1. I am aware of the terms of the licenses for each of the NC LIVE electronic resource vendors and understand that my library is responsible for making a reasonable effort to inform users of the terms and conditions in those documents.
2. I understand that NC LIVE licenses with vendors permit remote access to all products and that the licenses require NC LIVE and/or its member libraries to "authenticate any remote access users."
3. I understand that implicit in the agreements is the understanding that access is available only to individual library patrons or authorized users and that it is not available to corporate and other libraries that are not members of an NC LIVE Community of Interest.

I HEREBY AGREE TO:

1. Abide by all the terms and conditions of the NC LIVE licenses with vendors. The licenses are available for library directors at <http://extranet.nclive.org/Docs/management_docs.phtml>.
2. Permit remote access to NC LIVE only to authorized library users as defined in the licenses.
3. Establish policies and procedures and make a reasonable effort to insure that unauthorized users do not have access to NC LIVE resources.

On Behalf of Library:

Authorized Signature Date

Name and Title Name of Institution

Retain one signed copy for your files and return one copy to: NC LIVE Memorandum of Agreement, c/o NC LIVE, NC State University, Box 7111, Raleigh, NC 27695-7111.

4.4 NC LIVE Librarians Council Bylaws

THE NC LIVE LIBRARIANS COUNCIL

BYLAWS

SECTION I. NAME AND PURPOSE.

1. The name of the organization is the NC LIVE Librarians Council.
2. The Librarians Council supports NC LIVE in its efforts to help member libraries be more successful in supporting education, enhancing economic development, and improving quality of life throughout the state better support education, enhance economic development, and improve the quality of life of their communities. Specifically, the Librarians Council:
 - a. shall prepare recommendations for the Governance Council on matters directed to it by the Governance Council or addressed on its own, including drafting the Memorandum of Understanding between the four Communities of Interest;
 - b. is responsible for implementing the policies, budgets, and strategic directions set by the Governance Council; and
 - c. may convene and take action on matters otherwise reserved to the Governance Council where the Governance Council (1) delegates to the Librarians Council authority to address a specified matter or (2) delegates to the Librarians Council the authority and function of an executive committee with respect to any matters that may arise in the absence of the Governance Council. All actions by the Librarians Council under either of such delegations shall be presented to the Governance Council for ratification at the next meeting of the Governance Council.

SECTION II. MEMBERSHIP AND OFFICERS.

1. Librarians representing the member Communities of Interest who serve on the Governance Council shall constitute the Librarians Council. A "Community of Interest" must be represented by a state-level parent organization that pays the full cost for participation by its constituent libraries.
2. Each Community of Interest shall appoint one voting member to the Librarians Council, and shall determine the term limit of its member representative.
3. The membership shall also include as ex officio, non-voting members the State Librarian and the Executive Director. Other non-voting members include any other person who is the chair of an advisory committee, or who is relevant as determined by the Librarians Council.
4. The Chair shall be elected by the voting members of the Librarians Council and shall serve a one-year term, from January to December, renewable for one additional term as determined by the voting members. The Chair shall rotate among the Communities of Interest.
5. The secretary is an NC LIVE staff member appointed by the Executive Director and confirmed by the Librarians Council.

SECTION III. MEETINGS AND VOTING.

1. The Librarians Council shall meet no less than once each quarter.

2. Each Community of Interest in good standing shall have one vote. The Librarians Council shall make decisions by the unanimous consent of the Communities of Interest in good standing.
3. In case of absence, a voting member shall designate a proxy from the same Community of Interest to represent the COI's interests and to vote on the Community of Interest's behalf..
4. A quorum will consist of at least one representative from each Community of interest. Should the representative(s) from one or more Communities of interest be absent from a meeting, no official action will be transacted or decisions made until such time as a full quorum is present.
5. Notice and the agenda shall be announced at least one week before a meeting of the Council before any action may be taken. Supporting materials should be made available to voting members or their proxies at that time.
6. After approval, all minutes of the Librarians Council meetings will be open to members of each Community of Interest.

SECTION IV. EXECUTIVE COMMITTEE.

1. The Executive Committee of the Librarians Council shall consist of the voting members of the Librarians Council, the State Librarian and NC LIVE Executive Director as a non-voting, ex officio members.
2. The Executive Committee is authorized to act on behalf of the Librarians Council between regularly scheduled meetings.
3. Unanimous consent shall be required for the transaction of any official business at an Executive Committee meeting. Executive Committee members shall appoint a proxy in case of absence.

SECTION V. ADVISORY COMMITTEES.

1. To assure that planning and implementation of NC LIVE are responsive to the needs of libraries and library users and to achieve the strategic priorities of NC LIVE, the Librarians Council may from time to time establish advisory committees. Based on the general direction of the Governance Council, the Librarians Council shall form and direct the work of the advisory committees. Advisory committees shall be responsible for advising the Librarians Council and the executive director.
2. Each Community of Interest on the Librarians Council shall be responsible for appointing representatives to each advisory committee in a manner deemed appropriate by the Community of Interest. The Community of Interest representative shall be responsible for ensuring that his/her Community of Interest appoints members in a timely manner.
 - a. There shall be equal representation on each advisory committee from each Community of Interest in good standing.
 - b. The Librarians Council shall determine the chair and vice chair of each advisory committee, with the goal of equal distribution among the Communities of Interest.
 - c. One or more NC LIVE staff shall serve as ex officio members of each advisory committee.
 - d. The Librarians Council may name addition liaisons or representatives to each advisory committee.

SECTION VI. EXECUTIVE DIRECTOR

1. Executive Director. The Executive Director shall be hired by the Executive Committee of the Librarians Council. The Executive Director is the chief executive of NC LIVE and has overall responsibility for NC LIVE operations, including carrying out its program goals and Librarians Council policy. The Executive Director shall arrange and attend all Librarians Council meetings, report on the progress of NC LIVE activities, answer questions of Librarians Council members and carry out the duties described in the job description. The Librarians Council may designate other duties as necessary.

