Systemwide ILS (SILS)
Phase 4 Shared Governance Structure

February 21, 2020

Endorsed by the Council of University Librarians
Endorsed by the SILS Working Group
Submitted by the Shared Governance Task Force

Table of Contents

Introduction **2**

Phase 4 Shared Governance Diagram **3**

SILS Work Practices **5**

Roles & Responsibilities for Cohort Members 5

Best Practices for Cohort Members 7

SILS Decision-Making 9

SILS Working Group charge **13**

SILS Implementation Coordinators charge **16**

SILS ILS Data Cleanup Subgroup charge **18**

SILS Patron Data Subgroup charge **21**

SILS Policy & Practice Coordinators charge **23**

SILS Policy & Practice Functional Groups charge **25**

SILS Escalation Leaders charge **29**

SILS Training & Outreach Coordinators charge **32**

SILS Internal Training Subgroup charge **34**

SILS End-User Outreach Subgroup charge **36**

SILS Project Manager Operation Leads charge **38**

SILS Communication Operation Leads charge **41**

SILS Shared Governance Task Force charge **43**

Introduction

The Systemwide ILS (SILS) Shared Governance Task Force was charged by the SILS Working Group in summer 2019 to plan and develop SILS governance for the forthcoming migration and implementation phase of work, as well as for ongoing, UC Libraries Advisory Structure (UCLAS) integrated governance. With this package of documents, the task force submits its proposed phase 4 (implementation) shared governance structure.

During phase 4, the SILS will remain a Council of University Librarians (CoUL) charged project, with CoUL serving as project sponsor at the highest level and the Direction and Oversight Committee (DOC) providing key consultation and guidance. The SILS Working Group will continue to lead and manage the SILS Project. Phase 4 will cover implementation of the Ex Libris Alma and Primo VE services, decision-making around SILS policies and practices, internal training and end-user outreach. Phase 4 will officially commence in March 2020 and will conclude sometime between September and December 2021 (the SILS Working Group will determine a more precise end date once the phase is underway and a plan established for post-implementation activities).

This package of documents reflects phase 4 groups, charges and work practices based on the best available information; because this is a systems implementation project, and particularly because we are working with a third-party vendor, some processes and deliverables may need to be adjusted as the work unfolds. Cohort members are asked to remain open-minded and respond to changing project needs as required. Chairs and project managers should consult with the SILS Working Group when substantive workflow, process and/or deliverable adjustments are needed.

The phase 4 shared governance structure does not define how local implementations should be organized. CoUL members should not only appoint their phase 4 Implementation Coordinator (see page 16 for the Implementation Coordinators charge), but also determine the best way in which to manage their local Ex Libris Alma and Primo VE implementations and integrations, and delegate accordingly.

In phase 4, the Shared Governance Task Force will resume and complete their charge with the delivery of both a transition plan and recommendation for ongoing SILS shared governance.

SILS Phase 4 (March 2020 - Sept/Dec. 2021) Shared Governance Model

Council of University Librarians (CoUL) - *Project Sponsor*

Direction & Oversight Committee (DOC) - *Consultant*

SILS Working Group
(to include a steering committee) NR

Implementation Groups

Implementation Coordinators R

ILS data clean-up R

Patron data R

Addt'l subgroups as necessary

Self-organized local teams (mandatory)

- Implementation
- ILS data clean-up

Policy & Practice Groups

Policy & Practice Coordinators NR

Functional Groups

- Acquisitions & E-Resources SR
- Digital Collections SR
- Discovery SR
- Fulfillment & ILL SR
- Resource Management SR

Escalation Leaders

- Archives & Special Collections R
- Public Services R
- Technical Services R

Addt'l groups and leaders as necessary

Consultation venues:

- CKGs
- Self-organized local teams

Training & Outreach Groups

Training & Outreach Coordinators NR

- Internal Training SR
- End User Outreach SR

Addt'l groups as necessary

Self-organized local teams (mandatory)

- Internal Training
- End User Outreach

Operation Leads

Communication Operation Leads NR

Project Manager Operation Leads NR

Addt'l Operation Leads as necessary

Task Forces

Shared Governance Task Force R

Addt'l Task Forces as necessary

Legend: NR Non-Representative membership R Representative membership SR Stepped Representative membership Reports directly to the SILS Working Group

16-Jan-2020

Phase 4 Shared Governance Definitions

The proposed SILS phase 4 shared governance model has three core areas of work:

- **Implementation** (working at the systemwide and campus levels on systems implementation);
- **Policy & Practice** (supporting policy and practice decision-making specific to implementation, as well as more broadly determining what to standardize and what to keep local/campus-based);
- **Training & Outreach** (for UC Libraries employee training and end-user outreach).

The phase 4 shared governance model includes the following group types:

- **Working Group** leads and manages the project, reporting to CoUL and consulting with DOC;
- **Coordinators** report directly to the working group and are responsible for managing implementation, systemwide policy and practice, and training and end-user outreach;
- **Operation Leads** report directly to the working group and are responsible for operational leadership and support across the shared governance structure in areas such as communications and project management;
- **Task Forces** report directly to the working group and are responsible for specific activities (e.g. shared governance) that shape or interact with the work areas managed by the coordinators;
- **Functional Groups** report to the Policy & Practice Coordinators and are comprised of experts responsible for the discussion and decision-making around harmonization (i.e. determining when practices should remain local/campus-based and when/how they should be standardized);
- **Escalation Leaders** report to the Policy & Practice Coordinators and are comprised of campus leadership (e.g. managers, heads, AULs) around core functional areas (i.e. archives and special collections, public services, technical services); they are available when harmonization decisions need to be escalated;
- **Subgroups** will be charged by (and report to) the Coordinators as necessary (SILS Working Group approval is required when a new subgroup involves new FTE not already part of the cohort).

Membership for the phase 4 groups and subgroups will be:

- **Non-Representativ**e (a subset of the UC Libraries comprise the membership of the team);
- **Representative** (all campuses and CDL have a member on the team);
- **Stepped Representative** (all campuses and CDL have a Step A or Step B member on the team);
    - Step A members (“members”) represent a fully participating campus; members attend meetings and participate in decision-making and activities defined in their charge;
    - Step B members (“liaisons”) represent a campus that has assigned a liaison for informational purposes; liaisons share information and decisions with their campus colleagues and respond to information requests from Step A group members; liaisons do not participate in decision-making or attend meetings, but they proactively track group information and decisions using the available documentation and communication mechanisms;
    - For each applicable group, CoUL members will decide whether they have a Step A member or Step B liaison. Representatives will not be moved from Step A to Step B (or vice versa) mid-phase; exceptions may be considered by the SILS Working Group.

SILS Work Practices

The following SILS work practices, which outline roles and responsibilities, recommended best practices and decision-making processes, represent a starting point for phase 4 work. SILS cohort members are expected to refer to and, as necessary, expand upon these work practices throughout this phase. As groups establish their working norms, they should document any changes or additions to their work practices, both to confirm they are shared amongst group members and to make such changes visible to the entire cohort and UC Libraries community.

Roles & Responsibilities for Cohort Members

Chairs/co-chairs

Each group and subgroup has a chair or co-chairs. Chairs will:

- Manage and execute their group's charge, including timely completion of assigned tasks and transmission of deliverables;
    - Ensure group members understand the charge and their responsibilities;
    - For stepped representative groups, ensure Step B liaisons remain engaged and, as necessary, assess whether Step B liaisons should become Step A members;
- As necessary, form a steering committee to plan work and manage the timeline (potential members to include the project manager, if applicable, chair(s), and one-two group members);
- Create clear, action-oriented meeting agendas;
- Facilitate group decision-making and confirm team decisions;
- Actively engage all group members;
- Support group members in ensuring they have the necessary time allocated to fulfill their responsibilities to the group;
- Confirm delegation of tasks within the group;
- Collaborate with project manager(s) on group management and any issues that may arise;
- Form and task subgroup(s) as necessary;
- Escalate issues, if necessary, to the group/committee that they report to;
- Share updates and information with stakeholders in a timely fashion.

Project managers

Project managers are situated throughout the phase 4 cohort. While individual project manager responsibilities may vary depending on which group they are a member of and/or supporting, project managers will work with their groups to:

- Manage group deliverables and timeline (done in conjunction with the chair/co-chairs);
- Confirm communication methods;
- Schedule meetings/calls;
- Assist with discussion facilitation and decision-making;
- Assist with agenda-building;
- Affirm and, as necessary, expand the member responsibilities and roles;

- Identify and manage project risks (done in conjunction with the chair/co-chairs);
- Convene pre-mortem and post-mortem risk assessments;
- Manage minutes and group documents and ensure group information is kept up-to-date.

Group members (Representative and Step A members)

Group members in the phase 4 cohort will:

- Actively participate in meetings and come prepared;
- Represent the interests and needs of all involved/interested, both at the campus and systemwide levels;
- Complete tasks and assigned work outside of meetings;
- Serve on (or lead) subgroups, as necessary;
- Assist with communication and information-sharing;
- Participate in group decision-making;
- Provide advance notice of any absences to the chair and/or project manager;
- As necessary, work with the chair(s) and/or their manager to ensure they have the bandwidth (and if required, time-limited release from other responsibilities) to fulfill their role in the group.

Liaisons (Step B members in "stepped representative" groups)[1]

Campus/CDL representatives serving as a liaison to a group will:

- Monitor the group's agendas and decisions;
    - On the rare occasion when upcoming agenda topics raise significant local complications, the Step B liaison will notify the chair in a timely manner (they might then be required to join the group for the meeting in question);
        - Should a campus with a Step B liaison regularly raise such concerns, that campus will be asked to become a Step A member.
- Respond to requests for information from the chair and group members;
- In consultation with the chair(s), actively disseminate information from the group to their campus colleagues.

[1] Groups with "stepped representative" memberships have two kinds of members. Campuses and CDL may elect to have a Step A member or a Step B liaison. Step A members participate fully (see "group member" roles and responsibilities). Step B liaisons are when a campus/CDL has assigned a liaison for informational purposes. Step B liaisons do not participate in meetings or decision-making.

