Charge: Working Group for the Systemwide ILS Planning Project

Introduction

At its annual planning retreat in June, CoUL discussed the 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). Together these reports made a compelling case for a more thorough exploration of a systemwide or consortial Integrated Library System (ILS) for the UC Libraries.

In particular, the Future of Resource Sharing Project report highlights that:

> A UC consortial ILS system would address many of the needs of resource sharing without the need to purchase additional software to enable resource sharing among the UC campuses. The majority of UC resource sharing would be processed entirely within the consortial ILS, and the overall cost and complexity of resource sharing would be reduced. We would no longer need custom software for consortial borrowing, since we would be using the features built into the consortial ILS (p. 5).

The RLF report makes similar observations:

> An integrated library system used by the RLFs that offers both next generation technological capabilities and functionality across one or more UC libraries could help both depositors and RLF staff address many of the problematic issues identified by the RLF systems and workflows team. … The Shared RLF ILS team believes that the single best way to accomplish these outcomes (e.g. reduced cost for deposit, improved discovery and access, improved reporting and collections analysis) is a truly shared ILS (p. 6).

While analysis of the technical aspects of a systemwide ILS has been successfully completed (e.g., the October 2014 report of the Shared ILS Feasibility Task Force, and the RLF exploration), similar progress has not yet been made on analyzing the cost and business case for a systemwide ILS.

DOC's report explains:

> Most pointedly, as libraries continue to evolve towards the development and provision of highly localized research-supporting services in data management, analytics, interactive spaces, and publishing, the opportunity for harvesting significant, beneficial system-wide affordances narrows to enhancement of core resource-sharing services. Creating a shared ILS provides one of the few opportunities for the UC Libraries to coordinate effectively and maintain collaborative structures that justify their additional administrative overhead (p. 3).

The promise of greater operational efficiencies and affordances for resource redirection are compelling, but a formal Business Case Analysis is needed to better define that promise and secure funding for a project of this magnitude.

Agreement and buy-in will also be necessary to ensure the success of a systemwide ILS at the UC Libraries; from the UC Libraries' staff that a shared system is desirable, and from our many constituents

(e.g. faculty, researchers, and students) that a major change to their work environment is justified by the benefits.

Because these aspects of planning and implementing a systemwide ILS are of great consequence, CoUL is expanding DOC's recommendations beyond "a proposal for a shared ILS architecture, a migration plan, and a timeline for CoUL's consideration" to encompasses additional functional, business, and communications planning.

Charge

The Working Group is charged to carry out the activities and deliverables identified in phase 2 of the timeline. The group should prioritize charging a technical subgroup to quickly determine the likely technical scope and project parameters to implement a systemwide ILS at the UC Libraries. The subgroup should utilize the work of preceding groups and consortia that have investigated and/or implemented a systemwide ILS. With a high-level understanding of the project scope and parameters (e.g. would the implementation occur all at once and in what time frame, how many 3rd party system integrations would be required, etc.), the working group will then charge a business subgroup to determine the current ILS-related costs incurred systemwide, potential one-time project and ongoing maintenance costs for a systemwide ILS, and to generate an initial business case analysis for the systemwide ILS project. The business case should provide evidence to both CoUL and potential project funders (e.g. UCOP) that the one-time costs are reasonable and the ongoing costs are no more than, and ideally less than, what the UC Libraries currently pay for ILS licenses and direct support. The working group will draft a report outlining the project scope, cost, and business case for CoUL to review and endorse.

With CoUL's endorsement to move forward with phase 3, the working group will review both their charge and roster, recommending changes or additions to CoUL if necessary. Once reconfirmed, the working group will commence phase 3 with more detailed project planning and build consensus around what other subgroups are needed in phase 3. In addition to recharging the technical and business subgroups, the group should consider charging subgroups to focus on policy and procedure harmonization, communications, and other functional areas. As part of phase 3, the group (or a subgroup) will carry out an RFP. This phase of work will conclude with the working group drafting a recommended system and implementation plan to CoUL for their review and endorsement.

Reporting Line

The Working Group will report to CoUL. CoUL representatives on the Working Group will provide guidance and oversight as needed. At the end of each phase of work, CoUL will review and endorse the group's recommendations and deliverables.

Timeline and Deliverables

Phase 1 (months 1–3): Start-up[1]

- Draft a statement of principles that articulate why the UC Libraries are investigating a systemwide ILS.

[1] Phase 1 was completed by the Systemwide ILS Planning Group.

- Draft a charge for a Systemwide ILS Working Group that will define and recommend the processes and activities needed to investigate and plan for a systemwide ILS implementation for the UC Libraries.

Phase 2 (months 4–8): Exploration

- Carry out a high-level technical exploration to confirm the likely technical scope and cost for a systemwide ILS implementation at the UC Libraries.
- Complete initial business case and return on investment analyses.
- Draft a report that outlines the technical scope, cost, and business case for a systemwide ILS implementation project at the UC Libraries for CoUL to review and endorse[2].
- Review charge and roster to ensure both support phase 3 activities; recommend changes to CoUL if necessary.

Phase 3 (months 9–20/26): Detailed planning and the RFP/RFI

- Carry out detailed planning around functional and technical needs, policy and procedure harmonization, communications, and business case needs; charge the appropriate subgroups as necessary.
- Complete an RFP/RFI process.
- Pursue and manage funding commitment(s).
- Engage library staff and constituents around the planning process, expectations and needs.
- Draft a report detailing the recommended system and implementation plan for CoUL to review and endorse.

Phase 4 (months 20/26 – onwards): Implementation

- Details forthcoming (to be shaped by phases 2 and 3).