SECTION VII. BYLAWS AND AMENDMENTS

1. The Bylaws is the defining document for the operations of the Librarians Council and take precedence over all other rules and procedures. The Bylaws cannot be suspended and cannot be changed without prior notice to members.
2. These Bylaws may be amended when necessary by unanimous consent of the Executive Committee. Proposed amendments must be submitted to the Executive Committee in advance of the meeting at which voting will occur.

4.5 Fiscal Management Guideline

NC LIVE Fiscal Management Guideline

**Approved by the Librarians Council
August 12, 2011**

1.0 Purpose

The purpose of this guideline is to detail the financial principles and policies that will guide the Librarians Council and the executive director in accomplishing the mission of the organization. This guideline is intended to empower the executive director and the staff to make timely decisions and facilitate the financial processes related to efficient work. The Librarians Council expects that the executive director will act legally, ethically, and prudently.

2.0 Ultimate Financial Responsibility

The Governance Council is ultimately responsible for the financial management of all NC LIVE activities. The Librarians Council shall act on behalf of the Governance Council as directed and in the absence of the Governance Council.

3.0 Fiscal Management

The executive director shall be responsible for the day-to-day financial management of the organization. The Librarians Council authorizes the executive director to hire and supervise the work of independent consultants, pay bills, receive funds, and maintain accounts.

4.0 Fiscal Agent

North Carolina State University shall be the fiscal agent for NC LIVE. The executive director shall adhere to and comply with all financial and other applicable policies and procedures of the fiscal agent. Nothing in this guideline shall be construed as conflicting with NCSU policy or procedure. Should a conflict between NCSU policy and procedure and this NC LIVE guideline, the executive director will communicate such conflicts to the Librarians Council and this guideline will be edited to reflect the official policy or procedure.

5.0 Annual Budget

The Librarians Council shall set an annual budget no later than the first quarterly meeting of the fiscal year. The annual budget shall include:

- Approved revenues/receivables
- Collections expenditures
- Infrastructure expenditures
- Contingency budget

6.0 Authority of the Executive Director

The executive director shall be authorized to manage all expenses within the overall approved budget, and shall present budget amendments to the Librarians Council when overall revenues, collections expenditures, infrastructure expenditures, or the contingency budget totals change from those in the approved budget. The executive director shall provide quarterly financial reports to the Librarians Council and the fiscal agent.

7.0 Contracts and Licenses

All contracts and licenses shall be approved by the Librarians Council prior to being forwarded to the NC LIVE contractual agent or the chief executive officers of the individual Community of Interest for signature.

8.0 Contingency Fund

The Librarians Council shall create and maintain a contingency fund with any resources that are unspent during the fiscal year or which are purposely unallocated for expenditure. The contingency fund shall be used as designated by the Librarians Council. The contingency fund is not considered to be part of the approved annual budget. All use of the contingency funds requires the prior approval by the Librarians Council.

4.6 Collection Development Guideline

NC LIVE Collection Development Guideline

Approved By the NC LIVE Librarians Council:
November 12, 2010

1.0 Purpose

The purpose of the Collection Development Guideline has four components:

1. to provide the Librarians Council, the Resource Advisory Committee, member librarians and the NC LIVE staff with a framework for selecting and deselecting shared resources; and
2. to communicate the philosophies and principles upon which selections and deselections are made to members of our academic communities and the general public.
3. to support the basic services and goals outlined in the NC LIVE Mission Statement, Vision Statement, and Strategic Outline.
4. to ensure that public and private monies are spent wisely so that NC LIVE and its member libraries can deliver a shared set of common resources that respond to the educational, economic development, and quality of life goals of North Carolina libraries and those they serve.

NC LIVE affirms the principles of free access to information that are fundamental to informed decision-making in a democratic society and central to the educational process. NC LIVE provides online resources for the interest, information, and enlightenment of all people it serves and puts particular emphasis on supporting education, enhancing economic development, and improving quality of life. It is committed to providing a balanced collection representing the widest diversity of perspectives, and does not censor content by omitting its selection, by attaching prejudicial labels, or by selective removal. NC LIVE places no restrictions on access to the collection because of the origin, age, background, or views of the user. Basic to this guideline are the principles of intellectual freedom established by the American Library Association in its Library Bill of Rights and as interpreted in its various companions documents The Freedom to Read Statement, and The Freedom to View Statement, which are found in the Appendix of this guideline.

Provisions of the Collection Development Guideline are subject to federal and state laws.

NC LIVE strongly endorses the concepts of the Americans with Disabilities Act (ADA) and strives to acquire resources that serve all clientele. Resources, regardless of their physical location, are intended to be accessible to all patrons through online delivery systems.

NC LIVE and the community of libraries it serves are dynamic entities, and because no policy or regulation can remain static and unchanged, the Collection Development Guideline will be revised regularly to reflect evolving needs and priorities. Final authority for adoption of the Collection Development Guideline resides with the Librarians Council.

2.0 Collection Development Goal

Provide collections of high quality, highly marketable resources that enable end-users to achieve their goals while maximizing organization return on investment (ROI).

3.0 Measures of Effectiveness

In order to determine the value and impact of NC LIVE's collections, each resource will be measured based on:

- Use of content per FTE or per capita;
- Cost per use of content;
- Return on Investment for content; and
- User/library staff awareness.

4.0 Resource Advisory Committee

The Resource Advisory Committee is charged with responsibility for advising the Librarians Council on the selection of content available to the NC LIVE consortium.

5.0 Assessing Needs

A needs assessment for the NC LIVE Collection will be conducted every three years by the Resource Advisory Council with assistance from the NC LIVE staff, in accordance with the NC LIVE Collection Development Plan.

6.0 Selection of Resources

NC LIVE resources are selected based on the defined needs established by the Resource Advisory Committee in the Collection Development Plan and in accordance with the collections budget set by the Librarians Council. The selection of all resources, even those acquired with grant funding, donations, and other gifts, will follow the same process.

