



## Phase 4 Final report: Public Summary of work

As part of its [phase 4 charge](#), the Systemwide Integrated Library System (SILS) Working Group shared this final report outlining work completed so far with the University of California (UC) Direction and Oversight Committee (DOC) and Council of University Librarians (CoUL) on February 09, 2022 for their review. This public version of the report covers non-confidential work completed during phase 4 of the SILS project, from March 2020 through December 2021.

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## Executive summary

During the final nine months of Phase 4 (April - December 2021), the SILS Working Group focused on guiding the project in two distinct areas: 1) preparation and project work for the July 27 systemwide launch of UC Library Search, and 2) post-go-live work.

Funding was previously secured from the UC Office of the President to cover both one-time SILS implementation costs as well as initial subsidies for ongoing SILS costs. With these subsidies, each campus paid a total FY 21-22 cost equal to or less than their costs for ILS software in FY 20-21. These “on-ramp” subsidies will continue through FY 23-24 with the SILS annual subscription fees fully shouldered by campus libraries and CDL, according to the CoUL-approved SILS Cost Share percentage model, in FY 24-25.

The go-live was largely successful, with a 1-day delay at two institutions. Thanks to a very robust go-live communication process, all stakeholders were informed and kept abreast of the migration process for each campus.

In May 2021, the SILS Working Group charged the Transition Task Force to ensure a smooth changeover from the project structure to the ongoing SILS structure. New teams have been identified, and rosters were finalized by DOC in November 2021; subsequently, all new team members have been notified and welcomed to their groups and all kickoffs have been scheduled.

In their final report, the Data Privacy Task Force determined that CoUL should act as the trustee of SILS data, with delegations of authority to DOC and to the SILS Leadership Group.

This report makes no recommendations, and no decision by CoUL is being requested at this time.

## Financial: funding strategies and central staffing

With the one-day delay of go-live, for contractual and fiscal purposes our go-live date became July 28, 2021 and not July 27th.

Implementation and ongoing SILS costs covered by OP are:

- Central staffing support for the SILS product manager (hired) and data analyst (forthcoming);
- Full SILS implementation costs to the vendor, Ex Libris;
- [NISO Circulation Interchange Protocol](#) script costs to the vendor (OCLC) for campuses in FY20/21 and FY21/22;
- Financial on-ramp assistance for campuses that see a cost increase in migrating to the SILS (OP will cover 100% of the FY 21/22 contractual cost increase, and 50% and 25% in FY 22/23 and FY 23/24);
- Parallel systems costs in FY 21/22 (commencing July 01, 2021 OP will pay local, standalone system costs for the applicable contractual periods, with the last contract date being October 28, 2021; all libraries will benefit from this support).

## Central staffing

SILS Service Manager Caitlin Nelson started in this MPI-approved position on July 1, 2020. The second position funded by the Office of the President, a data analyst, was originally set to begin work July 1, 2021. However, due to ongoing impacts of a hiring freeze at UCOP, CDL now believes a realistic start date may be Q4 of FY 21/22.

**Contract buy-out costs** have been eliminated as a result of negotiations with standalone ILS vendors.

Implementation and ongoing SILS costs covered by the campus libraries and CDL are:

- In-kind staffing costs;
- All data clean-up and migration costs;
- Local systems integration costs (if any);
- Local (pre-SILS) standalone ILS and discovery contract costs up until June 30, 2021 (OP parallel systems coverage will commence at the start of FY 21-22);
- SILS contract costs starting July 28, 2021.

CDL held three meetings (October 2020, March 2021, and December 2021) with campus financial officers to provide information about the costs borne by OP and those charged to campuses as well as to provide the process by which campuses will be charged for their share of SILS costs. Through CDL, OP made direct payments to Ex Libris for the vendor implementation cost. CDL will also manage the payment to Ex Libris for ongoing SILS contract costs and will recharge each campus annually for the net payment (ongoing SILS contract fee, new system on-ramp support and parallel systems support). At the beginning of the fiscal year, CDL will confirm the annual recharge payment with campuses. CDL will recharge SILS costs by the end of the first quarter of each fiscal year. Given staffing shortages in CDL's business services unit, the precise timing of the FY 21/22 recharge remains to be determined, but is expected to occur in the 3rd quarter of FY 21/22.

## **Project progress**

The work of the SILS Project Manager Operation Leads was divided into three stages: 1) planning and kickoff work from March to May 2020, 2) project support June 2020 to July 2021, and 3) post-go-live work from August to December 2021. All stages are now complete. Stages 1 and 2 were previously reported in the mid-term report. The full list of deliverables is included in the work plan (Appendix A).

Completed tasks for stage 3 include:

- Conducted post-mortems
- Offboarded SILS cohort members, including removing access to project collaboration tools
- Phase 4 handoff of ongoing work to the SILS Operations Team
- Managed project documentation
- Decommissioned project collaboration tools

### **Completed implementation phases**

All work was completed on schedule.