Best Practices for Cohort Members

Discussion facilitation

While discussion facilitation is often managed by chairs and project managers, all group members may be asked to lead and facilitate a discussion. Facilitators should keep the following best practices in mind:

- Provide structure to the discussion (e.g., outline a plan in advance that includes any processes or mechanisms that might be used, topics to cover, discussion questions, etc.);
- Encourage members to practice both stepping forward (i.e., actively speaking and participating in discussion) and stepping back (i.e., actively listening to their teammates);
- Periodically stop to "take the temperature" on a topic, asking each person for their input;
- Summarize what is being said at key junctures (e.g., following discussion where several points of view are raised, as consensus is being developed, before a decision is called, etc.) and confirm your interpretation with group members;
- Ask questions to open-up or focus discussion, as needed;
- Actively look for and articulate common ground;
- Ensure that discussion notes and decisions are recorded.

Resolving disagreement and having difficult discussions

The SILS Project has brought about significant and profound collaboration among the UC Libraries; the success of the project thus far has been a direct result of the dedication and teamwork exhibited by cohort members. However, even successful projects and teams can have disagreements and difficult discussions. When differing viewpoints and potential conflict arises, the following should be established and maintained by cohort members:

- Identification of the issue(s) that need to be addressed;
- Widely-held determination of what a resolution might look like (where possible);
- Open dialogue, which requires:
    - Active listening;
    - Active sharing (including asking questions, sharing viewpoints, etc.);
    - Sufficient time (acknowledging that implementation is a time-sensitive process);
    - Acceptance of feedback and new ideas;
    - Professionalism and respect;
    - Support for diversity of thought and opinions;
- Shared commitment to transparency and clear communication.

Sometimes groups will be unable to reach a required decision despite good faith efforts; the SILS decision-making workflow reflects this reality and includes mechanisms to escalate applicable decisions to the appropriate group(s).

Slack vs. email

Slack is an integral part of the communications portfolio for the SILS effort, and SILS cohort members should expect it to be used regularly. If members are not paying attention to Slack, or have not set up alerts, they will miss team communications and not maximally contribute to the systemwide effort.

When do I use email vs Slack?

- When you want to provide a detailed articulation of a difficult topic.
- When you want to write a lengthy message with several parts.
- When you want to protect your campus' privacy on sensitive topics (UC email is subject to greater internal controls than Slack's messaging).
- When you want to document final decisions on important topics or issues.
- To send out calendar invites.
- To share meeting reminders.
- When it makes the most sense to you.

Otherwise: Use Slack!

The Slack client application for both desktop and mobile permits greater configuration and better supports notifications; please download the desktop app here:

- Slack app for Mac: https://slack.com/downloads/osx
- Slack app for Windows: https://slack.com/downloads/windows

Virtual meetings

Members should consider the following best practices when participating in virtual meetings:

- Test your technology (e.g., camera/video, screen sharing, microphone) before the meeting;
- Mute your microphone when you are not speaking, even when you are calling from a private room (this prevents the transmission of background noise and microphone crackling);
- Don't work on other tasks during the meeting (effective multitasking is next to impossible for most of us, and your teammates appreciate you giving your full attention);
- When possible, use your video camera (this is helpful during discussion, when multiple members want to speak; moreover, conversations are more engaging when teammates can see visual reactions and that their colleagues are listening).

Additional SILS-specific resources

- SILS principles and mission statement
- SILS shared governance principles
- SILS harmonization principles
- Ex Libris Knowledge Center
    - Alma - Implementation and Migration and Implementation Guide
    - Primo - Product Documentation and Primo VE

SILS Decision-Making

Cohort-wide, each SILS group is encouraged to discuss decision-making approaches and establish a shared practice around how decisions are made. As a starting point, three decision-making processes are recommended for cohort members, particularly the Policy & Practice Coordinators, Functional Groups and Escalation Leaders Groups: supermajority, fist-of-five and consent agenda decision-making. As outlined below, these three mechanisms are recommended to serve different decision-making scenarios (e.g., for decisions around how to standardize a policy where there is discussion and multiple viewpoints, fist-of-five decision-making is recommended).

When making systemwide decisions, cohort members will balance systemwide and local/campus needs, and consider work areas outside of their own expertise. Once a decision is made using the agreed upon approach, group members will support the decision. As noted above, all work practices, including decision-making, are subject to change as we carry out and learn from this phase of work.

Background

Throughout the project, the SILS cohort has been charged with making a variety of decisions and recommendations on behalf of the system. In phase 4, the system will embark on a stage of decision-making specific to when and how the UC Libraries should standardize practices and policies. To ensure transparency and appropriate consultation, this work requires clear decision-making processes that reflect and support the UC Libraries' priorities for the SILS implementation.

The recommended SILS decision-making mechanisms for phase 4 reflect the overall project principles and shared assumptions, the SILS shared governance principles and SILS harmonization principles, including:

- We value equitable decision-making and organizational structures, with adequate checks and balances.
- We encourage collaboration, dialogue and open-mindedness by asking all within the UC Libraries to balance local/campus interests with systemwide goals.[2]
- We value data-driven and consultative decision-making.
- We prioritize future-oriented ILS and service decisions that benefit the common good for the UC Libraries.
- We send decisions as far up the chain as is warranted but no further, while also ensuring input comes from as broad a group of stakeholders as is warranted but no wider.
- We empower the groups within SILS shared governance with the appropriate decision-making authority.
- We acknowledge that not every question or issue translates into a decision requiring all parties within the UC Libraries. Furthermore, some decisions will continue to be made by individuals or groups at the library/campus level.
- We support systemwide communications across all levels of library staff that are transparent, timely and open.

[2] The "UC Libraries" ("we") includes campus libraries, Regional Library Facilities and the California Digital Library.

- We acknowledge that the SILS implementation timeline will at times require us to reach decisions with less investigation and discussion than we might like. There will be occasions when the need to make a decision by a given deadline will override other considerations.

While this SILS Phase 4 Decision-Making documentation outlines standalone processes, SILS cohort members are also encouraged to familiarize themselves with the Seeds for Change "Consensus Decision-Making" guide.

SILS decision-making processes

For decisions specific to harmonization (i.e., determining when to standardize and when to maintain local, campus practices), the Policy & Practice groups will begin their work by employing three main decision-making types: supermajority, fist-of-five and consent agenda decision-making.

Supermajority decision-making is used to select which items (e.g., policies, practices, implementation details, etc.) are considered for standardization. For the SILS project, a supermajority requires a two-thirds threshold, so long as quorum is met (quorum requires half of the membership plus one in attendance). If two-thirds does not equal a whole number, the group will round down. With supermajority support, an item will proceed in the decision-making workflow (see steps 3(a)-(j)).

Fist-of-five decision-making is used to make a determination around whether and how a policy, practice or other item will be standardized. This process involves broad discussion and exploration of options and concerns; through synthesis of the ideas and issues, common ground (though not necessarily unanimity) is established.

Consent agenda decision-making is used when dealing with low-risk, non-controversial decisions around how a policy, practice or other item will be standardized. Low-risk decisions are bundled into a "consent agenda" item and, unless a group member calls for discussion or objects to the inclusion of a decision item, the consent agenda is immediately approved/endorsed at the meeting in question.

Supermajority, fist-of-five and consent agenda decision-making may also be employed by other SILS groups or for non-harmonization decisions made by the Policy & Practice groups. As noted, these processes represent a starting point; as work progresses and decisions are made, phase 4 groups will learn from this experience and potentially expand upon (or change) the decision-making processes outlined here, or pursue different decision-making approaches. Changes to decision-making processes should be clearly documented, both to confirm they are shared amongst group members and to make such changes visible to the entire cohort and UC Libraries community.

Conditions to support decision-making

- Common goal (see the forthcoming SILS vision document)
- Commitment to reach consensus (as reflected in the CoUL-endorsed SILS principles and shared assumptions, shared governance principles and in this decision-making document)
- Clear process (see the decision-making workflow below)
- Active participation (see Roles & Responsibilities)

Decision-making workflow for harmonization

1. Identification of a policy, procedure, configuration detail or other item that requires a determination around whether (and if applicable, how) the UC Libraries should standardize; such items are sent to the Policy & Practice Coordinators.

   → Identification of such items may come from the Implementation Coordinators, SILS Working Group, functional groups or other groups.

2. Policy & Practice Coordinators determine which functional group(s) should be assigned the decision item or if it should be assigned to the applicable Escalation Leaders.

   → When multiple functional groups are invoked, one group will take the lead and engage the other group(s) as agreed upon by the involved parties.

3. Assigned functional group will:
   a. Chair (or designate) will introduce the item, sharing available background information and context/parameters.
      - Chair (or designate) will have the option to bundle low-impact and/or non-controversial decisions into a consent agenda (see consent agenda decision-making process above).
      - Prior to the vote on the consent agenda, members of the group will review and, if applicable, identify items that require discussion before being voted upon.
   b. Members will confirm that the item should be considered for standardization by the group.
      - A supermajority is needed to confirm the item is appropriate for systemwide standardization (see supermajority decision-making process above).
      - If the item isn't supported by a supermajority, the item will be re-routed to the Policy & Practice Coordinators to then be assigned to the appropriate group.
   c. Members will discuss the item broadly, brainstorm, begin thinking about solution**s** and assign the item to a member or subgroup.
   d. The individual member or subgroup will carry out further research, including consultation with UC Libraries experts, external experts and professional literature, and share ideas and proposal(s) with the functional group.
   e. The functional group will weigh the pros and cons of the ideas and proposal(s) and discuss amendments; the chair or a delegate will actively facilitate this conversation.
   f. Proposal(s) for consideration are redefined as necessary, with discussed amendments.
   g. Facilitator(s) test for support amongst members using the fist-of-five (see fist-of-five decision-making process above[3]):

[3] Images by Laura Reeny for the Noun Project

Fist-of-five decision-making:

(5) Full support (endorsed by member with no concerns)

(4) Agreement (endorsed by member with minor concerns)

(3) Reservations, but can live with it (endorsed with reservations/caveats)

(2) Don't like it, won't block it (endorsed but the member registers their disagreement, though they will support the group's decision)

(1) Cannot support it (member does not endorse)

h. (If applicable) Members at a three or lower are given the opportunity to state their reservations/concerns, to see if friendly amendments can be made to the proposal.
    - If a member is a (1) and they cannot change their response, the group will either return to step (e) or determine whether to activate the Escalation Leaders (done via the Policy & Practice Coordinators).

i. In the fist-of-five, for a decision to pass: there are no blocks (1) and at least 50% of the members are a (4) or higher. Chairs should use discretion for outlier voting situations.
    - If consensus cannot be reached, the group will either return to step (e), activate the Escalation Leaders (done via the Policy & Practice Coordinators), or recommend not to standardize (also done via the Policy & Practice Coordinators)

j. Communication of the decision.
    - For decisions tied to the completion of Ex Libris forms and implementation, the functional group will transmit the decisions to the Implementation Coordinators and Policy & Practice Coordinators; Implementation Coordinators will manage systemwide (internal) communication around decisions made.
    - For decisions made that are not tied to completion of the Ex Libris forms and implementation, the functional group will transmit the decisions to the Policy & Practice Coordinators, who will manage systemwide (internal) communication around decisions made.