6.1 General Criteria

NC LIVE recognizes the purposes and resources of member libraries and does not needlessly duplicate functions and materials.

NC LIVE always seeks to select materials of varying complexity and format because it serves a public with a wide range of ages, educational backgrounds, interests, format preferences, comprehension skills, and mental and physical abilities.

NC LIVE pays due regard to the special civic, commercial, cooperative, cultural, industrial, and labor activities of each of the communities and Communities of Interest it serves. The organization takes a proactive approach to improving access to information by notifying publishers and producers of patron needs.

Any material may be considered for inclusion in the collection, except that which has the dominant purpose of appealing to prurient interest or is legally obscene.

6.2 Evaluation

NC LIVE monitors and evaluates the materials in its collection on a regular basis to determine if they are meeting the needs of patrons. Methods used may include: analysis of turnover rates; availability and usage checks of core titles, resources, and collections; checks of holdings of titles from selected bibliographies; librarian and patron satisfaction questionnaires; or other means.

6.3 Selection Criteria

There is no single standard that can be used to assess all types of content that NC LIVE acquires, however, there are some general criteria that are used in all decisions regardless of format, subject, or origin. They are:

1. Materials should meet high standards of quality in content, accuracy, expression, and format.
2. Content should be timely, or timeless, authoritative, and significant in subject matter.
3. Items should be of immediate or anticipated interest to individuals or to the community as indicated by patron requests, the circulation history of similar works, or publicity.
4. Materials should include the widest possible coverage of subjects and viewpoints consistent with the needs of the community and the budget available.
5. Materials should meet standards of physical and technical excellence.
6. Content formats requiring local libraries to provide specialized training, equipment, and having other spatial needs will be considered for the collection when demand and availability indicate that the format is commercially viable.
7. Demonstrated usability and interface ease of use are highly critical in all resources selected.
8. Materials should have a high degree of findability within local library collections and the NC LIVE collection as facilitated by vendor-supplied metadata in relevant standard formats.
9. Materials should have high Value-to-Investment and Return-on-Investment ratios.
10. Materials are acquired to support the NC LIVE's Mission Statement and Vision statements and the Strategic Outline.

While a resource may meet several of the criteria list above, it does not have to meet all criteria to be selected.

6.4 Selection Process

NC LIVE is firm in its belief that collection development is a joint effort between patrons, member librarians, the Resource Advisory Committee, the Librarians

Council, and the NC LIVE staff. Member librarians and patrons are encouraged to recommend the acquisition of specific resources and titles and to communicate those recommendations through all appropriate means, particularly through the Resource Advisory Committee.

6.41 Roles and Responsibilities

The Executive Director is responsible for implementing selection and deselection decisions laid out in this guideline, the Collection Development Plan, and as determined by the Librarians Council. The Executive Director may delegate authority to interpret and apply the Collection Development Guideline in daily operations to appropriate staff.

The Resources Advisory Committee provides general oversight and direction for the planning, development, and evaluation of NC LIVE's collections and the development and implementation of the Collection Development Plan. The committee acts as the communication forum for member libraries, and formulates annual and multi-year recommendations.

The Librarians Council is responsible for approving the Collection Development Guideline, setting the collections budget, approving all licenses and contracts.

7.0 Collection Management

7.1 Resource Cycle – Subscription Content

NC LIVE operates on a three-year resource cycle for subscription content. This content is licensed from January to December, rather than on the fiscal year calendar (July to June).

Resources may be added or removed outside of the three-year cycle for the following reasons:

- Vendor is no longer able to offer a particular resource or piece of content under the terms of the agreement;
- Annual collections funds are reduced after the agreement is put into effect ;
- A particular vendor goes out of business/is acquired by another company which cannot or will not approve the terms of the original vendor;
- Grants, gifts, and other funding sources allow for subscription or one-time acquisitions.

7.2 One-time Selections

Content that is acquired as a single, one-time transaction (i.e., non-subscription content) outside of the Resource Selection Cycle may be made with approval of the Librarians Council. All normal selection procedures and processes will be observed during the purchase of one-time collections.

7.3 Deselection of Resources

Deselection, the permanent removal of content from the NC LIVE collection, is essential to the maintenance of an active, useful collection. The Resource Advisory Committee and the NC LIVE staff are responsible for conducting ongoing deselection efforts. Member librarians are encouraged to give input and feedback regarding the deselection of titles and other resources. General factors considered in the deselection of content include, but are not limited to:

- Unnecessary duplication of resources;
- Inaccuracy of content that compromises the integrity of the collection;
- Resources that are inaccessible due to technical obsolescence;
- Lack of use or potential use.
- Content that is otherwise unnecessary;
- Low value –to-investment ratio / return-on-investment ratio.

The Resource Advisory Committee will formulate recommendations for any content or resources that they deem as appropriate for deselection.

7.4 Requests

NC LIVE acknowledges that each member library has informational needs that are important to the patrons it serves. Therefore, as much as possible within the established budget, and in accordance with the Collection Development Guideline, NC LIVE will attempt to respond to the resource requests of member libraries. Requests made in between resource selection cycles will be handled on a case by case basis. Any and all requests that are deemed outside of scope will be referred to the Carolina Consortium, Lyris, or other appropriate organization.

7.5 Gifts

NC LIVE is pleased to accept gifts of content or funds for the purchase of content that supports its mission with the understanding that the general selection criteria will determine whether or not a title is added to the collection.

Gifts from member libraries, patrons, or other donors will be acknowledged in a timely fashion.

Invoiced unsolicited materials received by NC LIVE are not acknowledged, returned, or paid for.

All donations of materials to NC LIVE that are accepted become the property of NC LIVE. NC LIVE has the authority to make any and all of its content available as it determines or to deselect it and remove it as it sees fit.

All gifts and other unsolicited items from whatever source are subject to the provisions of this guideline.

