PALNI GROUP DESCRIPTIONS

20161025

Revised August 2016

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GOAL

The goal of this organizational structure is to provide the broadest input while also allowing the EC and the Board to act strategically to advance the PALNI mission and strategic initiatives. The EC and Board will set priorities which will be communicated by the executive director who will also allocate resources amongst the groups. This organizational structure is subject to revision in accordance with PALNI's evolving needs as an organization.

BOARD

- Create and approve Strategic Initiatives once per year, Create and act on Board Goals and Action Items, Review Goals for Gaps, Approves annual budget

- Provides direction to the EC and Board on strategic initiatives and feedback on goals and activities

- Review Reports from EC, ED, DCM, Coordinators, and Advisory Groups and provide general guidance through ED

    - Present any knowledge pertinent to PALNI strategic activities from external groups, campus, and media
    - Ask questions to ensure understanding of the goals and outcomes of the projects
    - Ensure PALNI employees and groups follow strategic plan and PALNI mission, vision, and values
    - Review group efficiency and effectiveness in pursuit of goals
    - Provide input on strategic priorities

See Bylaws for complete list of responsibilities

BOARD COMMITTEES

EXECUTIVE COMMITTEE (EC)

- Provides oversight of ED, works with ED to manage current year budget fund lines
- Recommends Budget
- Provides authorization to ED to sign contracts
- Strategic Plan Work:
    - Coordinate Board Goals and Action Items
    - Strategic Goals are coordinated by the ED & EC with Group Responsibility. The Goals are guided by Strategic Initiatives.
- Serves as the Audit Committee
- Focuses board attention on collaboration opportunities with other organizations

See Bylaws for complete list of responsibilities

FINANCE COMMITTEE

- Consists of the Treasurer, the past Chair of the EC, the past Treasurer, the ED and other members as appointed by the Chair of the EC.

- Acts as an advisory body to the EC as needed.

- Reviews the Investment Management Policy (3.4 below) every two years.

- Reviews the Cost Sharing Formula (Appendix A below) every five years or more frequently as needed.

RETURN ON INVESTMENT– ASSESSMENT COMMITTEE (ROI-ASSESSMENT)

Committee Structure:

The PALNI ROI/Assessment Committee will be composed of a member of the Executive Committee, the Assistant Director, at least two members from the PALNI Board of Directors, and a representative from the Analytics Coordination Admin Team. The term of appointment is one year. Existing members may be reappointed.

Charge: The PALNI ROI - Assessment Committee advises the Executive Director and Board on the prioritizing, planning and implementation of assessment and advocacy activities that ensure libraries remain a valuable resource and an essential campus investment. Members identify opportunities, design tools, promote activities, and foster a culture of quality and evidence-based practice within the organization aligned with goals and strategic initiatives. The committee shares in accountability for the success of the advocacy and assessment programs and evaluates programmatic effectiveness in supporting PALNI's mission and strategic directions.

Based upon the University of Illinois at Urbana-Champaign Library Assessment Committee's [Charge](#)

Additional Committee Responsibilities:

1. Develop expertise and understanding of assessment and advocacy measures and techniques by researching current assessment methodologies, technologies, guidelines, metrics and best practices

2. Build a knowledge base of assessment and advocacy practices by monitoring initiatives and projects in the libraries of PALNI Supported Organizations

   a. Promote an awareness of assessment and advocacy by providing a shared platform for library data collected on a regular basis along with information about assessment and advocacy projects and results

   b. Assist PALNI groups in identifying key performance indicators for PALNI groups

   c. Perform an annual audit to determine what data is currently collected and how it is being used to support assessment and advocacy activities

   d. Liaison with the Analytics Coordination Group and the Engaging Administrative Stakeholders Committee

3. Recommend ways in which PALNI can support the assessment and advocacy activities of member libraries and integrate measurement and evaluation into existing consortial and institutional library management practices

Based upon The Ohio State University Libraries Assessment Committee's Charge

Potential Areas of Focus:

1. Patron use of library services

2. Quality and value of services and collections

3. Use of technology and impacts of technical operations

4. Needs and expectations of library patrons

5. Space planning

6. Technology/systems conversions

ENGAGING ADMINISTRATIVE STAKEHOLDERS COMMITTEE (EAS)

Committee Structure:

The PALNI Administrative Stakeholders Committee will be composed of a member of the Executive Committee, the Executive Director, the Digital Communications Manager, and at least three members from the PALNI Board of Directors. The term of appointment is one year. Existing members may be reappointed. The committee works with the DCM and Communications Committee.