Several steps described in 3(a)-(j) may be done via email and/or the wiki space, in addition to at meetings. Each functional group will establish their own practices.

For decision-making purposes, the Policy & Practice Coordinators and Escalation Leaders will also follow the decision-making workflow outlined in steps 3(a)-3(j), where applicable.

SILS Working Group charge

Introduction

In mid-2017, the Council of University Librarians (CoUL) appointed a working group to carry out project planning for an investigation into the viability of a systemwide Integrated Library System (SILS). Carrying out what would become phase 1 of the SILS Project, the SILS Working Group built upon much of the work described in the Direction and Oversight Committee (DOC) report on the Future of Resource Sharing (June 9, 2017) and the report of the Shared Regional Library Facility ILS Six Month Exploration Period (June 12, 2017), two reports that made a compelling case for a more thorough exploration of a SILS.

Phase 2 of the SILS Project focused on an analysis of the consortial ILS marketplace and UC's current library systems to develop a high-level overview of the likely technical scope and cost for a SILS at the UC Libraries. With the conclusion of phase 3 in February 2020, the UC Libraries have successfully identified requirements for a SILS, carried out a Request for Proposal, selected the Ex Libris Alma and Primo VE services to deploy UC's systemwide solution and secured SILS implementation and some ongoing funds from the Office of the President.

Phase 4 of the SILS Project (March 2020 - Sept./Dec. 2021) will focus on SILS implementation, review of policies and practices to determine when to standardize and when to retain localized approaches, training and outreach, and planning post-go-live SILS shared governance. The phase 4 SILS Working Group (SILSWG) is charged with overall project oversight and management. With the submission of the working group's final phase 4 report, the "SILS Project" will become "the SILS," our UC Libraries enterprise system.

Charge and deliverables

The SILSWG will lead and manage SILS phase 4, during which it will also recommend ongoing SILS shared governance and potential new and/or amended post-go-live shared services. In this capacity, the working group will:

- Guide the work of the three coordinator groups (implementation, policy & practice and training & outreach) and provide feedback and recommendations as necessary;
- Guide the operation leads groups (communications, project management) on deployment of services within the shared governance structure;
- Guide the work of the Shared Governance Task Force and provide feedback as necessary to support the transition to and implementation of a UC Libraries Advisory Structure (UCLAS) integrated, SILS shared governance;
- Guide the work of other phase 4 groups and task forces and provide feedback and recommendations as necessary;
- Continue oversight of the California Digital Library's management of funds received from the Office of the President through the 2019 approved Major Projects & Initiatives (MPI) proposal for the SILS, including revisions and communications;
- Recommend implementation and continued principles for the SILS;

- Ensure SILS groups are successfully launched and briefed on the project, and develop and facilitate cohort meetings (e.g. a phase 4 kick-off) as required;
- Assess and vet SILS-related proposals for new shared services as they arise (this should be done in collaboration with the California Digital Library and DOC, if applicable);
- Consult and collaborate with existing shared service leaders, the California Digital Library and DOC, if applicable, around how shared services might expand and/or change with the SILS, and share recommendations;
- Engage UC Libraries employees and constituents around phase 4 and any applicable expectations and needs;
- Consider systemwide/shared branding of the SILS and when changes should be made (i.e. before or after implementation);
- Provide cohort members, particularly those in leadership roles (e.g. group/subgroup chairs), with professional development opportunities (e.g. training in facilitation, meeting management, shared decision-making, etc.).

Midterm and final reports will be delivered to CoUL by the SILSWG, outlining work carried out and recommendations. The midterm report will be delivered no later than the February 2021 CoUL meeting and will include a proposal for UCLAS-integrated SILS shared governance and a recommendation for when phase 4 will end (sometime in fall/winter 2021). The final report will be due to CoUL in alignment with the completion of phase 4. The SILSWG may charge and appoint new groups/subgroups (including identification of chairs) as necessary and will work with DOC when nominees are required to fill a roster or vacancy.

Reporting line

The SILSWG reports to CoUL. CoUL and DOC representatives on the SILS Working Group will provide regular updates to their respective committees.

Related Groups

SILSWG members may serve as representatives on various groups within the phase 4 structure.

The working group will receive regular updates from the coordinator groups, and the working group will provide regular feedback and guidance. As necessary, coordinator group chairs may join working group meetings. The project managers and SILS Service Manager may also act as communication conduits.

Through a DOC representative, the working group will engage and consult with DOC around the impact of the project on systemwide operations, ongoing governance and shared services.

Timeline and time commitment

The working group is charged for phase 4 work only. They will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The SILSWG will meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member is 12 hours per week (or .3 FTE). Some

members may be affiliated with or serve on other groups within the phase 4 shared governance structure; this estimated time commitment does not include those additional responsibilities.

Roster and membership skills

The SILSWG is a non-representative group that includes functional representation from public services, collections, business services and IT. The group also includes CoUL, DOC, CDL and RLF representatives.

The SILWG will include a steering committee that is responsible for building agendas, managing and tracking upcoming agenda topics and activities, and ensuring the appropriate pre-reads and discussion documents are in place for the working group. In consultation with the working group, the steering committee (via the co-chairs) will collaborate with CoUL and the CoUL chair on updates to systemwide committees and constituents (e.g. the Systemwide Library and Scholarly Information Advisory Committee, the Academic Senate University Committee on Library and Scholarly Communications, the UCOP President, Provost and Vice Provost, etc.).

The roster is as follows:

- Chris Shaffer, University Librarian & Assistant Vice Chancellor, UC San Francisco (Co-Chair, steering committee)
- Günter Waibel, Executive Director & Associate Vice Provost, California Digital Library (Co-Chair, steering committee)
- Donald Barclay, Deputy University Librarian, UC Merced
- Christine Barone, Collections Project Coordinator, Southern Regional Library Facility (Project Co-Manager, steering committee)
- Peter Brantley, Director of Online Strategy, UC Davis
- Todd Grappone, Associate University Librarian for Digital Initiatives and Information Technology, UCLA
- Sarah Houghton, Discovery & Delivery Director, California Digital Library
- Salwa Ismail, Associate University Librarian for Digital Initiatives and Information Technology, UC Berkeley
- Cathy Martyniak, Director, Southern Regional Library Facility (steering committee)
- Erik Mitchell, Audrey Geisel University Librarian, UC San Diego
- Caitlin Nelson, Product Manager, California Digital Library
- Aislinn Sotelo, Program Director for Metadata Services, UC San Diego
- Lena Zentall, Project & Product Manager, California Digital Library (Project Co-Manager, steering committee)
- Communication Operation Leads representative (TBD)
- Finance/Library Business Services representative (TBD)
- SILS Service Manager (TBD), California Digital Library

Additional SILSWG Participant: Danielle W. Westbrook, Systemwide Library Planning Analyst, California Digital Library (Steering Committee member only)

SILS Implementation Coordinators charge

Introduction

As the UC Libraries migrate to a systemwide ILS (SILS), broad coordination is needed across the different units that currently utilize the ILS and other applicable, integrated systems for their workflows. These activities will be guided by our requirements and timeline for SILS data migration and implementation of the Ex Libris Alma and Primo VE services (both at the local/campus and systemwide levels). The Phase 4 Implementation Coordinators (IC) are charged with overseeing the systemwide implementation of the SILS; each member will also assist with the coordination of their local, campus implementation.

Charge and deliverables

The IC are responsible for the following:

- Manage the systemwide implementation of the SILS, including the applicable timeline, in coordination with the SILS Working Group and vendor;
- Serve as the campus primary contacts for the SILS (the SILS Service manager is the project lead and primary contact for coordinating with the vendor);
- Coordinate local/campus SILS implementation activities, decision-making and timeline (carried out by individual members in collaboration with their campus colleagues);
- Engage the Policy & Practice Coordinators around systemwide decision-making required for the accurate and timely completion of checklists, forms and other information needed by the vendor for migration and implementation (standardization decision-making to be carried out by the Policy & Practice Functional Groups and, as needed, Escalation Leaders Groups);
- Engage local implementation teams around local decision-making required for the accurate and timely completion of checklists, forms and other information needed by the vendor for migration and implementation;
- Monitor the overall landscape and interconnections between potential outcomes from the Policy & Practice Functional Groups and potential implications and limitations of the Ex Libris systems, through active communication with the Policy & Practice Coordinators;
- Actively distribute and respond to requests for information, communications and documentation from Training & Outreach groups and Communication and Project Manager Operation Leads;
- Engage colleagues from peer institutions that have implemented a consortial ILS, as necessary;
- Manage, communicate with and support the activities of the subgroups that report to the IC (e.g. ILS Data Clean Up, Patron Data); charge additional subgroups as needed.

Reporting line

The IC report directly to the SILS Working Group.

Related Groups

The IC co-chairs are responsible for communicating decisions to and responding to questions from the SILS Working Group. The co-chairs will also ensure that clear communication channels are established

with other groups within the shared governance structure, to give and receive feedback as well as questions and decisions.

The IC and Policy & Practice Coordinators will actively collaborate to ensure harmonization decision-making is prioritized as necessary in advance of migration and go-live. Appropriate communication mechanisms will be established by the parties involved. The SILS Service Manager is a member of both the PPC and Implementation Coordinators, and will act as one communication conduit.