7.6 Preservation and Perpetual Access Rights

In selected categories of specialization and in certain subject and format areas, preservation of materials having long-term value is crucial to the mission of NC LIVE and the libraries it supports. Materials in these areas are selected with preservation needs in mind. When possible, materials of lasting value are purchased with perpetual access rights and / or in formats that allow for resource preservation.

7.7 Free Resources

Free and openly accessible content will be eligible for selection and addition to the NC LIVE collections when it meets the standards set out elsewhere in this guideline. All normal selection and deselection procedures and processes will be observed during the addition or removal of free resources.

7.8 Requests for Reconsideration

Recognizing that a materials selection guideline can result in comments from the public at large who may not agree with the reasons why certain resources have been included, or not included in the collection, NC LIVE has developed the following progressive procedures to process a patron's concerns:

1. When a patron initiates a request for reconsideration or purchase of a resource, NC LIVE staff provide him/her with a "Request for Reconsideration or Recommendation for Purchase of Content" form to complete and submit.
2. Within 20 days after the form is submitted to the NC LIVE, the Executive Director will respond in writing to the patron setting forth the decision on the request.
3. If the patron is not satisfied with the decision of the Executive Director, the patron may have such decision reviewed by filing a written appeal with the Executive Director. The appeal shall be heard, with the patron invited to attend, by the Resources Advisory Committee and the Executive Director at that group's next regular meeting. The Executive Director shall notify the patron of Committee's decision within 10 calendar days after its meeting. The only issue to be considered by the Resource Advisory Committee is whether the Collection Development Guideline has been followed with respect to the item.
4. If the patron is not satisfied with the decision of the Committee, then the patron may have such decision reviewed by filing a written appeal with the Executive Director. The appeal shall be heard, with the patron invited to attend, by the Executive Committee and the Executive Director. The Executive Director shall notify the patron of Executive Committee's decision within 10 calendar days after its meeting . The decision of the Executive Committee will be final. The only issue to be considered by the Executive

Committee is whether the Collection Development Guideline has been followed with respect to the item.

9.0 Appendices

9.1 Library Bill of Rights

The American Library Association affirms that all libraries are forums for information and ideas, and that the following basic policies should guide their services.

- I. Books and other library resources should be provided for the interest, information, and enlightenment of all people of the community the library serves. Materials should not be excluded because of the origin, background, or views of those contributing to their creation.
- II. Libraries should provide materials and information presenting all points of view on current and historical issues. Materials should not be proscribed or removed because of partisan or doctrinal disapproval.
- III. Libraries should challenge censorship in the fulfillment of their responsibility to provide information and enlightenment.
- IV. Libraries should cooperate with all persons and groups concerned with resisting abridgment of free expression and free access to ideas.
- V. A person's right to use a library should not be denied or abridged because of origin, age, background, or views.
- VI. Libraries which make exhibit spaces and meeting rooms available to the public they serve should make such facilities available on an equitable basis, regardless of the beliefs or affiliations of individuals or groups requesting their use.

Adopted June 18, 1948, by the ALA Council; amended February 2, 1961; amended June 28, 1967; amended January 23, 1980; inclusion of "age" reaffirmed January 24, 1996.

9.2 The Freedom to Read Statement

The freedom to read is essential to our democracy. It is continuously under attack. Private groups and public authorities in various parts of the country are working to remove or limit access to reading materials, to censor content in schools, to label "controversial" views, to distribute lists of "objectionable" books or authors, and to purge libraries. These actions apparently rise from a view that our national tradition of free expression is no longer valid; that censorship and suppression are needed to counter threats to safety or national security, as well

as to avoid the subversion of politics and the corruption of morals. We, as individuals devoted to reading and as librarians and publishers responsible for disseminating ideas, wish to assert the public interest in the preservation of the freedom to read.

Most attempts at suppression rest on a denial of the fundamental premise of democracy: that the ordinary individual, by exercising critical judgment, will select the good and reject the bad. We trust Americans to recognize propaganda and misinformation, and to make their own decisions about what they read and believe. We do not believe they are prepared to sacrifice their heritage of a free press in order to be "protected" against what others think may be bad for them. We believe they still favor free enterprise in ideas and expression.

These efforts at suppression are related to a larger pattern of pressures being brought against education, the press, art and images, films, broadcast media, and the Internet. The problem is not only one of actual censorship. The shadow of fear cast by these pressures leads, we suspect, to an even larger voluntary curtailment of expression by those who seek to avoid controversy or unwelcome scrutiny by government officials.

Such pressure toward conformity is perhaps natural to a time of accelerated change. And yet suppression is never more dangerous than in such a time of social tension. Freedom has given the United States the elasticity to endure strain. Freedom keeps open the path of novel and creative solutions, and enables change to come by choice. Every silencing of a heresy, every enforcement of an orthodoxy, diminishes the toughness and resilience of our society and leaves it the less able to deal with controversy and difference.

Now as always in our history, reading is among our greatest freedoms. The freedom to read and write is almost the only means for making generally available ideas or manners of expression that can initially command only a small audience. The written word is the natural medium for the new idea and the untried voice from which come the original contributions to social growth. It is essential to the extended discussion that serious thought requires, and to the accumulation of knowledge and ideas into organized collections.

We believe that free communication is essential to the preservation of a free society and a creative culture. We believe that these pressures toward conformity present the danger of limiting the range and variety of inquiry and expression on which our democracy and our culture depend. We believe that every American community must jealously guard the freedom to publish and to circulate, in order to preserve its own freedom to read. We believe that publishers and librarians have a profound responsibility to give validity to that freedom to read by making it possible for the readers to choose freely from a variety of offerings.

The freedom to read is guaranteed by the Constitution. Those with faith in free people will stand firm on these constitutional guarantees of essential rights and will exercise the responsibilities that accompany these rights.