#### Test Load Phase (November 2020-May 2021)

- All campuses and CDL submitted data and configuration forms to Ex Libris for the Test Load in December 2020
- Ex Libris delivered the Test Load environment with Alma & Primo instances in February 2021
- Integrations testing completed in June 2021

#### Cutover & Go Live Phase (June - July 2021)

- New-to-Alma campuses and CDL submitted data and forms to Ex Libris for the Cutover Load in June 2021
- Ex Libris delivered the production environment with Alma and Primo instances
- Campuses tested their production environments before signing off
- All campuses went live on Alma and Primo by July 28, 2021

#### Switch to Support (August - October 2021)

- Campuses completed the Ex Libris Switch to Support Readiness form iteratively up to three times in preparation
- Met with Ex Libris Director of Support and the Support Manager to review the customer support and escalation process

## Communication/engagement

The final nine months of Phase 4 (April to December 2021) saw a ramp-up in collaborative communication activity in advance of the July 27 launch, followed by preparatory work for transition to ongoing SILS governance.

Coordination with the SILS Working Group, Implementation Coordinators and End User Outreach Subgroup were essential to keeping cohort and campus-level staff updated and involved leading up to, and during, the week of go-live. Simultaneously, the COLs executed two pieces of systemwide messaging in coordination with the UCOP Executive Communications and Internal Communications teams.

- Eleven [SILS News announcements](#) released between April 2021 and October 2021
  - The SILS News listserv grew by more than 100 subscribers during phase 4 to over 500 recipients, with spikes in opt-ins after promotion during Town Hall events.
- Drafted detailed communications plan for go-live, including contingency plan for possible delays. All possible scenarios were taken into consideration, with special attention paid to the frequency and timing of communication with all relevant stakeholder groups.
- Partnered with End User Outreach and UCOP social media team on a series of monthly tweets from the @uofcalifornia account (following: 24.7K) promoting UC Library Search up to and on the day of go-live ([example](#)).

- Collaboration with UCOP executive communications and internal communications to expand reach of go-live success story.
  - [Congratulatory letter](#) from President Michael Drake
  - [UCnet feature story](#) on employee contributions to the project
    - Distributed to all UC faculty and staff within Aug. 18, 2021 email
- Three monthly SILS Cohort Town Halls, attended by over 70 colleagues per session.
  - These cohort Town Halls played a very important role in increasing awareness of the complex work performed by all SILS groups, increasing the overall communication among the groups, and reinforcing the transparency of the decision making process.
- Two quarterly Town Halls open to all UC Library staff, with the last one dedicated to presentations and discussion of the Ongoing Shared Governance.
  - These town halls generated wide interest from systemwide UC Libraries staff averaging over 250 attendees each.
- Drafting and dispatching thank you letters to all 168 phase 4 cohort members.
  - The thank you letters were the main project vehicle for recognizing the important contributions and the amazing amount of work and energy that the SILS cohort members brought to the SILS project. (Local recognition for cohort members and staff contributing to go Live success also played an important role in marking the launch achievement.)

## Alma Accounts Task Force

The Alma Accounts Taskforce (AATF) was charged by the Systemwide ILS working group (SILS-WG) in March 2021 to review and align campus Alma account needs with the accounts available under UC's license. To support this work the AATF surveyed campuses to identify current staff and student ILS accounts, identified principles and metrics, designed and evaluated distribution models and reviewed technical information regarding the use of functional (aka shared) accounts under UC's IS-3 policy.

Through multiple rounds of consultation and review the AATF recommended the distribution of all accounts using the April 2021 survey data by allocating 100% of the staff accounts currently in use with remaining accounts distributed using the current student account data up to the current account total using the same April 2021 survey data. Select campuses (e.g. UCSF) received full allocations given the low number of accounts at each site. UCD-Law was allocated the accounts which were directly included in UCD-Law's costs. The Network Zone managed by the SILS Operations Center at CDL was allocated an appropriate number of accounts for systemwide use.

The AATF also provided recommendations for limiting account needs and the use of functional (shared) accounts when possible. The AATF also noted that each campus has latitude to create accounts and a central account management strategy is not feasible. As such campuses will have the ongoing responsibility to manage accounts in a collaborative way by regularly monitoring the use of accounts in relation to the allocation target provided through the AATF recommendations. Recognizing the importance of staying within account licensing limits the AATF also recommended convening a group that would assess account use and need ahead of the next contract renewal.

These recommendations were all endorsed by SILS Working Group and CoUL and were used to implement accounts ahead of SILS go live on July 27, 2021.

## **SILS Data Privacy Task Force**

The SILS Data Privacy Task Force (DPTF) was charged by the Systemwide ILS working group (SILS-WG) in January 2021 to describe the current landscape of data privacy policies and practices and to identify those issues that are already addressed by existing policies and practices, or contractually via the agreement with the vendor (Ex Libris). To support this work the DPTF identified current, overarching UC policies and practices around use and privacy of patron data. It proposes a path forward enabling the UC Libraries to lead systemwide library initiatives, or projects that support and align UC Libraries needs for assessment and analytics, while complying with University obligations and respecting community expectations around the privacy of patron data.

DPTF through several discussions, meetings, and reviews recommended charging and adding a privacy project team to the ongoing SILS governance structure and clarified this governance authority, including delegation, operations and operating principles.