The IC will consult with the Communication Operation Leads, seeking their guidance and utilizing the systemwide communication mechanisms that they offer.

Timeline and time commitment

The IC are charged for phase 4 work only. They will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The coordinators will meet regularly and members will complete work for the project outside of meeting time. The total estimated time commitment per member, for both systemwide and campus activities, will range from 20 hours per week (or .5 FTE) to 32 hours per week (or .8 FTE). It is expected that the time commitment for campuses already on Alma, and the time commitment for smaller campuses with fewer local/campus integrations, will not be as great (i.e. closer to .5 FTE).

Roster and membership skills

The IC will have a representative membership. Members will be chosen by their expertise and role at their respective campus, where they are responsible for understanding the larger scope of the ILS migration that accounts for the intricacies and interdependencies between the various operations such as cataloging, e-resources, acquisitions, systems, patron/circulation, etc.

Roster:

- Lynne Grigsby, UC Berkeley
- Robin Gustafson, UC Davis
- Alison Regan, UC Irvine
- Carlo Medina, UCLA, UCLA (co-chair)
- Tom Bustos, UC Merced (co-chair)
- Ramon Barcia, UC Riverside
- Greg Ferguson, UC San Diego
- Susan Boone, UC San Francisco
- Jeremy Hobbs, UC Santa Barbara
- Gillian Keleher and Sarah Lindsey, UC Santa Cruz (co-coordinators)
- Alison Ray, California Digital Library
- SILS Service Manager (TBD), California Digital Library

Staff:

- Bill Hackenberg, UCLA and member of the Project Manager Operation Leads
- Caitlin Nelson, California Digital Library (interim project lead until SILS Service Manager is hired)

SILS ILS Data Cleanup Subgroup charge

Introduction

The phase 3 ILS Data Cleanup Task Force documented the need to plan for and then carry out ILS data cleanup prior to the initial SILS data migration (see referenced documents at the end of this charge). The phase 4 SILS ILS Data Cleanup Subgroup (ILSDCS) will carry out this work, as well as the application of recommendations from the SILS Harmonization Pilot that was completed during phase 3. Once data migration is complete, there will also be a need for quality control guidance and possibly additional corrective data updates.

Charge and deliverables

The ILSDCS is charged to carry-out the following:

- Identify ILS data management and data preparation tasks that can be completed prior to migration to the shared Ex Libris system;
- Identify data cleanup projects that may require additional coordination beyond technical service functions or departmental boundaries;
- Identify data cleanup that requires harmonization decisions and redirect those decisions to the Policy & Practice Coordinators Group who will route the decision to the applicable Functional Group(s) or Escalation Leaders Group, indicating the priority of each decision item (i.e. whether a decision is needed prior to the migration);
- Identify data clean up tasks and objectives required for a successful migration to the shared Ex Libris system;
- Coordinate with local/campus groups on acquisitions data clean up tasks;
- Coordinate with local/campus groups on eResources data clean up tasks;
- Propose improvements and new structures/components for phase 4 harmonization and implementation, coordinating such work with Ex Libris, local/campus implementation teams and the Resource Management Functional Group;
- Provide quality control support and guidance, after initial data migration is complete, for local campuses to sample and evaluate migrated SILS data to ensure the accuracy and completeness of migrated data.

The subgroup is responsible for the following deliverables:

- An updated, expanded list of data cleanup activities and assignments that need to be accomplished prior to the initial data migration. Due April 2020 to the Implementation Coordinators.
- An updated, expanded list of data issues which require harmonization decisions, to be made available to the Implementation Coordinators group. Due June 2020 to the Implementation Coordinators.
- A register of post-migration QC tests and results from each campus implementation team.
- Final report of any uncorrected or ongoing post-migration data issues, including recommendations to address them. Report will also include recommendations on how to manage long-term data issues or those that arise after migration is complete. Due fall 2021 to the Implementation Coordinators and SILS Working Group.

Reporting line

The ILSDCS will report to the Implementation Coordinators, who in turn report to the SILS Working Group.

Related Groups

The subgroup will work with, seek guidance from, and share findings, recommendations and outcomes with the Implementation Coordinators group.

The subgroup will actively communicate with and engage campus implementation teams, the Patron Data Cleanup Subgroup and campus data cleanup groups (this will principally be done through the representatives on the Implementation Coordinators group).

The subgroup will actively engage and share information and recommendations with the Resource Management Functional Group. The subgroup will communicate with and engage other Policy & Practice Functional Groups as needed.

Timeline and time commitment

The ILSDCS is charged for phase 4 work only. The group will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The subgroup will meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member will be established at the first group meeting, but is generally anticipated to be up to 16 hours per week (or .4 FTE).

Roster and membership skills

The ILSDCS has a representative membership. A chair will be appointed by the SILS Working Group. Because this subgroup does not have an embedded project manager, its members will determine how to divide project management responsibilities (e.g. tracking action and decision items; scheduling; agenda-building, etc.). The subgroup should consult with their coordinator group's project manager as necessary.

Desired skills and experience for members:

- Batch record loading
- Data mapping
- Database and authority management
- Linked data creation and implementation
- Original and copy cataloging
- Shared cataloging program
- Special collections

Roster:

- Representative TBD, UC Berkeley
- Representative TBD, UC Davis

- Representative TBD, UC Irvine
- Representative TBD, UCLA
- Representative TBD, UC Merced
- Representative TBD, UC Riverside
- Representative TBD, UC San Diego
- Representative TBD, UC San Francisco
- Representative TBD, UC Santa Barbara
- Representative TBD, UC Santa Cruz
- Representative TBD, California Digital Library

ILS Data Cleanup references:

- General Notes from SILS Documentation Relating to Cataloging/Metadata and Data Cleanup
- ILS Data Cleanup (ILSDC) Task Force Charge 3/2019
- California State University Unified Library Management System Data Cleanup Plan: https://calstate.atlassian.net/wiki/spaces/ULMS/pages/1179657/Data+Cleanup+Recommendations

SILS Patron Data Subgroup charge

Introduction

As the UC Libraries migrate from 10 ILSs with patron data to one, there is a need for patron data cleanup, possible harmonization and other activities prior to the initial SILS data migration. Once data migration is complete, there will be a need for quality control guidance.

Charge and deliverables

The SILS Patron Data Subgroup (PDS) is charged to carry-out the following:

- Identify and inventory current patron data sources and system integrations;
- Identify patron data management tasks that can be completed prior to migration to the selected SILS system;
- Identify patron data that will require harmonization decisions before migration and direct those decisions to the Policy & Practice Coordinators Group, who will redirect those decisions to the appropriate Functional Group(s), indicating the priority of each decision item (i.e. whether a decision is needed prior to the migration);
- Propose improvements and new structures/components for phase 4 harmonization and implementation, including coordination with the vendor (if necessary), local/campus implementation teams and the Fulfillment and ILL and Acquisitions and eResources Functional Groups;
- Provide quality control support and guidance, after initial data migration is complete, for local campuses to sample and evaluate migrated patron data to ensure the accuracy and completeness of migrated data.

The subgroup is responsible for the following deliverables:

- An inventory of current patron data sources and system integrations at the campuses.
- A list of patron data cleanup activities and assignments that need to be accomplished prior to the initial data migration. Due March, 2020.
- A list of patron data issues which require harmonization decisions, to be made available to the Implementation Coordinators group. Due June, 2020.
- A register of post-migration quality control tests and results from each campus implementation team. Due late 2021.
- A final report of any ongoing post-migration data issues. Due late 2021.

Reporting line

The PDS reports to the Implementation Coordinators group, who in turn reports to the SILS Working Group.

Related Groups

The subgroup will work with, seek guidance from, and share findings, recommendations and outcomes with the Implementation Coordinators group.

The subgroup will actively communicate with and engage campus implementation teams, the ILS Data Cleanup Subgroup and local data cleanup groups (this will principally be done through the representatives on the Implementation Coordinators group).

The subgroup will actively engage and share information and recommendations with the Fulfillment & ILL and Discovery Functional Groups. The subgroup will communicate with and engage other Policy & Practice Functional Groups as appropriate.

Timeline and time commitment

The PDS is charged for phase 4 work only. The group will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The subgroup will meet regularly (as determined by the group) and is expected to complete work for the project outside of meeting time. The estimated time commitment per member will be up to 4 hours per week (or .1 FTE). This estimate covers subgroup work and does not include an estimate for local implementation work specific to patron data. The time commitment will likely decrease over the course of the phase.

Roster and membership skills

The PDS has a representative membership. A chair will be appointed by the SILS Working Group. Because this subgroup does not have an embedded project manager, its members will determine how to divide project management responsibilities (e.g. tracking action and decision items; scheduling; agenda-building, etc.). The subgroup should consult with their coordinator group's project manager as necessary.

Desired skills for members:

- Knowledge of patron data ingest, use, and retention policies at the campus level;
- Knowledge of campus identity systems, single sign-on technologies, etc.;
- Knowledge of privacy policies as they pertain to patron data.

Roster:

- Representative TBD, UC Berkeley
- Representative TBD, UC Davis
- Representative TBD, UC Irvine
- Representative TBD, UCLA
- Representative TBD, UC Merced
- Representative TBD, UC Riverside
- Representative TBD, UC San Diego
- Representative TBD, UC San Francisco
- Representative TBD, UC Santa Barbara
- Representative TBD, UC Santa Cruz
- Representative TBD, California Digital Library

SILS Policy & Practice Coordinators charge

Introduction

In migrating to a systemwide ILS (SILS), the UC Libraries will be presented with numerous opportunities to standardize policies and practices, both in advance of SILS go-live and afterwards. In certain cases, the libraries will be required to standardize and make operational decisions due to implementation requirements outlined by the vendor. The Policy & Practice Coordinators (PPC) will oversee and coordinate such systemwide decision-making, work which will be carried out by the Policy & Practice Functional Groups (FGs) and the Escalation Leader Groups (ELGs).

Charge and deliverables

The PPC will guide decision-making priorities and identify (and address) potential decision-making overlap. Priorities will reflect requests from the Implementation Coordinators and decisions needed to complete vendor checklists and forms. The FGs and ELGs are responsible for adjudicating and making a determination around whether (if applicable) and how policies, practices and implementation details may/will be standardized.