Charge:

The committee connects and communicates PALNI strategic goals and accomplishments to the needs and priorities of the administrative stakeholders in the supported organizations to build a foundation to develop broader, more radical collaboration between PALNI libraries, and libraries and other groups within their institutions. The committee will provide direction and support to promote education and dialog with key opinion leaders and decision-makers within the campus communities. It communicates evidence supporting the importance of libraries to the academic mission of the institution and understanding of library and the benefits of PALNI radical collaboration and innovation.

Additional Committee Responsibilities:

1. Develop expertise and understanding of administrative stakeholder engagement by researching current methodologies and best practices

2. Build a knowledge base of practices and monitor initiatives and projects in the libraries of PALNI Supported Organizations related to administrative stakeholder engagement

3. Recommend ways in which PALNI can support the administrative stakeholder engagement activities of member libraries

4. Returns the information gathered from contacts with stakeholders to PALNI as a whole to be incorporated in our strategic direction of each group

Potential Areas of Focus:

1. Collaboration between PALNI organizations

2. The impact of libraries on:

    a. Curriculum planning and student learning outcomes

    b. Recruitment and retention of quality faculty and students

    c. Involvement throughout the creation of knowledge, not just in the consumption of information

    d. Faculty-Librarian relationship-building and collaboration

SI D: Goal 2 BOARD to develop an ongoing student needs assessment instrument and support those efforts - consider the MISO survey tool if they will partner with PALNI. (Earlham, DePauw, Wabash currently use MISO).
SI D: Goal 1 Develop expertise and understanding of administrative stakeholder engagement by researching current methodologies and best practices [Engage]
SI D: Goal 1 Develop the library story – share stories on focusing on meeting needs and not continuing processes
SI D: Goal 1 Recommend ways in which PALNI can support the administrative stakeholder engagement activities of member libraries [Engage]
SI D: Goal 1 Build a knowledge base of practices and monitor initiatives and projects in the libraries of PALNI Supported Organizations related to administrative stakeholder engagement [Engage]
SI D: Goal 1 Return the information gathered from contacts with stakeholders to PALNI as a whole to be incorporated in our strategic direction of each group [Engage]

STAFFING CAPACITY AND COORDINATION COMMITTEE (SCCC)

Committee Structure: At least four members from the PALNI Board of Directors, one of which will chair.

Purpose: To explore PALNI staff and PALNI library staff capacity, opportunities to leverage the expertise in PALNI, coordinate staffing at PALNI schools, and to introduce employees of PALNI institutions to the collaborative culture of PALNI.

Action Items:

- SI E: Goal 5: Review impact of Web Scale Changes on PALNI consortium staffing

- SI B: Goal 3: Develop and pilot (Grace and Taylor) model for shared cataloging services

- SI E: Goal 3(a): Develop onboarding program for any new employee of a PALNI institution

- SI E: Goal 3(b): Develop a mentoring program for new directors of PALNI organizations

- SI B: Goal 4: Share job descriptions and classifications

- SI E: Goal 2: Develop the library stop doing list

AFFINITIES & AFFILIATION BOARD COMMITTEE (AABC)
Established February 27, 2015

On hiatus until needed as of April 2016

Committee Structure: The AFFINITIES & AFFILIATION BOARD COMMITTEE (AABC) will be composed of the Executive Director, and at least three members from the PALNI Board of Directors one of which will chair. The term of appointment is one year. Existing members may be reappointed.

Purpose: To foster internal and external collaborations that facilitate the development of projects and programs which enhance teaching and learning through optimizing library resources and services.

Role:

- Explore opportunities for small group collaborations within PALNI and with affiliated organizations or affinity groups engaged in teaching and learning.

- Encourage development of written proposals for collaboration with the PALNI Board.

