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# Rethinking Resource Sharing Around the World

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**Abstract:**

*In 2005, a group of librarians, library system vendors and library technology specialists from North America came together around the realization that library resource sharing, in the traditional sense, was library-focused, rather than customer-focused, and that policies and procedures needed reconsideration and updating. A larger group then formed to begin radically rethinking resource sharing in response to global developments in technology and with a greater focus on customer service. Thus, the Rethinking Resource Sharing Initiative (RRSI) was born. In the last ten years, members of the Initiative have created and disseminated A Manifesto for Rethinking Resource Sharing, encompassing these principles. They have also created and recently expanded the STAR Checklist of best practices, which is administered by the STARS (Sharing and Transforming Access to Resources Section) Rethinking Resource Sharing Policies Committee of RUSA, the Reference and User Services Association, a division of ALA, the American Library Association. The Checklist is a progressive list of policies and best practices intended to reduce barriers to resource sharing between libraries and their users as well as among libraries of all types around the world. This paper discusses the Rethinking Resource Sharing Initiative, its Manifesto and STAR Checklist, the international use and impact of these tools, and invites you to join the RRSI in rethinking our Manifesto as it enters its second decade.*

# Rethinking Resource Sharing Around the World

Library resource sharing specialists work to connect people with the information they need to enhance their lives and contribute to their communities, regardless of the location or format of that information.  It is because this work is so important to individuals and so beneficial to our shared global society, that librarians collaborate, both within and among institutions, to find new and better ways to share information and resources as efficiently and effectively as possible.  In conjunction with rapidly developing technologies that support the sharing of information and resources on behalf of our library users, librarians today can facilitate access to more resources for more information seekers than ever before possible.  There is clearly a need for library resource sharing for users of smaller libraries and for people without easy access to the internet.  Moreover, even with the entire internet at their fingertips and/or access to rich local library collections, information seekers still turn to resource sharing specialists at all types and sizes of libraries for the interlending and document supply of loans and copies, millions of times every year.

## The Rethinking Resource Sharing Initiative (RRSI)

Many local, national and international library associations, including IFLA and its Document Delivery and Resource Sharing Section (DDRS), exist with the goal of facilitating access to information that helps people to learn, create and grow.  The organization we represent, the Rethinking Resource Sharing Initiative (RRSI), also shares this goal.  However, we are different in that we are an *ad hoc* international group focused on rethinking the process that we know as interlending, document supply, interlibrary loan, library resource sharing or just ILL.  This rethinking initiative began in 2005, when a group of librarians, product vendors and library technology specialists came together to write a discussion paper about technological changes that had and could influence the future of library information and resource sharing.  In their initial timeline for action, they noted that the "real work" would begin in the summer of 2006 and would consist of "translating the newly understood resource sharing needs into goals, objectives, and tasks" (Bailey-Hainer et al. 2005, 7).  Ten years later, the RRSI participates in educational efforts that help librarians rethink what they do and how they do it and that encourage more innovative services and less restrictive policies, enabling more and easier library resource sharing.  Our mission is "Rethinking Resource Sharing. Inspiring libraries. Empowering people." and our purpose is "to foster an updated framework of cooperation and collaboration (Rethinking n.d.1)." We strive to do this by acting as a catalyst movement for systematic change; working to become an influential "think tank" — defining and promoting resource sharing best practices; and inspiring a change in attitude about information access and services.  We also encourage librarians to open up their collections and to find new ways to serve not just their local patrons, but all library users and information seekers.

Since the Rethinking Resource Sharing Initiative has been actively promoting library information sharing for ten years, it seems an appropriate time to reflect on both what we have achieved as well as what remains to be addressed.

Accomplishments include:

- development of our Manifesto, which you will hear more about momentarily
- sponsorship of several successful "rethinking" forums for resource sharing practitioners and technology specialists
- creation of an annual Innovation Award to showcase innovation in resource sharing
- establishment of a joint Rethinking Resource Sharing Policies Committee with STARS, the Sharing and Transforming Access to Services Section of RUSA, the Reference and User Services Association, a division of ALA, the American Library Association
- development of two versions of the *STAR Checklist* of best practices, designed to encourage and reward implementation of access-oriented resource sharing services (Rethinking 2015), and
- participation in information standards development, including Version 2.02 of the NISO Circulation Interchange Protocols (ANSI/NISO 2012) and the new ISO Standard: Information and documentation — Interlibrary Loan Transactions (ISO 2014).