The timeline for making standardization decisions in phase 4 will be dictated and shaped by the vendor's requirements and workflows for implementation. Accordingly, the PPC's initial role is to oversee systemwide policy and practice decisions required for a successful SILS implementation and launch. In this capacity, the PPC will:

- Oversee the work of the FGs and ELGs, providing guidance and feedback as necessary;
- Collect from the Implementation Coordinators, FGs, ELGs and potentially other groups the various policies, procedures and implementation items that require systemwide decision-making;
    - Identify and remove decision-making overlap/redundancy, prioritize and assign decision-making items to the applicable FG/ELG;
- Respond to issues that arise related to decision-making from the FGs and resolve or move items/decisions to the appropriate ELGs as necessary;
- Coordinate work with the Implementation Coordinators, ensuring that the FGs and ELGs are on track to deliver the necessary decisions to satisfy implementation needs;
- Coordinate communication of SILS policy and practice decision-making, as outlined in the SILS decision-making documentation;
- Generate and maintain Policy & Practice documentation of record, project planning, issue tracking and timelines.

If necessary, the PPC may identify and charge a new FG (to be done in consultation with the SILS Working Group). In instances where a FG recommends localization, the PPC will confirm that there will be no down-stream negative consequences to the system as a whole. The PPC will also then manage communication of the decision to the system. In cases where a policy or decision requires high-level consultation due to broader policy, resource or financial impacts, or when the FG is unable to reach a required consensus despite good faith efforts, the decision will be assigned to the appropriate Escalation Leader Group to address and resolve.

Reporting line

The PPC report to the SILS Working Group. The FGs and ELGs will report directly to the PPC.

Related Groups

The PPC will actively collaborate and support the work of the Implementation Coordinators. Appropriate communication mechanisms will be established by the parties involved. The SILS Service Manager is a member of both the PPC and Implementation Coordinators, and will act as one communication conduit.

The coordinators will communicate applicable policy and practice decisions to the Training & Outreach Coordinators to facilitate internal staff training and end-user outreach.

The coordinators will regularly engage and support the work of the FGs and ELGs.

The coordinators will consult with the Communication Operation Leads, seeking their guidance and utilizing the systemwide communication mechanisms that they offer.

Timeline and time commitment

The PPC is charged for phase 4 work only. They will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The PPC will meet regularly and members are expected to complete work for the project outside of meeting time. The total estimated time commitment per member will be 12 hours per week (or .3 FTE).

Roster and membership skills

The PPC is non-representative and will have 9 members, as outlined below. Co-chairs will be selected from the escalation leader chairs that participate on PPC.

- Functional Group chairs (5, with each FG represented)
- Escalation Leaders chairs (3, with each ELG represented)
- SILS service manager (1)

Staff:

- Project manager, Project Manager Operation Leads (call for nominees required - to be filled through the Project Manager Operation Leads charge)

The PPC may be called upon to adjudicate issues that potentially reflect widely disparate opinions across campuses or that involve significant political or fiscal issues. As such, members of the groups should possess:

- Skills required for collaborative work and decision-making;
- Willingness to explore alternative ideas and approaches;
- Willingness to openly identify conflicts and skill in conflict resolution;
- Commitment to systemwide work and consensus building.

SILS Policy & Practice Functional Groups charge

Introduction

Policy & Practice Functional Groups (FGs) report to the Policy & Practice Coordinators (PPC). The FGs are the primary groups responsible for making implementation standardization decisions in each functional area (standardization decisions may also be escalated, as described below). Through the PPC, FGs receive implementation items that require decision-making and applicable information (e.g. priority, timeline) from the Implementation Coordinators and subgroups. Following completion of implementation-related decision-making, FGs will also identify policies, practices, procedures and workflows where appropriate standardization will best take advantage of the operational and service opportunities afforded through the systemwide ILS (SILS), and where localization (unique to individual UC institutions) is preferred over standardization and is interoperable with the SILS.

FGs are empowered to make decisions about when and how to standardize for a broad range of practices, including decision-making specific to implementation of the Alma and Primo services. For policies and decisions that go beyond the FG's decision-making scope (e.g., pertaining to significant resource requirements), the decision will be escalated to the PPC, who will either resolve the issue or assign it to an Escalation Leaders Group. FGs are encouraged to consult with local/campus self-organized SILS teams, implementation group members and Common Knowledge Groups (CKGs) when considering implementation, standardization and localization decisions.

Policy & Practice Functional Groups

1. Acquisitions & E-Resources
2. Digital Collections
3. Discovery
4. Fulfillment & ILL
5. Resource Management

Charge and deliverables

The overarching responsibilities shared by all functional groups relate to the timely implementation of the SILS, standardization and localization decisions, documentation of decisions and workflows, analytics in support of future data-driven decisions and communication.

- **Implementation**: Respond to the information needs and requests of the Implementation Coordinators with the primary goal of meeting all go-live deadlines; this work will include carrying-out standardization decision-making for implementation of Alma and Primo.
- **Standardization**: Identify policies, practices, procedures and workflows where appropriate standardization will best take advantage of the operational and service opportunities afforded through the SILS; implement changes required to achieve alignment and standardization.
- **Localization**: Identify policies, practices, procedures and workflows where localization (unique to individual UC institutions) is preferred over standardization and is interoperable with the SILS.
- **Documentation**: Generate documentation regarding decision-making, policies, best practices and operational workflows, e.g., workflows related to Alma production.

- **Analytics**: Identify practices and policies that support the shared systemwide definition, measurement and capture of data to support future analysis and data-driven decision making.
- **Communication**: Respond to requests for information and documentation from Training & Outreach Coordinators, Communication Operation Leads and Project Manager Operation Leads.

Acquisitions & E-Resources Functional Group

Given the broad scope of responsibility assigned to this functional group, its status is considered "*super group.*" Once work is underway, the FG may request the Policy & Practice Coordinators assign additional members (e.g., 2+ per a given campus) if the FG determines that multiple, narrowly focused subgroups better meet the goals of the group.

Membership Skills:

- Acquisitions workflows and data, including ledgers/funds, financial management, POs and invoices, and acquisition of print monographs and serials.
- Electronic resources workflows and data, including procurement, licensing and management of all electronic resources acquired by the institution.

Digital Collections Functional Group

The UC Libraries will not activate the Alma Digital Resources module, which includes functionality for selection, acquisition, organization, accessibility and preservation of digital resources. Nonetheless, there is potential for digital collections from a range of UC platforms to be harvested and integrated into Primo VE via OAI feeds. The Digital Collections FG will explore the potential of the Primo VE discovery system to expand and improve the discoverability and visibility of UC Libraries digital resources, and the implications related to adopting Primo VE digital resource functionalities. The FG will explore and frame the choices available and bring to leadership, e.g., Policy & Practice Escalation Leaders, recommended actions. It's expected that as the UC Libraries are farther along in the implementation process, the FG's charge will become more defined.

Membership Skills:

- UC Libraries digital repositories, content management platforms and content/collections.
- Creation and management of digital objects (e.g., images, texts, audio and video) and associated workflows.
- Descriptive, structural and administrative metadata standards and associated protocols, including those used to facilitate resource discovery and the execution of search queries.

Discovery Functional Group

The UC Libraries will activate and adopt the Primo VE discovery system. A Primo VE instance will be developed for each campus to support discovery at the local level. A Primo VE instance for the UC Libraries Network Zone (NZ) will also be developed to provide centralized indexing, shared

customization of views via a Central Package, and centralized configuration of mapping and code tables, allowing for the discovery of records and holdings across the NZ, and services such as fulfillment and resource sharing. The primary focus of the Discovery FG will be making decisions related to the implementation and configuration of the Primo VE NZ instance. The FG will also act as consultants to local/campus implementation teams, who are responsible for local (institutional zone) instances.

Membership Skills:

- User interface design, e.g., usability, customization, end user search practices
- Search configuration, e.g., search profiles, Boolean operators, browse, collections
- Display configuration, e.g., views, labels, resource types
- Delivery services, e.g., holdings display, request forms
- Dedup/FRBR, e.g., record matching, record comparison, metadata

---

Fulfillment & ILL Functional Group

Given the broad scope of responsibility assigned to this functional group, its status is considered "super group." The FG may request the Policy & Practice Coordinators assign additional members (e.g., 2+ per a given campus) if the FG determines that multiple, narrowly focused subgroups better meet the goals of the group.

Membership Skills:

- Patron and circulation workflows and data, including patron registration and management, circulation policies, and calendars.
- Interlibrary loan workflows and data, including lending, borrowing, consortial borrowing (within region), and external resource sharing management applications.
- Policies for lending and borrowing, including profiles for external resource sharing applications, and integration with NISO Circulation Interchange Protocol (NCIP).

Resource Management Functional Group

Membership Skills:

- Systemwide and local/campus cataloging and metadata functions, including: bibliographic data entry, original and copy cataloging, export/normalize/import functions, holdings and item data, database management, authority control, policies, and workflows.
- Linked data policies, practices and workflows.
- Authority control practices and options within the consortial environment.

Reporting line

FGs report to the Policy & Practice Coordinators (PPC).

Related Groups

The FGs report regularly to the Policy & Practice Coordinators, primarily through each FG chair, sharing decisions made and escalating any issues and/or recommendations that may arise.

Each FG will consult with other FGs on cross-functional issues; where a decision item spans several FGs, the Policy & Practice Coordinators will identify one FG to take the lead (see decision-making workflow for further details).

The FGs will consult with and engage the project manager embedded in the Policy & Practice Coordinators group.

FGs may consult with and engage the ILS Data Cleanup and Patron Data subgroups as necessary.

Timeline and time commitment

The FGs are charged for phase 4 work only. The groups will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The FGs will meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member will be up to 12 hours per week (or .3 FTE).

Roster and membership skills

FGs are stepped representative and FG chairs will be appointed by the SILS Working Group. Members will be selected based on the skills outlined above. Because FGs do not have embedded project managers, FG members will determine how to divide project management responsibilities (e.g. tracking action and decision items; scheduling; agenda-building, etc.). FGs should consult with their coordinator group's project manager as necessary.