The report proposed that the Council of University Librarians act as the trustee of SILS data in compliance with guidelines from IS-3 policy, with delegations of authority to the Direction and Oversight Committee and to the SILS Leadership Group.

The report also proposed the formation of a SILS Data Privacy and Security Project Team, with the recommendation that the Project Team report to the SILS Leadership Group and be an eighteen month time bound team, that was tasked to begin work December 2021. The report further defined a charge for the incoming Project Team and identified project team members, and addressed immediate questions.

The immediate issues that were addressed by DPTF were around privacy forms that would need to be signed by any UC employee that has access to Alma and thereby the data in the Alma system. Another immediate concern that was addressed was related to anonymizing user information in the network zone Alma Analytics.

The recommendations and report proposed by DPTF were approved and endorsed by the SILS Working Group. It was recommended that the proposed group be formed as soon as possible and no later than December 1, 2021, with an 18 month membership. The group would report to SILS WG through December, 31, 2021. The reporting line would switch to SILS Leadership Group in January 2022. The full report is found in Appendix B.

## **RLF Configuration Task Force**

In spring of 2021, it became clear that the group would not finish its work to investigate and then recommend the best way for RLF records to be managed inside Alma. RCTF drafted a proposal to extend the work of the group and have it join the UCLAS structure which was presented to WG in May. With a few minor changes to the charge, and a new name starting in 2022 (RLF Configuration Project Team), the proposal was approved by WG. The RCTF/RCPT hopes to complete its work by the Fall of 2022.

Given the launch of Alma and UC Library Search in July and reopening plans in the Fall, the group paused during June - August to allow members to support their libraries.

Since resuming meetings, the group has carefully discussed the timing of the survey to best gather information when most campuses are still developing Alma workflows and the RLFs have not resumed regular deposits. In addition the group is determining

- How to weigh survey responses
- How to write questions that give us actionable data
- Planning agendas for stakeholder sessions

In September, one of our original members had to step down and the co-chairs of RCTF reached out to DOC to solicit a new member with similar skills. DOC was able to provide two new members to start in late October. Also in September, one of the co-chairs notified the task force that they were leaving UC at the end of October. One of the current members has agreed to be the new co-chair and a new member has joined to represent the RLFs.

## Shared Governance Task Force

For phase 4, the Shared Governance Task Force (SGTF) was charged to integrate SILS Project shared governance into the standing [UC Libraries Advisory Structure \(UCLAS\)](#) and specifically to design the ongoing (i.e. post-go-live) shared governance model for the SILS.

### Development of Operational Shared Governance Structure

In the first part of Phase 4, the SGTF carried out a mid-phase assessment of the current SILS phase 4 project structure (including governance, work practices and decision-making) to inform our development of the ongoing SILS structure. The SGTF also created an initial draft model for SILS integration into the current [UC Libraries Advisory Structure \(UCLAS\)](#). Since the [SILS Midterm Report](#) in March 2021 SGTF built upon the initial draft model and developed an [ongoing operational SILS governance structure, work practices and charges](#). The Ongoing Operational SILS Governance Structure was endorsed by CoUL in June 2021. The SGTF also socialized the operational SILS governance structure through a SILS-News post delivered on September 9, 2021 and a presentation at the SILS Town Hall on September 22, 2021.

### Overview of the Operational Shared Governance Structure

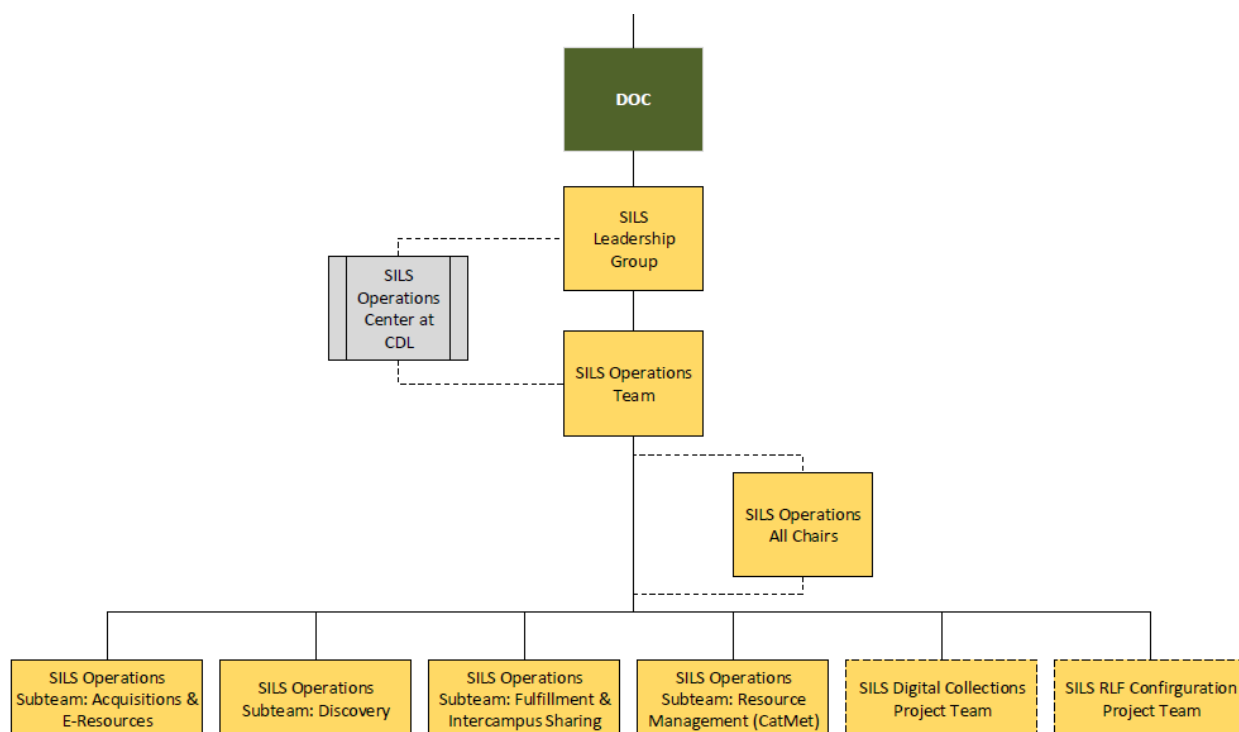
The **SILS Leadership Group** will report to DOC and be responsible for systemwide SILS strategic direction; it will also provide oversight and guidance on systemwide SILS operations.