As for the work that still needs to be done, all of us who work in libraries know the satisfaction of connecting library users with needed resources. We also recognize the many challenges to library information and resource sharing that remain. Most notably, in the last ten years, e-resources have greatly increased and librarians who want to share them confront limitations from restrictive license terms, varied technological platforms and copyright laws. Equally importantly, library budgets have not increased, creating greater need for library resource sharing than ever. Another factor is that, while it is now so much easier to find references to information online and, while much of this material is freely accessible online, there is still a significant amount that is only available in libraries or behind publisher pay-walls. Therefore, it is not always easy or affordable to gain access to vital information resources.

The RRSI welcomes participation from everyone interested in rethinking resource sharing. The group was created outside of existing library organizations so that we could more quickly make decisions and encourage participation regardless of library type, size or location around the world. The Initiative is vendor neutral, including and working with interested library vendors and technologists, as well as librarians. There are no fees for participation. We also collaborate with library consortia and associations such as IFLA DDRS and ALA RUSA STARS, whose Policies Committee is the group that created and administers the STAR Checklist that we will be discussing a bit later today.

**The Manifesto**

Before we move on to the Checklist, however, we need to introduce the Initiative's *Manifesto for Rethinking Resource Sharing* (Daugherty et al. 2007). By definition, a manifesto is a public declaration of policies or aims. The word dates from the mid-17th century, and is related to the Italian word, *manifestare*, which means to show, and the Latin, *manifestus*, which means to make clear. Popular usage may make us think of manifestos as revolutionary, like the 1776 *Declaration of Independence*, the 1789 *Declaration of the Rights of Man and of the Citizen*, and the 1848 *Manifesto of the Communist Party*. However, they do not have to be. There is, and always has been, continual evolutionary change in the world of libraries and library resource sharing. Certainly digital information is revolutionary, but since rethinking library work is also constant, changes in our work are generally more evolutionary than

revolutionary. This does not mean that change has to be slow, but it can be incremental, sometimes making progress hard to perceive. Therefore, it is important to recognize that anything, however large or small, we can do to help information seekers by sharing more resources among libraries is valuable, not only to users of our own library but to the global resource sharing community and global society, at large.

The most recent version of the STAR Checklist is organized according to the seven principles of the Rethinking Resource Sharing Manifesto. These are:

1. Restrictions shall only be imposed as necessary by individual institutions with the goal that the lowest possible barriers to fulfillment are presented to the user.
2. Library users shall be given appropriate options for delivery format, method of delivery, and fulfillment type, including loan, copy, digital copy, and purchase.
3. Global access to sharable resources shall be encouraged through formal and informal networking agreements with the goal towards lowest barrier to fulfillment.
4. Sharable resources shall include those held in cultural institutions of all sorts: libraries, archives, museums, and the expertise of those employed in such places.
5. Reference services are a vital component to resource sharing and delivery and shall be made readily accessible from any initial "can't supply this" response. No material that is findable should be totally unattainable.
6. Libraries should offer service at a fair price rather than refuse but should strive to achieve services that are not more expensive than commercial services, e.g., bookshops.
7. Library registration should be as easy as signing up for commercial web based services. Everyone can be a library user.

Now that the Manifesto is ten years old, we are taking a fresh look at it and starting to discuss how much of it is still relevant and how much may need rethinking, expansion or deletion. If you are interested in helping us rethink the Manifesto, please visit the RRSI website at http://rethinkingresourcesharing.org/manifesto/rethink-the-manifesto/ and share your thoughts. You also will find a *Facilitator's Guide* on the website to help you start discussions about rethinking resource sharing (Rethinking, n.d.2). Questions that you may want to consider as you rethink the services and policies at your libraries include:

- What trends do you see that could have a significant impact on resource sharing in the next few years?
- What user-centered services do you have in place that align with the principles of the Manifesto?
- What solutions have you found to overcome barriers to achieving user-centered services?
- What other steps could libraries take to provide such services?
- What could help you provide more access-oriented services at your library?
- What are one or two steps you could take in the near term to move your library toward more user-centered resource sharing services?

