



NICE Project: Collaborative Decision-Making

Collaborative Decision-Making Targeted Workgroup Recommendations

The Collaborative Decision-Making Targeted Workgroup recommends the following shared decision-making structure, intended to streamline decision-making, couple efficiency with collaboration, and empower libraries to weigh in on decisions that impact their libraries and patrons:

ILS Experts at the Systems, comprised of ILS administrators and coordinators at each system, will make daily, functional decisions to ensure smooth ILS operations for both consortia. When faced with a complex decision, this group will refer it to the ILS Advisory Group.

ILS Advisory Group is activated when the ILS experts need feedback or determine that broader expertise and representation are necessary for decision-making. The group is expected to liaise with consortia members, soliciting feedback when needed and sharing information. This group will either make decisions to be implemented by the ILS Experts, or, when a decision could fundamentally change how patrons access materials or libraries do business, will refer the decision to the ILS consortia at each system for a vote.

ILS Consortia will use each ILS consortium's established procedures to vote on decisions that fundamentally change how patrons access materials or libraries do business. If both consortia arrive at the same decision, it will be implemented by the ILS Experts at the Systems. Should the consortia not reach a consensus, the issue will be referred back to the ILS Experts for further work.

The workgroup reached a unanimous decision on this recommendation after discussions and individually utilizing the decision-making matrix.

Decision Highlights

- The workgroup recommends that the ILS Advisory Group be made up of one representative from each Resource Library, three from small to medium libraries in each system, and two system staff members, one from each system, totaling ten members. The group will have geographic representation and be flexible to accommodate member capacity.
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- Membership of the ILS Advisory Group should be defined and not ad hoc, but experts should be brought in as needed to facilitate decision-making. Appointments to the ILS Advisory Group appointments should follow existing system processes.
 - This decision-making structure applies to decisions that must be made across both consortia for the ILS to function. Each consortium will use its existing decision-making processes for issues that are not required to be standardized.

Background

Northern Waters Library Service (NWLS) and Wisconsin Valley Library Service (WVLS) are collaborating to engage in a comprehensive joint ILS consortium exploration project. Last year, system and member library staff formed the NICE team to determine the value and feasibility of an ILS merger between the two systems and respective ILS consortia. Based on that information, the team determined that an ILS merger was feasible. LSTA funds are being used to facilitate this second phase of work in which targeted workgroups are being formed around critical decision points. The workgroups are made up of system and member library staff who have insights, expertise, or perspectives that will help craft recommendations.

Each workgroup uses the NICE Project's [Decision Making Principles and rubric](#). During the feasibility process of the project, the team created a core set of values to apply to future ILS decisions to ensure those 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. Those values were translated into the rubric that is used to guide decision-making.

The Collaborative Decision-Making Workgroup reviewed the current structures of both systems as well as other structures that other ILS consortia employ. A hierarchical decision-making process was suggested, utilizing a smaller group of representatives for the systems.

Next Steps

This recommendation, along with all others from the project will be included in a final report, which the NICE team, the respective ILS consortia, and ultimately the system boards will carefully consider in their decision-making.

Can I Offer Feedback?

Yes! Feedback is welcomed, encouraged, and necessary. Submit your questions or comments using this [form](#), which goes to the NICE Leadership Team. Please indicate that your feedback is related to the ILS selection workgroup recommendation.