The **SILS Operations Team**, a representative team, will lead and coordinate systemwide operational use of the SILS, including UC Library Search and the Network Zone, and provide oversight and guidance to operations subteams.

**SILS Operations Subteams** will be representative and are the primary groups responsible for leading discussion and making operational policy and practice decisions in defined functional areas, with the goal of developing, implementing, and maintaining UC-wide policies, practices and workflows.

And as needed, **SILS Project Teams** will be created and charged to perform time-limited and clearly scoped activities with specific outcomes and end dates. Project Teams will be utilized when ongoing teams do not have the applicable expertise or bandwidth to carry out specific explorations or analyses.

A SILS Operations Center has also been established at the California Digital Library, to work in close partnership with the UCLAS-integrated SILS teams.



## SILS Transition Task Force

At the recommendation of the Shared Governance Task Force, the SILS Working Group charged the Transition Task Force in May of 2021 to ensure a smooth changeover from the project structure to the ongoing SILS structure (Appendix C).

The task force was charged to:

- Work with the Direction and Oversight Committee (DOC) to gather nominations and appointments
- Develop and oversee onboarding and orientation, including identifying essential documentation for new groups
- Plan and host virtual kickoffs
- Populate new collaborative workspaces and communication tools

Rosters for the new teams were finalized by DOC in November 2021 and all new team members were notified and welcomed to their groups. Orientation and kickoffs occurred in January and February of 2022. The task force's work concluded in February 2022.



## Appendices

**Appendix A: Project Manager Operation Leads work plan** (see below)

**Appendix B: Data Privacy Task Force report**

[https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS\\_Phase4\\_DataPrivacyTaskForce\\_FinalReport\\_Jan2022.pdf](https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS_Phase4_DataPrivacyTaskForce_FinalReport_Jan2022.pdf)

**Appendix C: SILS Transition Task Force charge**

[https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS\\_Transition\\_Task\\_Force\\_Charge.pdf](https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS_Transition_Task_Force_Charge.pdf)

**Appendix D: UCLAS Integrated SILS Structure**

[https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS\\_UCLASintegrated\\_06232021\\_Final\\_page2\\_chart.pdf](https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS_UCLASintegrated_06232021_Final_page2_chart.pdf)

**Appendix E: Ongoing Operational SILS governance structure, work practices and charges**

[https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS\\_UCLASintegrated\\_06232021\\_Final.pdf](https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS_UCLASintegrated_06232021_Final.pdf)

**Appendix F: SILS Phase 4 Mid-term Report (public version)**

[https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS\\_Phase4\\_MidtermReport\\_Public-2.pdf](https://libraries.universityofcalifornia.edu/groups/files/sils/docs/SILS_Phase4_MidtermReport_Public-2.pdf)

**Appendix G: SILS Implementation Timeline** (see below)

# Appendix A: PM Leads Phase 4 Work Plan (March 2020 - December 2021)

## Phase 4 general activities:

- PM Leads, Com Leads and the SILS Service Manager meet together as the Operation Leads twice weekly for a 60-minute Zoom meeting. One meeting has a PM focus and the other a Communication focus.
- The PM Leads will meet twice weekly with the Ex Libris project manager to coordinate joint project management activities including managing the implementation timeline, meeting schedule, training schedule, and escalating issues as needed.
- PM Leads chairs will meet in advance of each meeting to plan agendas and manage deliverables.
- PM Leads chairs will provide regular, brief updates to the SILS WG and Steering; other Operation Leads members also on the WG will supplement/support these updates as needed.
- 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.
- 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.