- Assess the proposal's value to PALNI's strategic initiatives.

- Establish accountability for development and implementation of the proposal.

- Identify the support sought from PALNI, Inc. for the proposal.

- Advance proposals as appropriate for consideration by the Executive Committee.

Strategic Initiatives Action Items:

- SI B: Goal 4 – Encourage PALNI librarians who support seminary programs to identify opportunities for greater collaboration and reduction of duplication.

- SI B: Goal 2 – Create and maintain an academic program inventory for PALNI to inform collaborative efforts; i.e. instruction, collection development, resource management.

- SI E: Goal 5 – Review impact of internal and external groupings and partnerships.

- SI G: Goal 7 – Explore the need and opportunities for collaboration and support of Instructional Development/Design staff for those institutions where Library and Ed Tech have been merged.

- SI B: Goal 7 – Identify consultants for library space design and develop a program for a board meeting.

PALNI Staff

Executive Director (ED)

The Executive Director [ED] acts on behalf of the PALNI organization under the policy direction of the Board. The ED is the chief executive officer of PALNI, handles the day-to-day business of the organization, financial matters, vendor relations, & communications on behalf of PALNI with other professional organizations, agencies and associations. Further, the ED is responsible for the development & implementation of a strategic plan for PALNI.

Strategic Plan Operational Activities

- Activities are ED Owned with Coordination/ Group Responsibility.

- Group reports on activities go to EC and Board for comment but not approval.

- Board provides strategic commentary on group activities through the ED focusing on identifying high priorities and gaps.

Assistant Director (AD)

The Assistant Director (AD) is responsible for advancing annually identified PALNI strategic objectives and reports to the Executive Director (ED). Provides creative leadership, management, and support for core library information systems and applications with the goals of increasing collaboration to expand services and reduce costs.

Digital Communications Manager (DCM)

The Digital Communications Manager (DCM) is responsible for development, coordination, and optimization of communication pathways within the consortium in order to facilitate the strategic plan. Internal Communication, Public Relations, Graphic Design, Web maintenance, and User Experience are all areas over which the DCM operates.

Knowledge Base/License Manager Librarian

The Knowledge Base and License Manager Librarian provides functional Knowledge Base and License Manager Module implementation and management support for PALNI libraries. She manages subscription resources, electronic collections, and advances the overall PALNI shared collection management goals.

SCHOLARLY COMMUNICATIONS/OPEN ACCESS LIBRARIAN

The Scholarly Communications/Open Access Librarian manages consortium-wide IR activities, provides training and support in IR, copyright, and scholarly communications issues, and facilitates the use of open access materials through collaborative projects.

OFFICE ADMINISTRATOR

This is a shared position with Butler University where she fills the role of a metadata librarian. The PALNI Office Administrator provides administrative support including: digitization, organization, and maintenance of PALNI's archives and current print documentation; purchasing processes; assistance with content management of PALNI intranet; logistics and coordination of PALNI meetings and events.

COORDINATORS

INFORMATION FLUENCY COORDINATORS (INFOC)

Coordinates PALNI collaboration and communication on Reference, Instruction, and Outreach activities and develops and communicates best practices. Assist libraries in providing support, services and product information for learning, teaching, and research and to assess and demonstrate that impact. Serves as a PALNI expert and on the Analytics Coordination Team.

DEVELOPMENT COORDINATOR

Coordinates PALNI development projects including scoping, defining acceptable use criteria, and developing necessary code or API integration. The focus for development is typically centered on enhancements to the ILS but other projects to meet the needs of the supported institutions are also undertaken. The development coordinator also serves as management liaison for the EzProxy system and serves on the Analytics coordination group.

FULFILLMENT COORDINATOR

Coordinates PALNI consortial borrowing efforts (PALShare) as part of the Admin team for that group as well as the managing the more broadly focused Fulfillment group. In each of these areas the fulfillment coordinator will serve to provide strategic project management, product communication at detailed level between PALNI organizations and vendors, and product advising. Serves as a PALNI expert and on the Analytics Coordination Team.

KB/LICENSING COORDINATOR

Coordinates PALNI collaboration and communication on Knowledgebase and Licensing management activities and develops and communicates best practices. Serves as a PALNI expert and on the Analytics Coordination Team.