As we consider the STAR Checklist further, please also consider the seven Manifesto principles, and share with us any ideas that you would like to see included as we rethink our shared goals for library resource sharing, both for today and for the future.

**The STAR Checklist**

In 2009, the Rethinking Resource Sharing Initiative held its fourth Forum at OCLC in Dublin, Ohio. During this forum, a working group brainstormed ways to encourage resource sharing practitioners to evaluate their policies and procedures to be more in line with the principles of the Manifesto. The group decided that a checklist of best practices leading to a certificate and letter of recognition from the Initiative would be helpful. By this point, the American Library Association RUSA STARS Rethinking Resource Sharing Policies Committee had been established jointly with the RRSI and seemed to be the best group to carry this work forward. The Policies Committee began to work on a checklist of best practices that would encourage ILL specialists to rethink how they deliver ILL services. Thus, the STAR Checklist is the outgrowth of a collaboration between the Rethinking Resource Sharing Initiative and ALA RUSA STARS. The first version of the Checklist was released in 2011 and has been completed by about 100 libraries around the world. However, since we wanted to add more items to the list almost immediately, work soon began on creating a second version, which was released in 2015. Although it was not always possible, we made a special effort in the second version of the Checklist to be platform neutral, to speak to all types and sizes of libraries and to speak to libraries throughout the world.

What is the Checklist and what can you do with it? It is a list of one hundred best practices organized around the seven principles of the Rethinking Resource Sharing Initiative Manifesto. Interested library staff can print out a PDF of the Checklist and compare their resource sharing practices to it, indicating whether their services currently incorporate a given practice (earning two points), whether they plan to implement it in the next twelve months (earning one point) or do not do that practice (earning no points.) The maximum score is 200 points; however, since the Checklist is intended to be challenging, no library is expected to earn a perfect score. Instead, the hope is that forward-thinking libraries will earn at least one star (see below), encouraging them to be proud of what they are currently doing while giving them an incentive to try to do even more. Libraries engaging in at least sixty percent of the best practices qualify for one star. Those engaging in at least seventy percent qualify for two stars. Those engaging in at least 80 percent qualify for three stars and those engaging in 90 percent or more qualify for four stars. Once the Checklist is scored, a certificate and letter recognizing the library's STAR status are sent to the appropriate contact to be displayed and shared with their library administration. STAR Libraries are also acknowledged on the Rethinking Resource Sharing Initiative website. The Checklist also includes an additional unscored question that provides libraries with an opportunity to share information about innovative practices that are not currently part of the Checklist.

The primary purpose of the Checklist is to serve as a catalyst for conversations regarding the practices of library resource sharing departments. We have tried to include *best* practices – practices that are on the cutting edge of what libraries could be doing in terms of resource sharing. Still, it is likely the case that not all of the Checklist points are possible or appropriate for every library. For example, one of the library symbols that I manage as a lender is comprised of 43 libraries scattered over an area covering 500 square miles. Materials must be sent to our office for onward shipping to the requesting library. Under these circumstances, our response time is not what I would like it to be, although we do our best. However, is it possible that we could do better if we rethink procedures and policies? For instance, could we negotiate with some of the biggest borrowers and lenders within that consortium for subsidies if they mailed items directly to the requesting library? The whole point of the Checklist is to help you and your colleagues think about why you are doing things

the way you are doing them and whether there might be a better way. It could be that your current practices make the most sense for your particular situation. However, something different might occur to you because you saw it in the Checklist or because an item there prompts you to think about something in a different way.

The Checklist is meant to be appropriate for libraries of all types: academic libraries, public libraries and special libraries. It is meant to be appropriate for libraries of all sizes from the largest to the smallest. It is meant to be appropriate for libraries in different locations around the world. It has certainly been a challenge to try to design one list that meets all of these needs. We are particularly appreciative for the chance to present to you at this conference and invite your feedback in this regard.