Stage & Timeline	Major Tasks	Notes
1. Planning & Kickoff March - May 2020	The PM Leads will develop a plan that includes a timeline for completing their work and deliverables.	Deliver work plan to the SILS Working Group for review and endorsement at June 12, 2020 meeting.
	Set up project collaboration tools	Google shared drive, Confluence, listserv, slack
	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	Meeting notes template, Decision template, Task report, Team charter.
	Kickoff all groups	Host kickoff guidance meeting for chairs; provide sample kickoff agenda
	Taking the temperature survey	Provide chairs with a survey to assess the baseline understanding of the project by members
	Pre-mortem and risk mitigation	Premortem summary and actions for Cohort Premortem summary and actions for WG
2. Project support June 2020 - July 2021	Manage and refine the overall project timeline, in coordination with the SILS Working Group and coordinator groups.	Week-by-week Phase 4 Master Timeline <a href="#">Timeline overview on Confluence</a> (milestones)
	Manage and refine the implementation timeline and meeting and training schedules working with the Ex Libris project manager and in consultation with coordinator groups.	Twice weekly meetings <a href="#">Implementation timeline</a> <a href="#">Ex Libris meetings</a> Training calendars
	Manage and refine the overall project Responsibility Assignment Matrix (i.e. RACI), in coordination with the SILS Working Group and coordinator groups.	RACI will be done for each decision. Master RACI for major decisions
	Project co-managers manage the SILS Working Group decision slate	SILS Working Group Decision Slate

	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.	ICs = Lena Zentall PPC = Christine Barone Training = Neil Weingarten (through mid-November 2020); Joanna Kang (starting mid-November 2020-April 2021)
	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.	Periodic training webinars on project tools and best practices
	Facilitate all-chairs meeting to ensure robust cross-group collaboration	Currently planned for 60 minutes every two weeks (chairs + SILS co-chairs, PM Leads, Com Leads, SSM)
	Report on project status	<a href="#">SILS Project Reporting</a> Mid-term report to CoUL (WG) <del>March</del> April 2021: will include a proposal for UCLAS-integrated SILS shared governance and a recommendation for when phase 4 will end (sometime in fall/winter 2021).
	Onboard new SILS cohort members that join mid-phase; manage offboarding.	
	Manage user permissions for project tools.	
3. Post-Go-Live August 2021 - December 2021	Post mortem	
	Contribute to final report	Final report to CoUL (WG) ( <del>Sep/Dec 2021</del> ) decided to deliver after the end of phase 4 in Feb 2022
	Offboard SILS cohort members	Remove access to project collaboration tools
	Manage project documentation	
	Decommission project collaboration tools or handoff to ongoing governance group	

# Implementation Timeline

## Major Work and Milestones

Status: **IN PROGRESS** **DONE** **LATE**

**Blue** = SILS Admin activity

**Yellow** = Implementation activity

**Green** = Ex Libris activity

*Italics* = unconfirmed/estimated and subject to change

Phase	Task	Owner	Deadline	Status	Notes
<b>Onboarding</b> March - May 2020	SILS Project Phase 4 Kickoff - Wave 1	SILS PMs / WG volunteers	26 Feb 2020	<b>DONE</b>	
	Implementation Coordinators start meeting weekly	ICs	13 Mar 2020	<b>DONE</b>	<a href="#">Meeting Notes</a>
	SILS Phase 4 Kickoff & Orientation - Wave 2	SILS PMs / WG volunteers	03 Apr 2020	<b>DONE</b>	
	Basecamp provisioned	Ex Libris	06 Apr 2020	<b>DONE</b>	
	SILS generic sandboxes provisioned	Ex Libris	06 Apr 2020	<b>DONE</b>	
	SILS Groups kickoffs, lead by Chairs	SILS Chairs / PMs	17 Apr 2020	<b>DONE</b>	Each group's chair will lead a kickoff as part of their first meeting.
	Approve the vanguard slate	ICs	17 Apr 2020	<b>DONE</b>	Needs approval at WG meeting 4/17 (approved!)
	Implementation Form finished	ICs	17 Apr 2020	<b>DONE</b>	
	Finish Getting to know Alma Training	ICs	24 Apr 2020	<b>DONE</b>	
	Intro to the Zones overview	Ex Libris	11 May 2020	<b>DONE</b>	
	Network Zone Q&As	ICs / PPC / FGs / ELs / Ex Libris	May 18-Jun 5	<b>DONE</b>	
	Finish 3rd party integrations form	ICs	29 May 2020	<b>DONE</b>	
<b>Vanguard</b> June - Oct 2020	Vanguard kickoff call	Ex Libris	15 Jun 2020	<b>DONE</b>	Vanguard institutions: Berkeley, CDL, UCLA, San Diego, San Francisco, Santa Barbara
	Vanguard Alma training (essentials, admin fundamentals, etc.)	Ex Libris / SILS Internal Training Group	July - August 2020	<b>DONE</b>	See schedule on <a href="#">Vanguard Alma &amp; Primo VE Trainings</a>
	Vanguard data DRAFT deadline	ICs	17 Jul 2020	<b>DONE</b>	
	Vanguard data FINAL deadline	ICs	31 Jul 2020	<b>DONE</b>	
	Vanguard test load start	Ex Libris	09 Aug 2020	<b>DONE</b>	
	Vanguard configuration DRAFT deadline	ICs	14 Aug 2020	<b>DONE</b>	
	Vanguard configuration FINAL deadline	ICs	21 Aug 2020	<b>DONE</b>	
	Vanguard Fulfillment Network configuration DRAFT deadline	CDL IC + Fulfillment FG	21 Aug 2020	<b>DONE</b>	
	Fall semester instruction begins		26 Aug 2020		UCB and UCM; UCD Law 8/24
	Vanguard Fulfillment Network configuration FINAL deadline	CDL IC + Fulfillment FG	28 Aug 2020	<b>DONE</b>	
Vanguard "Alma Essentials" and "Administration Fundamental" Training completed	ICs + testers + local vanguard implementation teams	31 Aug 2020	<b>DONE</b>	Except Analytics demo on 10/12	