We therefore affirm these propositions:

1. It is in the public interest for publishers and librarians to make available the widest diversity of views and expressions, including those that are unorthodox, unpopular, or considered dangerous by the majority.
2. Creative thought is by definition new, and what is new is different. The bearer of every new thought is a rebel until that idea is refined and tested. Totalitarian systems attempt to maintain themselves in power by the ruthless suppression of any concept that challenges the established orthodoxy. The power of a democratic system to adapt to change is vastly strengthened by the freedom of its citizens to choose widely from among conflicting opinions offered freely to them. To stifle every nonconformist idea at birth would mark the end of the democratic process. Furthermore, only through the constant activity of weighing and selecting can the democratic mind attain the strength demanded by times like these. We need to know not only what we believe but why we believe it.
3. Publishers, librarians, and booksellers do not need to endorse every idea or presentation they make available. It would conflict with the public interest for them to establish their own political, moral, or aesthetic views as a standard for determining what should be published or circulated.
4. Publishers and librarians serve the educational process by helping to make available knowledge and ideas required for the growth of the mind and the increase of learning. They do not foster education by imposing as mentors the patterns of their own thought. The people should have the freedom to read and consider a broader range of ideas than those that may be held by any single librarian or publisher or government or church. It is wrong that what one can read should be confined to what another thinks proper.
5. It is contrary to the public interest for publishers or librarians to bar access to writings on the basis of the personal history or political affiliations of the author.
6. No art or literature can flourish if it is to be measured by the political views or private lives of its creators. No society of free people can flourish that draws up lists of writers to whom it will not listen, whatever they may have to say.
7. There is no place in our society for efforts to coerce the taste of others, to confine adults to the reading matter deemed suitable for adolescents, or to inhibit the efforts of writers to achieve artistic expression.

8. To some, much of modern expression is shocking. But is not much of life itself shocking? We cut off literature at the source if we prevent writers from dealing with the stuff of life. Parents and teachers have a responsibility to prepare the young to meet the diversity of experiences in life to which they will be exposed, as they have a responsibility to help them learn to think critically for themselves. These are affirmative responsibilities, not to be discharged simply by preventing them from reading works for which they are not yet prepared. In these matters values differ, and values cannot be legislated; nor can machinery be devised that will suit the demands of one group without limiting the freedom of others.
9. It is not in the public interest to force a reader to accept the prejudgment of a label characterizing any expression or its author as subversive or dangerous.
10. The ideal of labeling presupposes the existence of individuals or groups with wisdom to determine by authority what is good or bad for others. It presupposes that individuals must be directed in making up their minds about the ideas they examine. But Americans do not need others to do their thinking for them.
11. It is the responsibility of publishers and librarians, as guardians of the people's freedom to read, to contest encroachments upon that freedom by individuals or groups seeking to impose their own standards or tastes upon the community at large; and by the government whenever it seeks to reduce or deny public access to public information.
12. It is inevitable in the give and take of the democratic process that the political, the moral, or the aesthetic concepts of an individual or group will occasionally collide with those of another individual or group. In a free society individuals are free to determine for themselves what they wish to read, and each group is free to determine what it will recommend to its freely associated members. But no group has the right to take the law into its own hands, and to impose its own concept of politics or morality upon other members of a democratic society. Freedom is no freedom if it is accorded only to the accepted and the inoffensive. Further, democratic societies are more safe, free, and creative when the free flow of public information is not restricted by governmental prerogative or self-censorship.
13. It is the responsibility of publishers and librarians to give full meaning to the freedom to read by providing books that enrich the quality and diversity of thought and expression. By the exercise of this affirmative responsibility, they can demonstrate that the answer to a "bad" book is a good one, the answer to a "bad" idea is a good one.
14. The freedom to read is of little consequence when the reader cannot obtain matter fit for that reader's purpose. What is needed is not only the absence of restraint, but the positive provision of opportunity for the people to read the best that has been thought and said. Books are the major channel by which the intellectual inheritance is handed down, and the principal means of its testing and growth. The defense of the freedom to read requires of all

publishers and librarians the utmost of their faculties, and deserves of all Americans the fullest of their support.

We state these propositions neither lightly nor as easy generalizations. We here stake out a lofty claim for the value of the written word. We do so because we believe that it is possessed of enormous variety and usefulness, worthy of cherishing and keeping free. We realize that the application of these propositions may mean the dissemination of ideas and manners of expression that are repugnant to many persons. We do not state these propositions in the comfortable belief that what people read is unimportant. We believe rather that what people read is deeply important; that ideas can be dangerous; but that the suppression of ideas is fatal to a democratic society. Freedom itself is a dangerous way of life, but it is ours.

This statement was originally issued in May of 1953 by the Westchester Conference of the American Library Association and the American Book Publishers Council, which in 1970 consolidated with the American Educational Publishers Institute to become the Association of American Publishers.

Adopted June 25, 1953, by the ALA Council and the AAP Freedom to Read Committee; amended January 28, 1972; January 16, 1991; July 12, 2000; June 30, 2004.

A Joint Statement by:

American Library Association
Association of American Publishers

Subsequently endorsed by:

American Booksellers Foundation for Free Expression
The Association of American University Presses, Inc.
The Children's Book Council
Freedom to Read Foundation
National Association of College Stores
National Coalition Against Censorship
National Council of Teachers of English
The Thomas Jefferson Center for the Protection of Free Expression

9.3 Freedom to View Statement

The FREEDOM TO VIEW, along with the freedom to speak, to hear, and to read, is protected by the First Amendment to the Constitution of the United States. In a free society, there is no place for censorship of any medium of expression. Therefore these principles are affirmed:

1. To provide the broadest access to film, video, and other audiovisual materials because they are a means for the communication of ideas. Liberty of circulation is essential to insure the constitutional guarantee of freedom of expression.
2. To protect the confidentiality of all individuals and institutions using film, video, and other audiovisual materials.
3. To provide film, video, and other audiovisual materials which represent a diversity of views and expression. Selection of a work does not constitute or imply agreement with or approval of the content.
4. To provide a diversity of viewpoints without the constraint of labeling or prejudging film, video, or other audiovisual materials on the basis of the moral, religious, or political beliefs of the producer or filmmaker or on the basis of controversial content.
5. To contest vigorously, by all lawful means, every encroachment upon the public's freedom to view.