We hope that the process of completing the Checklist is both interesting and challenging. Working through the Checklist can be thought of as a different kind of resource sharing. Instead of sharing library materials with other libraries, we are sharing and comparing the practices of our own resource sharing department with those of resource sharing departments around the world. We are sharing expertise and ideas rather than, or in addition to, library materials. Again, not every practice may be appropriate for every library, but in the process of discussing the Checklist, other ideas for improving your resource sharing services may surface within your staff or among colleagues in the greater library community.

The Checklist can also serve as a good conversation starter during meetings of resource sharing groups. It can be used to help different library partners develop a common understanding of current practices and to brainstorm possible changes in those practices for the benefit of all. As you are about to hear, since its inception, the Checklist has served as the focus of thought-provoking presentations and discussions in many places around the world.

The Checklist has been approved by the ALA RUSA STARS Executive Board, as well as by the Rethinking Resource Sharing Initiative Steering Committee. By participating in this project, your own department can demonstrate to your administration that you are aware of the best practices in the field by earning STAR status. In the second version of the Checklist, the Rethinking Resource Sharing Initiative Steering Committee is collecting responses in a way that allows us to better analyze the data. We are interested in answering a variety of questions, such as: Which practices are implemented by which types and sizes of libraries and in which locations? Which items are the most challenging and are implemented by only a few libraries? We hope to have some data that we can share soon. We anticipate that resource sharing departments and consortia can use this data to persuade sometimes reluctant administrations that certain practices are now the norm for libraries of their type or to gain recognition from supportive administrations for being leaders in the field, ahead of the rest.

So, we encourage you to look at the STAR Checklist. Print it out, if you like, and talk it over with your staff, with other colleagues in your library and in your larger resource sharing community. Complete the Checklist online and become a STAR! Also, please give us feedback about the Checklist. Do the practices make sense in your location and situation? Are there items that we should clarify or rework? Please let us know what you think. We would love to hear from you.

**The Checklist in the United States of America**

Now that we've discussed the RRSI, the Manifesto, and the STAR Checklist themselves, let us focus on how the Manifesto and Checklist have been promoted and put to use in different parts of the world. First we will take a look at the Checklist in the United States and then discuss its use and impact in other parts of the global resource sharing community. Hopefully, the information we share today will prove useful to you in your efforts to provide more access-oriented resource sharing service in your own library and in the broader resource sharing community in your part of the world.

As you may already know, the library environment in United States (U.S.) is relatively decentralized compared with the rest of the world. While the U.S. has long had national libraries for Medicine and Agriculture, the original mission of our *de facto* national library, the Library of Congress (LC), was, as its name implies, to serve the information needs of the U.S. Congress. While its mission has been broadened over time, it still does not fulfill all the usual roles of a national library. In the case of resource sharing, LC provides domestic and international interlibrary loan services from its massive collections; however, it does not set nor significantly influence interlibrary loan policies or procedures for other U.S. libraries. The decentralized nature of the U.S. library environment significantly influences how resource sharing is conducted among U.S. libraries and likewise, the promotion and implementation of policy and best practices tools such as the RRSI Manifesto and STAR Checklist. In the absence of a structured national library network and communication channels, spreading the word about the STAR Checklist among U.S. libraries requires identifying and communicating through numerous online discussion lists, library associations, consortia, and other disparate library groups at the national, regional, state and local levels.

In recent years, members of the RRSI have been successful in raising awareness of the Manifesto and Checklist in the U.S. using major online discussion lists and by giving presentations at major association and consortia meetings and at regional resource sharing conferences. We have also targeted state and local library organizations in our respective geographic areas. Further penetration within the U.S. resource sharing community has been achieved in part by encouraging subscribers of major ILL discussion lists to share posts on other lists to which they subscribe. Since face-to-face presentations like this one are part of the mix, we gladly share presentation materials, not only among members of the RRSI, but also with others willing to present in venues that we, ourselves, cannot reach. In short, in the decentralized U.S. library environment, it takes real *ad hoc* and grassroots efforts, well beyond the RRSI itself, to achieve our goal of reaching ILL practitioners in all types and sizes of libraries throughout this very large country.