	Vanguard Primo VE training	Ex Libris / SILS Internal Training Group	September 2020	<b>DONE</b>	
	Vanguard test load delivery - Alma	Ex Libris	04 Sep 2020	<b>DONE</b>	Delivered on schedule: Sep 4 (UCSD, UCSF, SCP IZ)  Delayed: Sep 5 (UCLA), Sep 7 (UCSB), Sep 9 (NZ), Sep 18 (UCB)
	Vanguard Alma special meeting: Using Alma for Data Review	Ex Libris	10 Sep 2020	<b>DONE</b>	
	Vanguard delivery - Primo VE	Ex Libris	16 Sep 2020	<b>DONE</b>	Delivered on schedule: UCSD, UCSF, UCLA, UCSB  Delayed until Sep 18: Network Zone and UCB
	Vanguard Primo VE special meeting: First look	Ex Libris	17 Sep 2020	<b>DONE</b>	
	Fall quarter instruction begins		01 Oct 2020		UCI, UCLA, UCR, UCSB, UCSC, UCSD, UCSF except UCD 9/30
	Vanguard Alma workshops	Ex Libris / SILS Internal Training Group	October 2-9, 2020	<b>DONE</b>	See Internal Training's <a href="#">Vanguard October Workshop Schedule</a>
	Vanguard Alma & Primo VE certification begins	SILS Internal Training Group	Sep 2020 - July 2021	<b>DONE</b>	Contact <a href="#">Internal Training</a> for more information  1 staff member must be Alma/Primo VE certified by Test Load to edit configurations.  2 staff members must be Alma/Primo VE certified before go-live.
	Vanguard completion (lessons learned)	Ex Libris / UC	02 Nov 2020	<b>DONE</b>	
<b>Implementation</b>  Nov '20 - July '21	Implementation Kickoff	Ex Libris	05 Nov 2020	<b>DONE</b>	
	Migration meetings	Ex Libris / UC	November 6-20, 2020	<b>DONE</b>	See schedule on <a href="#">Ex Libris Meetings</a>
	Alma training (essentials, admin fundamentals, etc.)	Ex Libris / SILS Internal Training Group	Nov 4, 2020 - February 8, 2021	<b>DONE</b>	See schedule for <a href="#">Implementation Alma &amp; Primo VE Trainings</a>
	Provide population order for the Network Zone	Resource Management FG	04 Dec 2020	<b>DONE</b>	
	Download latest auto-extract kit [Voyager only]	ICs	04 Dec 2020	<b>DONE</b>	
	Download and install the latest Migration File Validation tool [III and Alma]	ICs	04 Dec 2020	<b>DONE</b>	
	Confirm campus contacts for Test Load tracking in Sales Force	ICs	04 Dec 2020	<b>DONE</b>	
	Draft Migration forms due [III, Voyager, and WMS]	ICs	07 Dec 2020	<b>DONE</b>	
	Retain local extensions	ICs	11 Dec 2020	<b>DONE</b>	
	Submit data files to EXL MFT server [III, Voyager, WMS and Alma]	ICs	14 Dec 2020	<b>DONE</b>	
	Final Migration form [III, Voyager and WMS]	ICs	14 Dec 2020	<b>DONE</b>	
	Field Mapping form [III and WMS]	ICs	14 Dec 2020	<b>DONE</b>	
	P2E file [N/A for Alma]	ICs (except existing Alma campuses)	14 Dec 2020	<b>DONE</b>	
	Delivered Files list [III, WMS and Alma]	ICs	14 Dec 2020	<b>DONE</b>	