This statement was originally drafted by the Freedom to View Committee of the American Film and Video Association (formerly the Educational Film Library Association) and was adopted by the AFVA Board of Directors in February 1979. This statement was updated and approved by the AFVA Board of Directors in 1989.

Endorsed January 10, 1990, by the ALA Council

Appendix 1: Governance Council Roster

The current Governance Council members are:

Chief Executive Officers (*these representatives may appoint a designee to serve as their representative on the Council*)

Susan W. Kluttz, Secretary, North Carolina Department of Cultural Resources

Dr. R. Scott Ralls, President, North Carolina Community College System

Thomas W. Ross, President, University of North Carolina System

Dr. A. Hope Williams, President, North Carolina Independent Colleges & Universities

COI Representatives

Ruth Ann Copley (Public Libraries), Director of Libraries, Davidson County Public Library System, 602 South Main Street, Lexington, NC 27292 Telephone: 336.242.2064 (email: Ruth.Copley@DavidsonCountyNC.gov)

Suvanida Duangudom (Community Colleges), Northern Wake Campus Librarian, Wake Technical Community College, 6600 Louisburg Rd., Raleigh, NC 27616. Telephone: 919.532.5553 (email: sduangudom@waketech.edu)

Susan Nutter (UNC Libraries), Vice Provost and Director of Libraries, D. H. Hill Library, North Carolina State University, Box 7111, Raleigh, North Carolina 27695-7111. Telephone: 919.515.7188. Fax: 919.515.3628. (email: susan_nutter@ncsu.edu)

Kathy Winslow, (NCICU Libraries), Director of the Library, Elizabeth Braswell Pearsall Library, North Carolina Wesleyan College, 3400 N. Wesleyan Blvd., Rocky Mount, NC 27804. Telephone: 252.985.5134 (email: kwinslow@ncwc.edu)

Appendix 2: Librarians Council Roster

The current Librarians Council members are:

COI Representatives

Ruth Ann Copley (Public Libraries), Director of Libraries, Davidson County Public Library System, 602 South Main Street, Lexington, NC 27292 Telephone: 336.242.2064 (email: Ruth.Copley@DavidsonCountyNC.gov)

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Kathy Winslow, (NCICU Libraries), Director of the Library, Elizabeth Braswell Pearsall Library, North Carolina Wesleyan College, 3400 N. Wesleyan Blvd., Rocky Mount, NC 27804. Telephone: 252.985.5134 (email: kwinslow@ncwc.edu)

State Librarian

Cal Shepard, State Librarian, State Library of North Carolina, 4640 Mail Service Center, Raleigh, NC 27699-4640. Telephone: 919.807.7410. (email: cal.shepard@ncdcr.gov)

Committee Chairs

Leah Dunn (Resource Advisory Committee), University Librarian, D. Hiden Ramsey Library, University of North Carolina at Asheville, CPO# 1500 One University Heights, Asheville, NC 28804-8504. Telephone: 828.251.6545 (email: dunn@unca.edu)

Alan Unsworth (Website Advisory Committee), Reference & Web Services Librarian, Surry Community College, P.O. Box 304, 630 S. Main Street, Dobson, NC 27017. Telephone: 336.386.3317 (email: unswortha@surry.edu)

Georgia Williams (Outreach, Promotions & Partnership Advisory Committee), Director of Library Services, Whitaker Library, Chowan University, P.O. Box 1848, One University Place, Murfreesboro, NC 27855. Telephone: 252.398.6439 (email: willig@chowan.edu)

David Miller (Digital Services Advisory Committee), Library Director, Farmville Public Library, 4276 West Church Street, Farmville, NC 27828. Telephone: 252.753.3355 (email: dmiller@farmville-nc.com)

Appendix 3: Advisory Committee Rosters

Dates indicate the last day of each member's current appointment term. For a description of committee member terms of service see section 3.5.

Digital Services Advisory Committee (DSAC)

- **David Miller (Chair)**, Farmville Public Library, 6/30/2017 (email: dmiller@farmville-nc.com)
- **Debra Hargett (Vice Chair)**, Wingate University, 6/30/2019 (email: dhargett@wingate.edu)
- **Tina Adams**, Western Carolina University, 6/30/2017 (email: tmadams@wcu.edu)
- **Debra Hargett**, Wingate University, 6/30/2019 (email: dhargett@wingate.edu)
- **Peggy Higgins**, Asheville-Buncombe Tech Community College, 6/30/2019 (email: margaretahiggins@abtech.edu)
- **Edward Hirst**, Rowan County Public Library, 6/30/2018 (email: edward.hirst@rowancountync.gov)
- **Steve McKinzie**, Catawba College, 6/30/2018 (email: smckinzi@catawba.edu)
- **David Rachlin**, North Carolina Central University, 6/30/2018 (email: drachlin@ncsu.edu)
- **Michael Roche**, Rockingham County Public Library, 6/30/2019 (email: mroche@co.rockingham.nc.us)
- **Michael Rose**, Guilford Technical Community College, 6/30/2018 (email: marose1@gtcc.edu)
- **Doug Short**, Central Piedmont Community College, 6/30/2017 (email: doug.short@cpcc.edu)
- **Jerry Waller**, Elon University, 6/30/2019 (email: jwaller7@elon.edu)
- **Vacancy** – Community College
- **Vacancy** - UNC System

Outreach, Promotions & Partnership Advisory Committee (OPPAC)

