

# Decision-Making Principles and Process

---

The NICE Team created the following set of principles or core values to apply to future ILS decisions. The principles are intended to be broad and to act as a check to ensure that any shared decisions conform, as much as reasonably possible, to core values. These core values reflect what the NICE project team heard from stakeholders throughout the initial stage of work.

**When assessing either shared governance, policies, or funding formulas, the following should be considered:**

- Does the policy/practice/formula **center on the needs of library patrons**?
- Does the policy/practice/formula **encourage sharing** amongst members (either ideas or materials)?
- Is the policy/practice/formula **equitable**?
- Does policy/practice/formula **offer simplicity**?
- Does the policy/practice/formula **support sustainability**?
- Does policy/practice/formula **maintain or improve existing relationships** between and among ILS consortium members?

## **Communication and Decision Making Process**

Throughout the 2023-2024 NICE Team cycle, recommendations from the NICE Team will be shared throughout the process utilizing the [communication plan](#) and requesting feedback with a deadline by which to respond. Participants are encouraged to communicate feedback to any NICE Leadership Team member and by using the [questions form](#) on [nicelibraries.org](http://nicelibraries.org). If a recommendation needs to be revisited, the NICE Team may ask the Targeted Workgroup to meet again to address any expressed concerns.

Final approval of recommendations on Joint ILS Merger:

1. NWLN - Special meeting of NWLN will need to be called in June.
2. Special meeting for the NWLS Board of Trustees will need to be called in June.
3. V-Cat Council meeting to share and discuss the recommendation (meets in June, September and November. Special meetings can be called with advance notice if needed.)
4. V-Cat Council meeting to vote on the recommendation (meets the Thursday of June and September. Special meetings can be called with advance notice if needed.)
5. WVLS Board of Directors meeting to approve the recommendation (Meets in May, August, and September. Special meetings can be called with advance notice if needed.)

## Decision-Making Rubric

Principle	Strong - 5	Adequate - 3	Weak -1
Centers the needs of patrons	Clearly, and with real-world examples, this decision improves the patron experience, especially through increased access to library resources and decreased barriers to use.	This decision may or may not improve the patron experience, but it will not decrease it either; there is no harm, but not necessarily a clear improvement.	The patron is not centered in this decision; this decision may diminish the patron experience. It may decrease access to library resources and increase barriers.
	Comments:		
Encourages Sharing	Clearly, and with real-world examples, this decision will increase either the sharing of ideas or collections, benefitting patrons member libraries, and system staff. This decision encourages stakeholder participation.	This decision may or may not increase the sharing of ideas or collections, but it will not decrease either; there is no harm, but not necessarily a clear improvement.	Sharing is not encouraged by this decision. Barriers to sharing may be created by this decision.
	Comments:		
Equitable	Clearly, and with real-world examples, this decision is equitable/improves equity for stakeholders. It is fair to systems, member libraries, and library patrons alike.	This decision may or may not improve equity, though it will not decrease it or result in unfairness to stakeholders.	This decision is demonstrably unfair or uneven for some stakeholders. It will result in a loss of equity.
	Comments:		
Offers simplicity in selection	People will easily understand the reasons for this decision and how it will be applied.	The decision is complicated or complex, but most people will understand the why and how of the decision.	The decision is very complicated, making it difficult or impossible for people to understand the why and how of it. It may result in confusion or a lack of transparency.
	Comments:		
Supports sustainability	The decision itself is sustainable and will strengthen the sustainability of the collaborative work and member libraries. This may mean that the decision will be long-lasting and meaningful, or it may improve member library sustainability.	The decision may be quickly outdated (note: this is not necessarily a negative, it may be a necessity), or it will have little impact on the sustainability of either the collaborative efforts or individual stakeholders.	The decision is likely to be quickly outdated (note: this is not necessarily a negative, it may be a necessity) and may result in instability or harm the sustainability of either the collaborative efforts or individual stakeholders.

	Comments:		
Maintain or improve relationships	Clearly, and with real-world examples, this decision will improve existing relationships.	This decision will maintain existing relationships.	This decision has the potential to harm or damage existing relationships.
	Comments:		