Roster:

- Representative TBD, UC Berkeley (step A or step B)
- Representative TBD, UC Davis (step A or step B)
- Representative TBD, UC Irvine (step A or step B)
- Representative TBD, UCLA (step A or step B)
- Representative TBD, UC Merced (step A or step B)
- Representative TBD, UC Riverside (step A or step B)
- Representative TBD, UC San Diego (step A or step B)
- Representative TBD, UC San Francisco (step A or step B)
- Representative TBD, UC Santa Barbara (step A or step B)
- Representative TBD, UC Santa Cruz (step A or step B)
- Representative TBD, California Digital Library (step A or step B)

SILS Escalation Leaders charge

Introduction

Policy & Practice Escalation Leader Groups (ELGs) report to the Policy & Practice Coordinators (PPC). ELGs are responsible for assisting the PPC when a Functional Group (FG) encounters a decision related to policies, practices and workflows requiring high level consultation, or when the FG is unable to reach a required consensus despite good faith efforts. Although the majority of decisions the ELGs will be asked to adjudicate will originate with FGs, any group within the phase 4 shared governance model may draw upon the decision making expertise of the group through a formal request to the PPC. The focus of ELGs will relate primarily to SILS implementation, standardization and localization decisions. The PPC will vet requests for decision-making and other assistance before engaging the ELGs.

Policy & Practice Escalation Leader Groups (ELGs):

- Archives & Special Collections
- Public Services
- Technical Services

See group definitions below.

Charge and deliverables

The overarching responsibility shared by all ELGs is to support and assist the PPC, FGs and other phase 4 shared governance groups with high level policy and decision making. Priority should be given to those decisions required for the timely implementation of the SILS, particularly those related to standardization and localization.

ELGs will be called upon to adjudicate issues that potentially reflect widely disparate opinions across campuses or that involve significant political or fiscal issues. Successful ELGs will possess a commitment to both transparent decision-making processes, documentation and clear communication about decision outcomes.

ELGs will receive requests for decision-making and other assistance from the PPC. Decisions or issues most likely to be escalated to an ELG are those that a FG or other phase 4 governance group:

- Has determined to possess significant impact, including staff/financial resources or other long-term implications, where decision-making should sit with leadership at rank of manager, AUL, etc.;
- Where consensus or a path forward has not been reached despite good-faith efforts.

Archives & Special Collections Escalation Leader Group (ASCELG)

The ASCELG will be responsible for adjudicating issues and decision-making related to archives and special collections when requested to do so by the PPC. The ASCELG will work closely with other ELGs in areas of overlap.

Membership Skills:

- Understanding of how a single issue fits into a broader network of issues;
- Expertise in local/campus, systemwide and national digital repositories, content management platforms and content/collections;
- Descriptive, structural and administrative metadata standards and protocols, including those used to facilitate resource discovery and the execution of search queries.

Public Services Escalation Leader Group (PSELG)

The PSELG will be responsible for adjudicating issues and decision-making related to interlibrary loan, fulfillment, discovery, lending/borrowing practices and other related areas when requested to do so by the PPC. The PSELG will work closely with other ELGs in areas of overlap.

Membership Skills:

- Understanding of how a single issue fits into a broader network of issues;
- End user needs and search practices; discovery system usability issues;
- Patron and circulation workflows, practices and data;
- Interlibrary loan workflows, practices and data;
- Expertise in local/campus, systemwide and national discovery systems, lending and borrowing policies and practices.

Technical Services Escalation Leader Group (TSELG)

The TSELG will be responsible for adjudicating issues and decision-making related to acquisitions, e-resources, cataloging, metadata, discovery and other related areas when requested to do so by the PPC. The TSELG will work closely with other ELGs in areas of overlap.

Membership Skills:

- Understanding of how a single issue fits into a broader network of issues;
- Acquisitions workflows, practices and policies, including print monographs and serials;
- Electronic resources workflows, practices and policies, including procurement, licensing and ongoing management;
- Expertise in local/campus, systemwide and national acquisitions, cataloging and metadata policies and practices, including linked data.

Reporting line

ELGs report to the Policy & Practice Coordinators. The ELG chairs will be members of the PPC, allowing for direct communication across the groups.

Related Groups

The ELGs report regularly to the Policy & Practice Coordinators, primarily through each ELG chair, sharing decisions made and escalating any issues and/or recommendations that may arise.

Each ELG will consult with other ELGs on cross-functional issues; where a decision item spans several ELGs, the Policy & Practice Coordinators will identify one ELG to take the lead (see decision-making workflow for further details).

The ELGs will consult with and engage the project manager embedded in the Policy & Practice Coordinators group.

Timeline and time commitment

The ELGs are charged for phase 4 work only. The groups will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

Because the work of the ELGs will be primarily determined by the needs of the FGs, the time commitment is expected to be intermittent and dependant upon the number and complexity of the escalation topics presented to them. The ELGs should meet regularly (as determined by each group) and are expected to complete work for the project outside of meeting time. The estimated time commitment per member will be up to 4 hours per week (or .1 FTE).

Roster and membership skills

Each ELG will have a representative membership. ELG chairs will be appointed by the SILS Working Group Representation will be drawn from campus leadership (e.g., managers, heads, AULs) of core functional areas, plus CDL. Because this group does not have an embedded project manager, its members will determine how to divide project management responsibilities.

ELGs will be called upon to adjudicate issues that potentially reflect widely disparate opinions across campuses or that involve significant political or fiscal issues. As such, members of the groups should possess:

- Skills required for collaborative work and decision-making;
- Willingness to explore alternative ideas and approaches;
- Willingness to openly identify conflicts; skill in conflict resolution;
- Commitment to systemwide work and consensus building.

SILS Training & Outreach Coordinators charge

Introduction

As part of the UC Libraries' migration to a systemwide ILS (SILS), the libraries will coordinate around the development of training opportunities and materials for internal users, as well as outreach templates for end-user engagement. The Training & Outreach Coordinators (TOC) are responsible for managing these efforts and overseeing the work of the Internal Training and End User Outreach subgroups.

Charge and deliverables

The TOC group will consist of four members. The TOC's primary role will be to oversee systemwide training for UC Libraries' employees and guide the ways in which the libraries approach systemwide end user outreach. In this capacity, the coordinators will:

- Guide the work of the Internal Training Subgroup, providing feedback and recommendations as necessary;
- Guide the work of the End User Outreach Subgroup, providing feedback and recommendations as necessary;
- Coordinate vendor-provided training, including creation of the training timeline (in alignment with the negotiated contract), working with the vendor's Training Specialists;
- Manage systemwide internal training communications in consultation with the Communication Operation Leads, including communications specific to training materials, sessions and feedback on the effectiveness of the training being provided;
- Collect feedback from UC Libraries employees about training and outreach needs, and distribute to the applicable subgroup;
- Determine when training activities should be coordinated across the Internal Training and End User Outreach subgroups;
- Identify where systemwide training requires additional resources and engage the SILS Working Group to determine if and how funds might be made available;
- Consider ongoing training and outreach, post implementation, and make recommendations to the SILS Working Group (to be done with the subgroups).

Reporting line

The TOC will report to the SILS Working Group.

Related Groups

The TOC will actively guide and work with the Internal Training and End User Outreach subgroups.

The coordinators will represent UC's training needs and engage the Ex Libris Training Specialists.

The coordinators will engage the Implementation Coordinators and the Policy & Practice Coordinators and respond to requests for information.

The coordinators will consult with the Communication Operation Leads, seeking their guidance and utilizing the systemwide communication mechanisms that they offer.

The coordinators will consult with the SILS Service Manager, seeking their guidance and collaborating on training and outreach as needed.

The coordinators will report to and seek guidance from the SILS Working Group as necessary, and respond to any information requests that the working group might have.

Timeline and time commitment

The TOC is charged for phase 4 work only. They will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The coordinators will meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member will be up to 6 hours per week (or .15 FTE); while this commitment will be lighter at the start of the phase, their work will ramp-up as the phase progresses. Once the coordinators have established a tentative training timeline with Ex Libris, they will develop a training and outreach work plan in consultation with the subgroups, for SILS Working Group's review.

Roster and membership skills

The TOC are a non-representative group. It will consist of four members, including the chairs of the Internal Training and End User Outreach subgroups. One member will be appointed chair.

Desired skills for members:

- Commitment to systemwide work and consensus building;
- Willingness to explore alternative ideas and approaches;
- Broad awareness of campus constituencies and needs;
- Excellent written communication skills, including writing for different audiences.

Roster:

- Representative, TBD (chair)
- Representative, TBD
- Chair of the Internal Training subgroup, TBD
- Chair of the End User Outreach subgroup, TBD

Staff: Project manager, Project Manager Operation Leads (call for nominees required - to be filled through the Project Manager Operation Leads charge)

SILS Internal Training Subgroup charge

Introduction

The libraries will pursue a SILS training plan for UC Libraries employees that is broadly applicable and supplements local/campus training efforts. The Internal Training Subgroup (ITS) reports to the Training & Outreach Coordinators and is responsible for identifying and helping to fulfill staff training needs, including the optimal utilization of existing training objects, Ex Libris-provided training sessions and documents, and development of UC-specific shared training materials as needed.

Charge and deliverables

The primary responsibility of the ITS is to develop and guide the execution of a comprehensive training plan for all UC Libraries' staff who work in the ILS and discovery platform to ensure competency by go-live. Accordingly, the subgroup members will:

- Determine systemwide UC Libraries internal training needs;
- Assess existing Ex Libris training services and opportunities, including the Ex Libris Knowledge Center, and determine when UC will need to develop UC-specific training materials;
- Develop and carry out a comprehensive, systemwide training plan with the Training & Outreach Coordinators and in consultation with the SILS Working Group;
- Improve vendor-supplied training objects as needed (and as permitted);
- Develop and organize train-the-trainer sessions for the system (where multiple reps from each of the UC Libraries get trained);
- Utilize instructional design principles to develop new training objects/templates, as needed;
- Determine and recommend best practices for ongoing training, post implementation and reflecting potential systems updates, in consultation with the Training & Outreach Coordinators.

In addition to overseeing the development of systemwide training opportunities and mechanisms, each member will also guide and organize their local/campus training.

Reporting line

The ITS reports to Training & Outreach Coordinators.