- **Georgia Williams (Chair)**, Chowan University, 6/30/2018 (email: willig@chowan.edu)
- **Carmen Blanton (Vice Chair)**, Brunswick Community College, 6/30/2017 (email: blantonc@brunswickcc.edu)
- **Becky Callison**, Wilson County Public Library, 6/30/2016 (email: bcallison@wilson-co.com)
- **Rita Dursi Johnson**, Lenoir-Rhyne University, 6/30/2018 (email: rita.johnson@lr.edu)
- **Dana Eure**, Charlotte Mecklenburg Library, 6/30/2018 (email: deure@cmlibrary.org)
- **Annie Harris**, Davidson Community College, 6/30/2016 (email: annie_harris@davidsonccc.edu)
- **Mark Sanders**, East Carolina University, 6/30/2016 (email: sandersm@ecu.edu)
- **Tim Speasl**, Union County Public Library, 6/30/2017 (email: tspeasl@union.lib.nc.us)
- **Staci Wilson**, Catawba Valley Community College, 6/30/2015 (email: swilson@cvcc.edu)
- **Joan Williams**, Bennett College, 6/30/2017 (email: jwilliams@bennett.edu)
- **Vacancy** – UNC System
- **Vacancy** – UNC System

Resource Advisory Committee (RAC)

- **Leah Dunn (Chair)**, UNC-Asheville, 6/30/2018 (email: dunn@unca.edu)
- **Jennifer Arnold (Vice Chair)**, Central Piedmont Community College, 6/30/2016 (email: jennifer.arnold@cpcc.edu)
- **Deborah Ashby**, Sandhills Community College, 6/30/2017 (email: ashbyd@sandhills.edu)
- **Carol Cramer**, Wake Forest University, 6/30/2016 (email: cramercj@wfu.edu)

- **Laura Davidson**, Meredith College, 6/30/2017 (email: davidson@meredith.edu)
- **Julie Humphrey**, Durham Technical Community College, 6/30/2018 (email: humphreyj@durhamtech.edu)
- **Tracey Pearson**, Methodist University, 6/30/2018 (email: tpearson@methodist.edu)
- **Jimi Rider**, New Hanover County Public Library, 6/30/2018 (email: jrider@nhcgov.com)
- **Jennifer Sackett**, Lincoln County Library, 6/30/2016 (email: jsackett@lincolncounty.org)
- **Ross Holt**, Randolph County Public Library, 6/30/2017 (email: rholt@randolphlibrary.org)
- **Greg Raschke**, North Carolina State University, 6/30/2017 (email: greg_raschke@ncsu.edu)
- **Vacancy** – UNC System

Website Advisory Committee (WAC)

- **Alan Unsworth (Chair)**, Surry Community College, 6/30/2017 (email: unswortha@surry.edu)
- **Melanie Gnau**, Wake Tech Community College, 6/30/2018 (email: mrgnau@waketech.edu)
- **Anne E. Gometz**, Gaston County Public Library, 6/30/2016 (email: anne.gometz@gastongov.com)
- **Sally Goodman**, Coastal Carolina Community College, 6/30/2016 (email: goodmans@coastalcarolina.edu)
- **Michael Ingram**, High Point University, 6/30/2018 (email: mingram@highpoint.edu)
- **Susan Keely**, UNC School of the Arts, 6/30/2017 (email: keely@unca.edu)
- **Ginny Lewis**, High Point Public Library, 6/30/2017 (email: ginny.lewis@highpointnc.gov)
- **Laura Wiegand**, UNC-Wilmington, 6/30/2016 (email: wiegandl@uncw.edu)
- **Daniel Jolley**, Gardner-Webb University, 6/30/2016 (email: djolley@gardner-webb.edu)
- **Ted Waller**, Meredith College, 6/30/2017 (email: wallert@meredith.edu)
- **Jessica Lundin**, Person County Public Library, 6/30/2018 (email: jlundin@personcounty.net)

Appendix 4: Committee Agenda Template

[Committee Name] Meeting

Date

Time

Location

Address/Directions (for face-to-face meetings)

Phone meeting number and/or URL (if needed)

Committee Members:

Committee Charge:

Expected Meeting Outcomes: [this section lists the actions to be taken during the meeting, such as reviewing and commenting on a document, discussing a proposal, approving an item, etc.]

1. The committee will discuss...
2. Members will review...
3. The committee will provide a recommendation... (etc.)

AGENDA

1. [List agenda item]

Information Item: [description of the agenda item]

(Or)

Action Item: [if the agenda item requires an action, such as approval, discussion, etc., that is detailed here]

2. [List agenda item]

Information Item: [a description of the agenda item]

(Or)

Action Item: [if the agenda item requires an action, such as approval, discussion, etc., that is detailed here]

Etc.

3. Other

4. [Final agenda item before adjournment should be related to the next meeting, including the date of the next meeting, and any actions to be taken before the next meeting]

5. Adjournment

Appendix 5: Committee Minutes Template

[Insert Committee Name] Meeting

Date

Location

Minutes

1. Call to order / agenda review

Attendees:

First Name Last Name (Committee position (e.g. Chair, Ex-officio), Institution)

[First Name, Last Name] called the meeting to order and reviewed the agenda.

2. Agenda Item (Example: Minutes Review)

- a. [Summary of discussion]

Decision: Include specific decision information here.

Example Decision statements:

Minutes of the [Insert Date] meeting were unanimously approved prior to the meeting.

The [Insert Committee Name] unanimously approved/accepted [Insert topic].

3. Agenda Item (Example)

- a. Activity Report
- b. Financial Report
- c. Statistical Report

4. Old Business

5. New Business

6. Announcements:

7. Adjournment:

The meeting was adjourned at [Insert time].