360/Intota reports and "360 and Intota to Alma Migration" form (if applicable)	ICs	14 Dec 2020	DONE	
Terms ends for all		18 Dec 2020		except UCD Law 12/12, UCSD 12/19, UCSF 12/31
Winter quarter instruction begins Spring semester instruction begins		January 4-19, 2021		winter quarter: UCD, UCI, UCLA, UCR, UCSB, UCSC, UCSD, except UCSF 1/1 spring semester: UCD Law 1/11, UCB and UCM 1/19
Test load start	Ex Libris Migration Team	03 Jan 2021	DONE	
Ex Libris config overview meeting [III, Voyager and WMS]	Ex Libris	07 Jan 2021	DONE	
Configuration meetings	Ex Libris/UC	Jan 8-15, 2021	DONE	
Draft configuration forms due [III, Voyager and WMS]	UC	22 Jan 2021	DONE	
Final configuration forms due [includes EZProxy & Connexion in config case]	UC	05 Feb 2021	DONE	
Final Fulfillment Network Group form due	UC	05 Feb 2021	DONE	
Test load data and Alma environment delivery - expected	Ex Libris	19 Feb 2021	DONE	Delivered early on Feb 11 except for UC Merced which was delivered Feb 24.
Primo VE environment delivery	Ex Libris	26 Feb 2021	DONE	Delivered early on Feb 25 except for UC Merced which was delivered Feb 27.
Primo VE review and refine work	UC	March to May 2021	DONE	
Complete Primo VE review and refine work	UC	March to May 2021	DONE	
Day 1 Third-Party integrations work	Ex Libris / UC	March to May 2021	DONE	
Winter quarter ends		19 Mar 2021		except UCSD 3/20, UCSF 3/28
Spring quarter instruction begins		29 Mar 2021		UCD, UCI, UCLA, UCR, UCSB, UCSC, UCSD, UCSF
Alma / Primo VE Authentication Configuration Completed	Ex Libris / UC	30 Apr 2021	DONE	was March 31, 2021
Alma / Primo VE Authorization Configuration Completed	Ex Libris / UC	30 Apr 2021	DONE	was March 31, 2021
Alma SIS Set-up and Testing Complete	Ex Libris / UC	30 Apr 2021	DONE	Completed June 10
Alma functional workshops	Ex Libris / SILS Internal Training Group	March-May 2021	DONE	Analytics workshop will be held post go-live
Full cutover plan delivered	Ex Libris	06 May 2021	DONE	
Complete the Go-Live Readiness Checklist [III, Voyager, WMS, CDL]	UC	17 May 2021	DONE	
Complete Day 1 Third-Party Integrations	Ex Libris / UC	31 May 2021	DONE	
Spring term ends for all		11 Jun 2021		except UCD Law 5/15, UCD and UCSC 6/10, UCSF 6/
Cutover cases have been set up with the same primary contact as your Test Load cases. Please inform EXL if there are any any changes needed - via your Cutover case.	UC	11 Jun 2021	DONE	

Inform EXL if you plan to perform FY rollover prior to Cutover - via your Cutover case [Alma Campuses]  OR  If you are migrating ACQ, inform EXL if you plan to perform FY rollover in your ILS prior to Cutover - via your Cutover case [UCB, UCLA, UCSD, UCSF]	UC	11 Jun 2021	DONE	
Inform EXL if you plan to opt-out of ProQuest Activations at Cutover via your Cutover case [III, Voyager, WMS]	UC	11 Jun 2021	DONE	
Confirm that you can access your MFT shares or report issues via your Cutover Case	UC	11 Jun 2021	DONE	
Inform EXL if you plan to use a custom domain for Primo VE and the Primo Service page - via your Cutover case	UC	11 Jun 2021	DONE	
Download validation tool (or auto-extract kit for Voyager) - varies by ILS	UC	11 Jun 2021	DONE	
Review your *Test Load* case notes for changes or expected fixes at Cutover	UC	11 Jun 2021	DONE	
Ensure all libraries, locations and vendors in current ILS are reflected in Alma with the same codes [III, Voyager, WMS]	UC	11 Jun 2021	DONE	
Submit Scheduled Jobs list [optional for Alma Campuses]	UC	14 Jun 2021	DONE	
Technical Services freeze by EOD / 5pm PT or PRIOR based on the date you need to start extracting data [III, Voyager, WMS]	UC	15 Jun 2021 or sooner, depending on when your data extract begins.	DONE	See Basecamp or ask your IC for local freeze dates.
UCD Law to ensure all configuration relevant to them is present in the UCD Main NA02 environment [UCD Law, UCD]	UC	18 Jun 2021	DONE	
UCD Law to add library staff users and their roles to UCD Main [UCD Law, UCD]	UC	18 Jun 2021	DONE	
Deliver bib files needed for NZ build to EXL [Alma Campuses]	UC	18 Jun 2021	DONE	
All data extracts due to EXL by EOD / 5pm PT [III, Voyager, WMS]	UC	18 Jun 2021	DONE	
360/Intota reports due to EXL by EOD / 5pm PT [Voyager, CDL]	UC	18 Jun 2021	DONE	
P2E file due to EXL by EOD / 5pm PT [III, Voyager, WMS]	UC	18 Jun 2021	DONE	
Migration form due to EXL by EOD / 5pm PT [III, Voyager, WMS]	UC	18 Jun 2021	DONE	
Field mapping due to EXL by EOD / 5pm PT [only III and WMS]	UC	18 Jun 2021	DONE	
Delivered files list due to EXL by EOD / 5pm PT	UC	18 Jun 2021	DONE	
Lock-out of Test Load environment by EOD / 5pm PT	UC	25 Jun 2021	DONE	NA07 server
Freeze SFX by EOD / 5pm PT	UC	25 Jun 2021	DONE	
Contact all electronic data suppliers with a request to use the Alma Link Resolver for Go Live providing them the date for the switch	UC	Prior to go-live recommended by ExL	DONE	Work was done post-go-live; this was the preference of UC to avoid problems with premature switching by vendors. AEEG eresources subgroup formed to do this outbound linking work.