Related Groups

The subgroup will consult with the Training & Outreach Coordinators and seek guidance on issues that go beyond the subgroup's charge (i.e. training that requires significant resources, engaging the vendor directly, managing systemwide training communications, etc.).

Members of the subgroup will consult with their campus colleagues, create locally-organized training teams, and bring local feedback to the subgroup.

The subgroup may also engage with the Policy & Practice Functional Groups as appropriate.

Timeline and time commitment

The Internal Training Subgroup is charged for phase 4 work only. They will commence their work sometime after the start of phase 4 and will conclude sometime between September and December 2021.

The subgroup will meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member will be up to 8 hours per week (or .2 FTE); while this commitment will be lighter at the start of the phase, their work will ramp-up as the phase progresses. Once the Training & Outreach Coordinators have established a tentative training timeline with Ex Libris, the coordinators will consult with the ITS to develop a training work plan, for SILS Working Group's review.

Roster and membership skills

The ITS is a stepped representative subgroup. Each campus and CDL will determine whether they will have a Step A or Step B member (for more information, please see the Shared Governance Diagram: Definitions document). Because this subgroup does not have an embedded project manager, its members will determine how to divide project management responsibilities (e.g. tracking action and decision items; scheduling; agenda-building, etc.). The subgroup should consult with their coordinator group's project manager as necessary. A chair will be appointed from the members.

Desired skills for members:

- Demonstrated instructional design experience, including knowledge of multiple formats for training materials;
- Excellent verbal and written communication skills;
- Experience building training objects;
- Functional expertise in fulfillment, resource management, acquisitions, analytics, election and/or discovery.

Some Step A members should already be familiar with the Ex Libris Alma and Primo VE systems. Both Step A and Step B members will guide and organize local/campus training.

Roster:

- Representative TBD, UC Berkeley (step A or step B)
- Representative TBD, UC Davis (step A or step B)
- Representative TBD, UC Irvine (step A or step B)
- Representative TBD, UCLA (step A or step B)
- Representative TBD, UC Merced (step A or step B)
- Representative TBD, UC Riverside (step A or step B)
- Representative TBD, UC San Diego (step A or step B)
- Representative TBD, UC San Francisco (step A or step B)
- Representative TBD, UC Santa Barbara (step A or step B)
- Representative TBD, UC Santa Cruz (step A or step B)
- Representative TBD, California Digital Library (step A or step B)

SILS End-User Outreach Subgroup charge

Introduction

The UC Libraries' migration to a systemwide ILS (SILS) will bring about significant change for the libraries' end users, as will the results of policy and practice harmonization. The End User Outreach Subgroup (EUOS) will determine systemwide outreach needs and develop reusable outreach objects and templates. Members of this subgroup will also be responsible for coordinating local/campus end-user communication efforts.

Charge and deliverables

The EUOS will manage and support the ways in which the libraries coordinate outreach to our varied patron populations. In this capacity, the subgroup will:

- Determine end user (e.g. faculty, students) outreach needs;
- Design and implement a communications timeline and identify (and notify) the responsible parties for communicating to end users;
- Design and share a public relations campaign, with templates and reusable outreach objects;
- Harmonize Primo VE help pages for a UC audience;
- Create a shared FAQ or similar document to respond to end-user questions;
- Create a clearinghouse of campus outreach and end-user training materials (e.g., LibGuides, learning objects).

Reporting line

The EUOS reports to the Training & Outreach Coordinators.

Related Groups

The EUOS will coordinate and consult with Communication Operations Leads and local campus library communications directors.

The subgroup will coordinate with campus library web managers to ensure that local websites include current information about borrower privileges, fees and fines, etc.

The subgroup will coordinate and collaborate with the Instruction Design Common Knowledge Group.

The subgroup may also engage with the Policy & Practice Functional Groups, particularly the Fulfillment & ILL and Discovery Functional Groups.

Timeline and time commitment

The EUOS is charged for phase 4 work only. They will commence their work sometime after the start of phase 4 and will conclude sometime between September and December 2021.

The subgroup will meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member will be up to 6 hours per week (or .15 FTE); while this commitment will be lighter at the start of the phase, their work will ramp-up as the phase progresses. Once the Training & Outreach Coordinators have established a tentative outreach timeline, the coordinators will consult with the End User Outreach subgroup to develop an outreach work plan, for SILS Working Group's review.

Roster and membership skills

The EUOS will be a stepped representative subgroup. Each campus and CDL will determine whether they will have a "step A" member or a "step B" member (for more information, please see Shared Governance Diagram: Definitions). Because this subgroup does not have an embedded project manager, its members will determine how to divide project management responsibilities (e.g. tracking action and decision items; scheduling; agenda-building, etc.). The subgroup should consult with their coordinator group's project manager as necessary. A chair will be appointed from the members.

Both Step A and Step B members will guide and organize local/campus outreach.

Desired skills for members:

- Demonstrated instructional design experience, including knowledge of multiple formats for training materials;
- Demonstrated faculty and/or student outreach experience;
- Excellent written communication skills, including writing for different audiences;
- Broad awareness of campus constituencies and needs;
- Knowledge of local communication channels and approval processes;
- Graphics design expertise;
- Experience using a variety of media to socialize and advertise library resources.

If members do not have graphic design experience, the Training & Outreach Coordinators will engage the SILS Working Group to determine if an expert within the system can be temporarily assigned to consult with the subgroup.

Roster:

- Representative TBD, UC Berkeley (step A or step B)
- Representative TBD, UC Davis (step A or step B)
- Representative TBD, UC Irvine (step A or step B)
- Representative TBD, UCLA (step A or step B)
- Representative TBD, UC Merced (step A or step B)
- Representative TBD, UC Riverside (step A or step B)
- Representative TBD, UC San Diego (step A or step B)
- Representative TBD, UC San Francisco (step A or step B)
- Representative TBD, UC Santa Barbara (step A or step B)
- Representative TBD, UC Santa Cruz (step A or step B)
- Representative TBD, California Digital Library (step A or step B)

SILS Project Manager Operation Leads charge

Introduction

Effective project management has been critical to the success of the SILS Project thus far. In phase 4, the Project Manager Operation Leads (PM Leads) will coordinate project management work, share best practices and provide systemwide project management oversight. The PM Leads will be chaired by the SILS project co-managers, who have supported the SILS project since phase 2 and will also serve on the phase 4 SILS Working Group.

As an Operation Leads group, this team is responsible for providing leadership and guidance across the SILS shared governance structure and staying attuned to systemwide needs and perspectives. The individual project managers that constitute the PM Leads are also assigned to each of the coordinator groups (i.e. implementation, practice and policy, and training and outreach), as well as other groups as necessary.

Charge and deliverables

The PM Leads are charged with overseeing SILS project management and key project mechanisms. In this capacity, the PM Leads will:

- Manage and refine the overall project timeline, in coordination with the SILS Working Group and coordinator groups;
- Manage and refine the overall project Responsibility Assignment Matrix (i.e. RACI), in coordination with the SILS Working Group and coordinator groups;
- Facilitate pre-mortem and post-mortem risk assessments;
- Design documentation templates and best practices, including for minutes and tracking action and decision items, to be shared with all cohort groups for their use;
- Onboard new SILS cohort members that join mid-phase;
- Manage user permissions for project tools.

In addition to the PM Lead's activities as a group, the individual members will fulfill key operational roles within the phase 4 governance structure. The PM Leads consist of five project managers: the existing two project co-managers who oversee project management; and three embedded project managers who will staff the three coordinator groups as their assigned project manager. The project co-managers will be available to assist the embedded project managers and keep an eye on project-wide mechanisms and management. As embedded staff, the project managers will attend coordinator group meetings and support the work of the chair(s) and members. Additional work will include management of the coordinator group's minutes, timeline and deadlines, discussion facilitation as needed, and understanding and communicating dependencies. Further responsibilities are outlined in the SILS Project Work Practices (see project manager roles & responsibilities).

As described in their respective charges, each coordinator group will manage a specific work area (implementation, policy and practice, and training and outreach). Each embedded project manager will provide guidance to the groups and subgroups that correspond with their applicable coordinator group.

Through what can be considered a consultancy service, guidance to functional groups and subgroups might include project management and facilitation advice.

Reporting line

The phase 4 PM Leads report directly to the SILS Working Group. As noted above, the SILS project co-managers, who are also members of the phase 4 working group, will co-chair the PM Leads. In addition to supporting project-wide oversight, this will aid information-sharing between the SILS Working Group and PM Leads.

Related Groups

The PM Leads will actively collaborate with the Communication Operation Leads on systemwide communications, providing guidance as necessary and sign-off for SILS-News content.

The PM Leads will collaborate and liaise closely with the SILS Service Manager.

The PM Leads will collaborate with the coordinator groups (facilitated by the PM Leads members serving as project managers for those groups) and provide guidance to the functional groups and subgroups that report to the coordinator groups.

Timeline and time commitment

The PM Leads are charged for phase 4 work only. They will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The PM Leads will develop a plan that includes a timeline for completing their work and initial deliverables. Within four weeks of the PM Leads' launch, the plan will be delivered to the SILS Working Group for review and endorsement.

The PM Leads will meet regularly and members are expected to complete work for the project outside of meeting time. Individual PM Leads members will attend their assigned coordinator group meetings and may attend other (group/subgroup) meetings as needed, within their consultative role. The estimated time commitment per member will be:

- Implementation project manager (18 hours or 0.45 FTE)
- Policy & Practice project manager (18 hours or 0.45 FTE)
- Training & Outreach project manager (12 hours or 0.3 FTE)
- Project co-manager (16 hours or 0.4 FTE for PM Leads; 16 hours or 0.4 FTE for SILS-WG)
- Project co-manager (16 hours or 0.4 FTE for PM Leads; 16 hours or 0.4 FTE for SILS-WG)

Roster and membership skills

Ideally, members of the PM Leads will remain in their position for the entirety of phase 4. If a vacancy occurs, the SILS Working Group will consult with the Direction and Oversight Committee (DOC) to identify a replacement. Should the PM Leads determine that additional project managers are required, they will submit a request to the SILS Working Group.