Meeting Dates and Deadlines

Next Meeting: Day, Date, Location

Schedule of [Insert Committee Name] Meetings:

Day, Date, Location

Day, Date, Location

Appendix 6: NC LIVE Member Libraries

Public Libraries

- Alamance County Public Libraries
- Albemarle Regional Library
- Alexander County Library
- Appalachian Regional Library System
- Avery-Mitchell-Yancey Regional Library System
- Beaufort-Hyde-Martin Regional Library System
- Bladen County Public Library
- Brunswick County Library
- Buncombe County Public Libraries
- Burke County Public Library
- Cabarrus County Public Library
- Caldwell County Public Library
- Caswell County Public Library
- Catawba County Library
- Chapel Hill Public Library
- Chatham County Public Libraries
- Cleveland County Memorial Library
- Columbus County Public Libraries
- Craven-Pamlico-Carteret Regional Library System
- Cumberland County Public Library & Information Center
- Davidson County Public Library
- Davie County Public Library
- Duplin County Library
- Durham County Library
- East Albemarle Regional Library System
- Edgecombe County Memorial Library
- Farmville Public Library
- Fontana Regional Library
- Forsyth County Public Library
- Franklin County Library
- Gaston County Public Library
- Granville County Library System
- Greensboro Public Library
- Halifax County Library
- Harnett County Library
- Haywood County Public Library
- Henderson County Public Library
- Hickory Public Library
- High Point Public Library
- Hocutt-Ellington Memorial Library/Clayton
- Iredell County Library
- Kings Mountain - Jacob S. Mauney Memorial Library
- Lee County Library
- Lincoln County Public Library System
- Madison County Public Library
- McDowell County Public Library
- Mooresville Public Library
- Nantahala Regional Library System
- Nash County - Braswell Memorial Library
- Nashville Public Library
- Neuse Regional Library System
- New Hanover County Public Library
- Northwestern Regional Library System
- Onslow County Public Library
- Orange County Public Library
- Pender County Public Library
- Pettigrew Regional Library System
- Polk County Public Library
- Public Library of Charlotte & Mecklenburg County
- Public Library of Johnston County & Smithfield
- Randolph County Public Library
- Roanoke Rapids Public Library
- Robeson County Public Library
- Rockingham County Public Library
- Rowan Public Library
- Rutherford County Library
- Sampson-Clinton Public Library
- Sandhill Regional Library System
- Scotland County Memorial Library
- Sheppard Memorial Library - Pitt County
- Southern Pines Public Library
- Stanly County Public Library
- State Library of North Carolina
- Transylvania County Library
- Union County Public Library
- Vance County - H. Leslie Perry Memorial Library
- Wake County Public Libraries
- Warren County Memorial Library
- Washington - George H. and Laura E. Brown Library
- Wayne County Public Library
- Wilson County Public Library

Community Colleges

- Alamance Community College
- Asheville-Buncombe Technical Community College
- Beaufort County Community College
- Bladen Community College
- Blue Ridge Community College
- Brunswick Community College
- Caldwell Community College & Technical Institute
- Cape Fear Community College
- Carteret Community College
- Catawba Valley Community College
- Central Carolina Community College
- Central Piedmont Community College
- Cleveland Community College
- Coastal Carolina Community College
- College of the Albemarle
- Craven Community College
- Davidson County Community College
- Durham Technical Community College
- Edgecombe Community College
- Fayetteville Technical Community College
- Forsyth Technical Community College
- Gaston College
- Guilford Technical Community College
- Halifax Community College
- Haywood Community College
- Isothermal Community College
- James Sprunt Community College
- Johnston Community College
- Lenoir Community College
- Martin Community College
- Mayland Community College
- McDowell Technical Community College
- Mitchell Community College
- Montgomery Community College
- Nash Community College
- North Carolina Community College System Office
- Pamlico Community College
- Piedmont Community College
- Pitt Community College
- Randolph Community College
- Richmond Community College
- Roanoke-Chowan Community College
- Robeson Community College
- Rockingham Community College
- Rowan-Cabarrus Community College
- Sampson Community College
- Sandhills Community College
- South Piedmont Community College
- Southeastern Community College
- Southwestern Community College
- Stanly Community College
- Surry Community College
- Tri-County Community College
- Vance-Granville Community College
- Wake Technical Community College
- Wayne Community College
- Western Piedmont Community College
- Wilkes Community College
- Wilson Technical Community College

University of North Carolina System (UNC)

- Appalachian State University
- Area-L AHEC
- Charlotte AHEC
- East Carolina University
- Eastern AHEC
- Elizabeth City State University
- Fayetteville State University
- Greensboro AHEC
- Mountain AHEC
- NC LIVE Offices
- North Carolina A&T State University
- North Carolina Central University
- North Carolina School of Science and Mathematics
- North Carolina School of the Arts
- North Carolina State University
- Northwest AHEC
- South East AHEC
- Southern Regional AHEC
- UNC-Asheville
- UNC-Chapel Hill
- UNC-Charlotte
- UNC-General Administration
- UNC-Greensboro
- UNC-Pembroke
- UNC-Wilmington
- Wake AHEC
- Western Carolina University
- Winston-Salem State University

North Carolina Independent Colleges & Universities (NCICU)

- Barton College
- Belmont Abbey College
- Bennett College
- Brevard College
- Campbell University
- Catawba College
- Chowan University
- Davidson College
- Duke University
- Elon University
- Gardner-Webb University
- Greensboro College
- Guilford College
- High Point University
- Johnson C. Smith University
- Lees-McRae College
- Lenoir-Rhyne College
- Livingstone College
- Louisburg College
- Mars Hill College
- Meredith College
- Methodist University
- Montreat College
- Mount Olive College
- NCICU System Office
- North Carolina Wesleyan College
- Peace College
- Pfeiffer University
- Queens University of Charlotte
- Saint Augustine's College
- Salem College
- Shaw University
- St. Andrews Presbyterian College
- Wake Forest University
- Warren Wilson College
- Wingate University

Former NC LIVE Member Libraries

- Barber-Scotia College (no longer a member of the NCICU)
- Central North Carolina Regional Library (split into Alamance County Library and Chatham County Library)
- Gaston-Lincoln Regional Library (split into Gaston County Library and Lincoln County Library)
- Hyconeechee Regional Library (split into Caswell County Library, Orange County Library, and Person County Library)
- NC Center for Applied Textile Technology (institution closed)