Membership

The Working Group includes functional representation from public services, collections, business services and IT. The group also includes CoUL, DOC, CDL and RLF representatives. The roster is as follows:

- Chris Shaffer, University Librarian, UC San Francisco (Co-Chair)
- Günter Waibel, Executive Director & Associate Vice Provost, California Digital Library (Co-Chair)
- Donald Barclay, Deputy University Librarian, UC Merced
- Christine Barone, Collections Project Coordinator, Southern Regional Library Facility (Project Co-Manager)
- John Bono, Associate University Librarian, UC Santa Cruz
- Peter Brantley, Director of Online Strategy, UC Davis
- Cathy Martyniak, Director, Southern Regional Library Facility
- Erik Mitchell, Associate University Librarian for Digital Initiatives and Collaborative Services, UC Berkeley, and Director, Northern Regional Library Facility

[2] With this information, CoUL will confirm their preferred approach for funding a systemwide ILS implementation project.

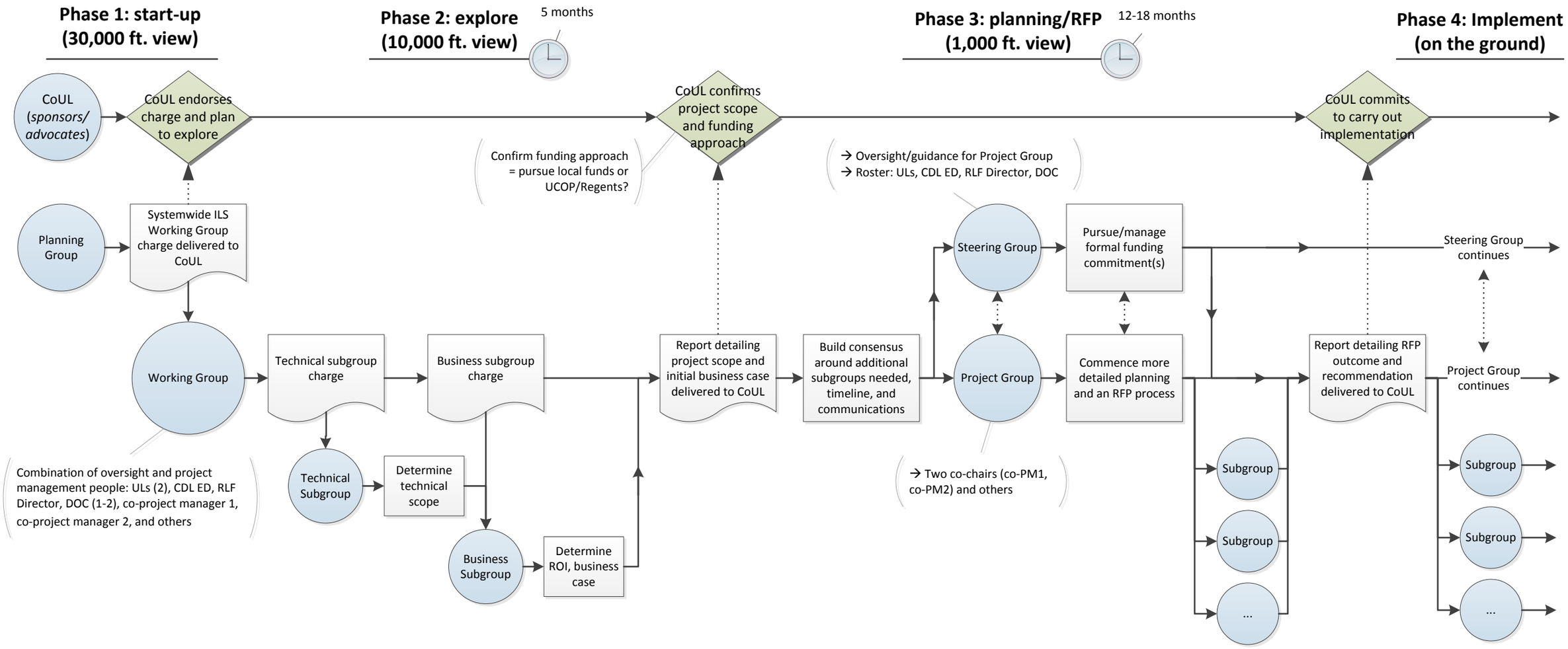
- Aislinn Sotelo, Program Director for Metadata Services, UC San Diego
- Virginia (Ginny) Steel, Norman and Armena Powell University Librarian, UC LA
- Lena Zentall, Project & Product Manager, California Digital Library (Project Co-Manager)

Two working group members are also DOC members, to ensure good communication with that committee. Existing CKGs and other groups may be utilized for subgroup work.

Working group members agree to make a six-month commitment to carry out phase 2 activities; to ensure continuity, several working group members should continue on the project for phase 3. Following phase 2, the Working Group is expected to divide into two separate groups: a Steering Group, to provide oversight and guidance, and a Project Group to oversee project management, conduct more detailed planning, and charge subgroups with the aid of the steering group.

Strawperson Proposal: Systemwide ILS Investigation

October 10, 2017



Notes:

- Blue bubbles = permanent and time-limited groups/subgroups.
- Green diamonds = turning points (i.e. key decisions), based on information available at that time, requiring CoUL feedback and approval.
- The strawperson is purposefully more detailed/explicit about activities in phase 2. The working group (and then steering and project groups) will build consensus and shape what needs to happen in phase 3 and future phases.
- The project group is able to form and disband subgroups as necessary (with guidance/support from Steering Group).
- Existing CKGs and groups should be utilized where possible, particularly for policy and practice harmonization.