Desired skills for members:

- Demonstrated leadership abilities
- Demonstrated project management skills
- Excellent communication skills
- Strong collaboration skills
- Strong organizational skills, including being detail-oriented
- Strong time management skills and ability to respond to time-sensitive issues
- Facilitation skills
- Ability to assess risk

Roster:

- Christine Barone, SRLF, SILS project co-manager, PM Leads co-chair
- Lena Zentall, CDL, SILS project co-manager, PM Leads co-chair)
- Bill Hackenberg, UCLA, Implementation Coordinators, project manager
- Neil Weingarten, UC Davis, Training & Outreach Coordinators, project manager
- *TBD, Policy & Practice Coordinators, project manager*

SILS Communication Operation Leads charge

Introduction

Phase 4 of the Systemwide Integrated Library System (SILS) Project, which includes system implementation, training, outreach and initial decision-making around policies and practices, requires a dedicated team to facilitate systemwide, internal information-sharing in support of this important transition.

The Communication Operation Leads (Communication Leads) are charged with providing communication leadership and guidance across the SILS shared governance structure. While individual systemwide SILS teams will manage the transmission of key decisions and resources to self-organized local/campus teams and/or representatives (as outlined in the applicable team charges), the Communication Leads are responsible for broader systemwide communications to UC Libraries employees. Communication Leads will also provide a consultancy service to cohort members.

Charge and deliverables

The Communication Leads are charged with overseeing effective and timely systemwide internal communications and building internal SILS-awareness. In service of this, the Communication Leads will:

- Develop and manage the phase 4 systemwide communication plan (including an editorial calendar) in consultation with the project co-managers, SILS Working Group and the coordinator groups for the three work areas (implementation, policy & practice, and training & outreach);
- Build a stakeholder inventory and communication objectives (see Phase 2-3 stakeholder inventory);
- Develop a communication diagram that documents the flow of information within the project's governance structure (team-based and systemwide) and carry out continuous assessment and subsequent revisions to the master communications workflow throughout phase 4;
- Consolidate and build out the project's online presence for communicating project information to the UC Libraries employee community (*priority*);
- Manage systemwide communication mechanisms, such as SILS-News, Ask-SILS and additional mechanisms that the Communication Leads pursue, including existing systemwide communication mechanisms (e.g., Users Council and Direction and Oversight Committee (DOC) sponsored webinars).

The Communication Leads will collaborate with the Project Manager Operation Leads (PM Leads) around communications and web content that share key project information. In an advisory capacity, the Communication Leads are also available to consult with SILS groups on their specific communications, templates and documents. Opportunities for consultation may be identified in the communications plan and timeline, or as the need arises. Communication Leads should periodically engage coordinator group chairs on communication consultancy needs.

Reporting line

The Communication Leads report directly to the SILS Working Group. A member of the Communication Operation Leads will also serve on the SILS Working Group to facilitate information-sharing between the two teams and support the development of communication strategies.

Related Groups

The PM Leads will actively collaborate with the Communication Leads on systemwide communications, providing guidance as necessary and sign-off for SILS-News content.

The SILS Working Group will also advise the Communication Leads on communication strategies, topics and outreach, and may request that the Communication Leads assist with drafting and/or editing key working group documents and communications.

The Communication Leads will serve as a communications resource for coordinator groups, functional groups and subgroups, as needed. The Communication Leads will receive content from these groups for distribution on SILS-News or other communication channels.

Timeline and time commitment

The Communication Leads are charged for phase 4 work only. They will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021.

The Communication Leads will develop a plan that includes a timeline for completing their work and deliverables. Within four weeks of their launch, the Communication Leads will deliver their plan to the SILS Working Group for review and endorsement.

The Communication Leads will meet regularly and members are expected to complete work for the project outside of meeting time. Members may attend other team meetings across the SILS shared governance structure, within their consultative role. The estimated time commitment per member will be up to 12 hours per week (or .3 FTE).

Roster and membership skills

The Communication Leads will consist of three members. Members are not expected to be a communication professional, but instead that they will have excellent written communication skills and some experience with project planning. Members will have experience with content management, wiki editing and writing for the web. If members do not have web design/UX experience, an expert will be assigned to work with the Communication Leads. A chair will be appointed by the SILS Working Group.

Roster:

- TBD (call for nominees required)
- TBD (call for nominees required)
- TBD (call for nominees required)

SILS Shared Governance Task Force charge

The systemwide ILS (SILS) Working Group has been charged with governance planning for phase 4 of the project and for planning ongoing, post implementation oversight of the SILS. As work on phase 3 got underway, it became clear that SILS governance planning should not be done in isolation of the current UC Libraries Advisory Structure (UCLAS). Accordingly, the SILS working group determined that a representative task force should be charged to focus on developing SILS shared governance.

Charge

Building on the governance work completed during phase 2 of the SILS project, the SILS Shared Governance Task Force will define shared governance principles and needs, and propose improvements to the phase 3 organizational structure and new structures/components for phase 4 harmonization and implementation, including the creation of shared decision-making mechanism(s).

Similarly, the task force will define shared governance needs and propose structure(s) for the SILS service (post go-live). The task force will recommend how and when SILS governance will smoothly transition from its current configuration as a satellite model, connected to UCLAS as a CoUL-charged project, to a permanent fixture in UCLAS. For proposed governance group(s), the task force will consider and recommend representative types (e.g. ex officio, appointed, functional, campus etc.), term lengths, and other necessary committee structures.

In determining how SILS shared governance should be integrated into UCLAS, the working group assumes that the task force will assess the libraries' advisory structure and whether the existing UCLAS components adequately support SILS governance (and for that matter, other technology- and service-based systemwide infrastructure). Accordingly, the working group asks that the task force consider and if necessary recommend potential changes to UCLAS alongside the SILS shared governance recommendations, for CoUL's consideration and endorsement.

The task force will consult with committees within UCLAS as needed, and will also consult and collaborate with the SILS Working Group and other cohort members around assumptions and ideas developed through work carried out so far.

Reporting line

The SILS Shared Governance Task Force will report to the SILS Working Group. Working group representatives on the task force will facilitate communication and timely feedback between the task force and working group. Key deliverables will go through the working group to CoUL, for review and endorsement. The DOC liaison to the task force will share task force updates and seek feedback from DOC. The task force co-chairs will join the SILS steering committee call each month or as needed.

Timeline and select deliverables

Part 1 (August 2019 – February 2020), **now complete**:

- Review and assess the phase 3 SILS organizational structure and peer shared ILS governance structures.
- Develop and propose principles for a SILS shared governance structure. The principles should be applicable to both project-based and ongoing SILS shared governance, though the task force may recommend revisions and/or new principles during part 2 of their charge. The principles will be delivered for review and feedback at the August 23 or September 06 SILS Working Group meeting. The principles will then go to CoUL for their review, feedback and endorsement at their September 16-17 CoUL meeting.
- Identify and/or build potential SILS decision-making mechanisms, including those for harmonization and policy/best practice development. This work should be done in collaboration with the SILS Harmonization subgroup, who will begin carrying out harmonization pilots and projects in phase 3 (this work, and the subsequent SILS-H report, will be shared with the task force). Shared decision-making mechanism(s) will be implemented in phase 4.
- Potential improvements to the current shared governance structure, proposed new decision-making models/mechanisms and other pertinent work will be shared with the SILS Working Group for review and feedback at their November 01 meeting. The proposed mechanisms and structures will then go to CoUL for their review and feedback at their November 22 meeting.
- Consider what collaboration tools and technical infrastructure are needed to support SILS shared governance. Consult with the SILS co-project managers as needed.Determine if improvements to the phase 4 organizational structure should be proposed and identify new structures/components for phase 4 harmonization and implementation, including shared decision-making mechanism(s).
- The part 1 final report, which will include a summary of work and recommendation(s) for phase 4 (shared governance model, decision-making mechanisms), will be delivered to the working group for their February 07 meeting for review and endorsement, and then to CoUL in advance of their February 19-20 meeting for review and endorsement.

Part 2 (March 2020 – Fall/Winter 2021):
At the start of phase 4, the Shared Governance Task Force will develop a work plan for carrying out part 2 of its charge; this work plan will be delivered to the SILS Working Group for their feedback and endorsement within the first 8 weeks of phase 4.

- Assess the phase 4 shared governance model and the mechanism(s) for carrying-out harmonization and establishing SILS-related policies and best practices (to include mid-phase assessment);
- Analyze and recommend how the SILS shared governance will transition from being project-based to operational, and how it fits into UCLAS;
- Determine whether the SILS shared governance principles need to be revised (and recommend changes, if needed);
- Recommend additional work, either to be charged to this task force or to a new group.

Roster

The SILS Shared Governance Task Force is a representative group, including campus, CDL and RLF members, and with both existing working group members and those new to the SILS cohort.

For part 2, the task force will commence their work at the start of phase 4 (March 2020) and will conclude sometime between September and December 2021. The SGTF will meet regularly and members are expected to complete work for the project outside of meeting time.

The SILS Working Group is expected to meet regularly and members are expected to complete work for the project outside of meeting time. The estimated time commitment per member is 4 hours per week (or .1 FTE).

A variety of experience is represented across the task force, potentially UCLAS and UC Libraries governance and leadership, project management, SILS working group, public services, technical services and systems expertise.

- Ginny Steel, University Librarian, UCLA (co-chair)
- Aislinn Sotelo, Program Director for Metadata Services, UC San Diego (co-chair)
- Sarah Houghton, Discovery and Delivery Director, CDL
- Felicia Poe, Deputy Director, Operations, CDL (DOC representative)
- Cathy Martyniak, Director, SRLF (RLF and SILS Harmonization subgroup representative)
- Salwa Ismail, Associate University Librarian for IT and Digital Initiatives
- Peter Brantley, Director Online Strategy, UC Davis
- Alison Regan, Associate University Librarian for Public Services, UC Irvine
- Donald Barclay, Deputy University Librarian, UC Merced
- Kevin Comerford, Associate University Librarian for the Digital Library, UC Riverside
- Susan Boone, Collection Technical Services Operations Manager, UC San Francisco
- Catherine Busselen, Head, Content Management Services, UC Santa Barbara
- Sarah Troy, Director of User Services & Resource Sharing, UC Santa Cruz

Staff

- Kathy Brown, Executive Assistant, UCLA (scheduling, zoom management)
- Danielle Westbrook, Systemwide Library Planning Analyst, CDL