At the national level, we are fortunate that there have been two revisions of the Interlibrary Loan Code for the United States (ILL Code) since the Manifesto was written. The first ILL Code revision predated the first STAR Checklist; however, the most recent revision of the ILL Code (ALA 2016a) and its Explanatory Supplement (ALA 2016b) coincided with the development of the second Checklist version. In both cases, RRSI steering committee members and others active in the Initiative were also involved in ILL Code revision and brought a "rethinking" mindset to the process. While the U.S. ILL Code still generally reflects established rather than innovative resource sharing practices, language in the accompanying Explanatory Supplement definitely espouses more forward-thinking practices in line the Manifesto and Checklist. Examples include encouragement for libraries "to explore and use non-traditional means when available to ensure maximum accessibility and

convenience for users" (ALA 2016b, Intro.), to borrow materials that are owned by the local library but not currently available for check-out (2.1), to lend from special collections and to lend internationally according to related guidelines (3.1 & 3.2), and, in general, to lend as liberally as possible, considering requests on a case-by-case basis rather than applying blanket restrictions because of format or the collection in which an item is housed (5.4).

The Manifesto and Checklist are also finding their way into U.S. library consortia and association efforts to establish or update resource sharing guidelines and best practices. This is sometimes due to the direct involvement of RRSI members but in other cases is an indirect result of our efforts to raise awareness. For example, we were pleased to learn that the ILL Special Interest Group of the Art Libraries Society of North America (ARLIS/NA) had a lively and well-received discussion of the Manifesto and Checklist during their conference this past spring. We sincerely hope that, as a result, more art and museum libraries will join the first two that have become STAR Libraries since the new Checklist was made available. It has also recently come to our attention that the Manifesto and Checklist are being actively consulted by the executive and working groups of SHARES, the resource sharing arm of the 172-member, mostly North American, OCLC Research Library Partnership (RLP), as they revamp their purpose, principles and procedural documents. The influence of the Manifesto seems clear in the newly adopted SHARES Statement of Purpose:

> …. SHARES supports proactive collaboration among its member libraries. This collaboration results in generous resource sharing, primarily through interlibrary loan of and onsite access to the participating libraries' strong, rich, diverse, and often unique collections, regardless of rarity or format. SHARES membership and its Executive Group explore and recommend current and innovative technologies, policies, and practices to facilitate this enhanced sharing. (OCLC Research 2016)

Thus, while embrace of the Manifesto principles and Checklist best practices often proceeds more organically than systematically in the U.S., we are especially pleased that the combination of these two documents into version 2 of the Checklist is sparking new interest and engagement among libraries and library organizations in the U.S. and in other parts of the world, as well.

At the time of this writing, of the approximately 140 STAR libraries (from both Checklist versions) throughout the world, approximately 110 are U.S. libraries. This is a bit misleading because, especially outside the U.S., STAR "libraries" may represent whole library systems or networks rather than individual libraries. That being said, we are pleased that there are so many U.S. STAR libraries representing all regions of the country. Also worth noting is that 90% of the U.S. STAR libraries are academic (college and university) libraries, with public library systems comprising most of the remaining 10%. Again, it is a bit misleading to compare individual libraries with public library systems made up of dozens of libraries. However, as OCLC data shows, the top lending libraries using the WorldShare ILL system are large academics (see, e.g., OCLC Worldshare 2016). Therefore, it is significant that so many academic libraries in the U.S., both public and private, are providing resource sharing services using practices that are worthy of STAR recognition. So, we can be proud of our efforts in the U.S. so far but we also have more work to do, especially when it comes to public libraries and smaller libraries of all types.

Moving to the individual library level, let us look at examples of access-oriented practices that are 1) already in place at some STAR Libraries or 2) are being worked on by libraries hoping to achieve STAR status, either for the first time or hoping to move to a higher level of "STAR"dom as a result of further enhancement of their ILL services. We also offer possible ways to overcome resistance that may arise within or outside ILL units that are trying to move beyond traditional boundaries to provide more user-focused and access-oriented resource sharing services. Examples of practices that we encourage librarians to consider include:

- Lending audio-visual items – perhaps first on a case-by-case basis to trusted library partners, expanding to more libraries after establishing a track record of success
- Providing ILL-based purchase-on-demand – beginning by buying requested items instead of borrowing in a limited way (with a lower price limit, narrow scope and/or some review by collection managers) and, after a period of success with tighter limits, moving to a higher price limit, broader scope and little to no outside review before purchase by ILL
- Lengthening loan periods – to benefit both borrower and lender by eliminating the need for as many renewals; perhaps overcoming objections with reminders that loaned items can 1) be recalled at any time if needed locally OR 2) can be requested via ILL themselves
- Lending bound periodical volumes, reference items, etc. – utilizing shorter loan periods, limiting such items to in-library use at the borrowing library and/or requiring expedited return shipping so they can be returned quickly, especially if recalled for local use
- Supplying articles/chapters from e-resources where licenses allow – discussing with those who negotiate licenses for your library 1) the need for provisions that allow reproduction for ILL and 2) for keeping ILL staff informed of such license provisions
- If facing extremely tight budgets, considering the kinds of materials that are most important for your library to lend and continuing to lend those items rather than more widely available ones that other libraries with healthier budgets can easily provide

For my part, I will close with words of encouragement for those striving to embrace the principles of the Manifesto and implement the kind of best practices set forth in the new Checklist: begin and continue the conversation -- in your library, library system, consortia, state, province and/or country. The new Checklist, which incorporates the Manifesto, is a great place to start. Even if you do not get a positive response to something you have proposed right away, know that you have planted a seed (and try planting another). Seeds planted and tended over time likely will bear fruit in the future, perhaps when and how you least expect it. If we share not only our library collections but also our knowledge, creativity, and commitment, we stand to benefit not only our local library and its users but also the entire global library resource sharing community.

**The Checklist in Europe and Australasia**

As has been mentioned earlier in this presentation, the Rethinking Resource Sharing Initiative is an *ad hoc* international group. The group of people that came together to create the Manifesto were all from North America but very soon it was decided that the initiative should have a global focus rather than solely a North American one. This is also the reason why the Manifesto was translated into seven other languages than English, including Chinese, Czech, Danish, French, Italian, Portuguese and Spanish (Rethinking, n.d.3). The translations of the Manifesto reflect to a certain extent the countries that have been most engaged in this process

of change and we see the same picture when we look at which countries are represented on the list of STAR libraries. We are pleased that many ILL colleagues around the world have used the Manifesto when developing and improving their services to local users. Today I would like to focus on Denmark and Australasia as examples of how the Manifesto has inspired change and supported a new culture of resource sharing, so to speak, in two different ILL environments.

First let us take a look at what has happened in Denmark. A well-known quote states that "Something is rotten in the state of Denmark." This may very well be true; however, we have improved since Shakespeare put these words in the mouth of Prince Hamlet. I have had the chance to participate in some of the earlier mentioned forums organized by the RRSI and later I became a member of the Steering Committee. This involvement prepared me to give presentations at various conferences in Denmark and in that way engage the local Danish ILL community.

In Denmark we have a long tradition of providing ILL services to all types of users and are proud of offering a very efficient and free service. The situation is very different than what you just heard from my colleague when she talked about the U.S. For example, since 1920, we have had a law that governs the activities of all publicly funded libraries. The most recent library law, from the year 2000, states, "Through participation in the general interlibrary loan service the public libraries must endeavour to provide the users with such material as the library itself does not possess" (DNLA 2000, 1:5[2]).

The Danish National Library Authority (DNLA) has over the years published revised editions of a set of principles and guidelines that help libraries fulfill this obligation by suggesting best practices, etc., based upon the text of the law. The previous version of these principles and guidelines dated back to 2001 and ten years later it felt outdated and in need of a thorough revision, very likely because of the rethinking process that swept through the whole ILL community. So, in my opinion, a great idea was put forward: Why not rewrite the whole document and create a new set of principles and guidelines around the framework of the seven principles in the Manifesto? The idea was immediately accepted, the work began, and, in 2012, the new national *Principles and Guidelines for Resource Sharing between Libraries in Denmark* were published (Kulturministeriet 2012).