Cutover begins	Ex Libris	28 Jun 2021	DONE	for Ex Libris headquarters, this is Sunday night, the 27th
Download Alma offline circulation tool [Alma campuses]	UC	02 Jul 2021	DONE	
Configure related AFN IZ elements in Live Alma institutions [EXL]	Ex Libris	08 Jul 2021	DONE	
Configuration freeze in live Almas by EOD / 5pm PT [Alma Campuses]	UC	09 Jul 2021	DONE	
Technical Services Freeze in live Almas by EOD / 5pm PT [Alma Campuses]	UC	09 Jul 2021	DONE	
Fulfillment Services Freeze in live Almas by EOD / 5pm PT [Alma Campuses]	UC	09 Jul 2021	DONE	
Begin using Alma Offline Circulation by EOD / 5pm PT [Alma Campuses]	UC	09 Jul 2021	DONE	
[Optional] Download Alma Offline Circulation Tool [III, Voyager, WMS]	UC	23 Jul 2021	DONE	
Ex Libris delivers NA07 environment	Ex Libris	by 23 Jul 2021	DONE	Ex Libris will deliver IZ's and NZ as they are available. Alma IZ/NZ were all delivered by July 23. Primo VE were delivered by July 25. Reindexing work for some instances was needed. Completed by end of day July 27.
Data review and testing on NA07	UC	23 Jul 2021 to 26 Jul 2021	DONE	
Immediately report to EXL any migration issues found during your testing via your Cutover case	UC	23 Jul 2021 to 26 Jul 2021	DONE	
Provide written data acceptance for Alma via your Cutover case	UC	26 Jul 2021 by 5pm*	DONE	*Internal UC deadline of <b>July 25</b> by 5pm
Provide written acceptance of your Primo VE environment via your Cutover case	UC	26 Jul 2021 by 5pm	DONE	
Fulfillment Services freeze by EOD / 5 pm PT or EARLIER based on the date /time you extract your Fulfillment data [III, Voyager, WMS]	UC	26 Jul 2021 by 5pm	DONE	
Provide EXL your Cutover Fulfillment data by EOD / 5pm PT [III, Voyager, WMS]	UC	26 Jul 2021 by 5pm	DONE	*Internal UC deadline of <b>July 25</b> by 5pm
Review your Fulfillment Cutover data migration [III, Voyager, WMS]	UC	27 Jul 2021	DONE	
Provide written data acceptance for your Fulfillment data via your Cutover case [III, Voyager, WMS]	UC	27 Jul 2021	DONE	
Notify EXL you are ready for Go Live - EXL will run Go Live jobs	UC	27 Jul 2021	DONE	
Upload Alma offline circ files to Alma - note: can also be done post Go Live	UC	27 Jul 2021	DONE	
SILS Go-Live with Alma & Primo VE!	UC	27 Jul 2021	DONE	UCLA and UCSF went live on July 28.
Begin creation of premium Alma and Primo VE sandboxes	Ex Libris	begin 08 Aug 2021	DONE	delivered 8/13
Preparations for switch to support	SILS Team	Aug - Oct 2021	DONE	
Complete Version 1 of the Alma and Discovery Switch to Support Readiness Checklist	UC	30 Aug 2021	DONE	



	After reviewing the completed forms, EXL will provide updates for "Version 1" in the project status update meeting	Ex Libris	13 Sep 2021	DONE	
	Complete Version 2 of the Alma and Discovery Switch to Support Readiness Checklist	UC	20 Sep 2021	DONE	
	After reviewing the completed forms, EXL will provide updates for "Version 2" in the project status update meeting	Ex Libris	27 Sep 2021	DONE	
	Complete Version 3 of the Alma and Discovery Switch to Support Readiness Checklist	UC	11 Oct 2021	DONE	
	After reviewing the completed forms, EXL will provide updates for "Version 3" in a meeting	Ex Libris	18 Oct 2021	DONE	
	Switch to support readiness completed	SILS Team	18 Oct 2021	DONE	
	Delete <i>AlmaAdmin</i> user in NA07 environments for early adopter Alma campuses prior to Switch to Support	Ex Libris	Prior to 25 Oct 2021	DONE	
	Delete <i>AlmaAdmin</i> role profile with admin user roles in NA07 environment	Ex Libris	Prior to 25 Oct 2021	DONE	
	Register for the Ex Libris Knowledge Accelerator Program (to attend a cycle after Switch to Support)	SILS Team	Registration available as of July 21	DONE	
	Switch to support / meeting with Ex Libris	SILS Team	25 Oct 2021	DONE	
	Post Switch to Support: Attend "Knowledge Acceleration Program - Cycle 7" sessions (on Wednesdays)	SILS Team	Wednesdays Nov 3 thru Dec 15	DONE	