You may wonder how the principles stated in the Manifesto are reflected in our new principles and guidelines. Let me give you an example: As previously noted, the first of the Manifesto principles reads: "Restrictions shall only be imposed as necessary by individual institutions with the goal that the lowest–possible barriers to fulfillment are presented to the user." One barrier for the user could be that needed material is held by the user's home library but is out on loan and therefore not available to the user when requested. This barrier is eliminated in a very elegant manner when the principles and guidelines talk about the purpose of library resource sharing. Here it is very clearly stated that "no library can be expected to hold every item needed by a user in its own collection. Also the number of copies of a title held by a library may prove to be insufficient to meet the demand of the users" (Kulturministeriet 2012, 6). So, there is no doubt about it: it is perfectly OK to use interlibrary loan also to obtain materials already held but not currently available instead of having users wait unnecessarily for the local copy to be returned. As you can imagine, this new policy was not immediately accepted in all libraries or by all ILL librarians around the country. Then, in 2015, new functionality was enabled in the Danish Union Catalog ILL request handling system that supports unmediated sending of ILL requests. This new

functionality gives requesting libraries the opportunity to switch on a feature to allow requests for material held in its own collection but presently out on loan to be sent automatically to another library. Before this new feature was implemented the system would have created a hold in the local library OPAC regardless of the due date of the item on loan.

There are many other enhancements that deserve mentioning but let us move from Denmark to the opposite side of the globe: Australia and New Zealand. When taking a look at the list of STAR libraries found on the RRSI website, libraries from this region have a remarkable presence. So, when preparing this part of our presentation I decided to contact two colleagues from Australia, Margarita Moreno from the National Library of Australia and Sharon Nicol from the University of Newcastle, and I asked them how they had used the Manifesto and the Checklist in their region. They reported back that most of the libraries appearing on the list of STAR libraries are members of a group called the National State Libraries Australasia group or NSLA. NSLA includes all of the State and National Libraries of Australia and New Zealand. These partners have been working since about 2009 on a number of initiatives to improve their collective workflows. Between 2009 and 2013, NSLA had a Delivery Working Group look at ILL and document delivery practices in the sector with a mandate to review workflows and make improvements. The team looked at a number of processes, conducted surveys and recommended improvements. The group also took the opportunity to review the Manifesto and developed a policy framework model for delivery of copies based on it.

As previously mentioned, the NSLA group also actively participated in the STAR Checklist program. The following is a quote from the report sent by Margarita Moreno: "Given all of the changes we were undergoing, it was seen as an opportunity to measure ourselves against the program, and then to consider our workflows and [ask] was there scope for further changes?" (email message to P. Erlandsen, 30 May, 2016)

I believe that these examples from two different continents demonstrate that the Manifesto as well as the STAR Checklist both have made great impact and have challenged libraries globally to rethink and improve their interlending and document supply services.

**Conclusion**

We hope that after hearing about the Rethinking Resource Sharing Initiative and the STAR Checklist today, your curiosity has been piqued and you will take a look at our website. There you will find information to help you to rethink resource sharing at your own libraries and within the larger resource sharing community in which you participate. We also hope that you will become involved with the Rethinking Initiative by:

- Completing the STAR Checklist and becoming a STAR library. We encourage you to submit your responses so that your library can join our growing list of resource sharing STARS and be recognized for your efforts to improve information access for your library users
- Starting your own grassroots effort. Introduce the new version of the STAR Checklist, including the current Manifesto principles, at your library and to other libraries in your area. Give a presentation at a local or regional meeting and lead a discussion about the relevance of its principles and practices within your resource sharing community, now and in the future. Feel free to contact a member of the RRSI Steering Committee to discuss adapting a presentation for your local community; and/or

- Nominating an individual or institution for the Rethinking Resource Sharing Innovation Award to recognize changes they have made to improve user access to information through resource sharing in their library, consortium, state, province or country

In the months ahead, as we lead the rethink of the Manifesto, review submissions of the STAR Checklist and give more presentations at conferences like this one, we hope to inspire greater participation and discussion about innovative library resource sharing practices among those in the field as well as with colleagues engaged in other library functions. The need for sharing information and library resources is great and its value for our library users, our libraries and society is profound. We thank you for the work you are doing and will continue to do to facilitate library resource sharing around the world, both now and in the future.

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