JOINT BOARD/STAFF GROUPS

COLLECTION MANAGEMENT POLICY TEAM

Structure: ED, at least three board members, and at least three collection management Librarians/staff. Liaison with Technical Services, KB/Licensing.

Goal of the Committee: Identify, develop policy, initiate pilots, provide administrative oversight, and support shared collection management activities.

Potential Areas of Focus:

1. Demand Driven Acquisitions

2. Analyze group data from SCS and Collection Evaluation Tool

3. Coordinated Acquisitions

4. Investigate PALNI Licenses with vendors (work separately from ALI)

5. Create and maintain an academic program inventory for PALNI to inform collaborative efforts

6. Consider the creation of a PALNI retrospective shared print periodical decentralized repository

7. Explore establishing floating PALNI collection/s

COMMUNICATIONS COMMITTEE

On hiatus until needed as of January 2016

Structure: Four or more members from various areas across PALNI

Goal of the Committee: PALNI has efficient, effective communications internally and externally

Action Item 1: Assess current communication including preferred modes, styles, timing, technologies

Action Item 2: Scan environment for best practices in communication, including modes of communication and targeting for different outcomes

Action Item 3: Development communication plan(s) addressing training protocol, and assessment of modes, tools, behavior

SUPPORTED ORGANIZATION GROUPS

TASK FORCES

DISCOVERY TASK FORCE

Structure: The task force consists of 2 co-chairs (Brooke Cox & Noah Brubaker), and the task force members include: Caroline Gilson, Marisa Albrecht, Jessica Mahoney, Allison Reuter, and Ruth Szpunar

Goal of the Task Force: The PALNI Discovery Task Force will do a deep dive into some of the larger Discovery issues we have encountered. Relevancy, FRBR, Editions/Formats, MARC record implications and other topics will be addressed.

The purpose of this group is to identify, document, and communicate the current outstanding issues with Discovery and provide recommendations for both PALNI (settings, instruction) and OCLC (development, vision). The group will meet regularly and work quickly to address these issues and hope to have ongoing check-ins with OCLC to ensure our needs are met and provide feedback. It is also possible we may work with other groups experiencing similar problems to share and coordinate with them.

INSTRUCTIONAL TECHNOLOGY BOARD TASK FORCE

Structure: The task force consists of chair Noah Brubaker, Recorder Fritz Hartman and the task force members include: Maureen Mahan, Neal Baker, Jill Lichtsinn, Tim Salm, Dan Bowell, Denise Pinnick, Mark Simpson (Oakland City)

The charge of this task force will be to foster communication between those engaged with instructional technologies and librarians and other library personnel both within and across PALNI institutions anticipating that this will promote increased mutual understanding and collaboration.

PALNI EXPERTS

Goals: community of experts within the consortium to make the most out of the OCLC systems, innovate, and provide great services to our campuses. This can be through workflow analysis, training opportunities, general Q&A, identifying system enhancement opportunities, or configuration recommendations.

The community of experts will:

- Host regional hands-on workshops,

- Conduct visits to other PALNI libraries

- Conduct virtual sessions with other PALNI libraries

- Host visits at their own institutions

- Review the frequent ongoing system updates to determine what is important for PALNI libraries

- Help PALNI drive development by funneling enhancement requests to OCLC

Structure:

The PALNI Experts are composed of individuals who applied for and were selected to serve to meet the goals above. Each of the Experts participated in specialized "train the trainer" preparation sessions conducted by OCLC on the WMS system. Arrangements for supplemental or additional training sessions or call out for Experts will be evaluated as required to ensure success and continuity of the program.

ADVISORY GROUPS

APPLIES TO ALL ADVISORY GROUPS

Advisory Group Functions

- Provide ideas, feedback, and methods for better delivery and implementation of services beyond what we have today

- Training/Instruction - product optimization of existing product

- Advisory to the board - Provide information to the board from environmental scanning, answering questions of the board, EC, and ED

- Strategic - Assigned goals under board approved SI's, Action items developed by the group, propose new goals to the board

- Peer Advice/Support/Troubleshooting (experts also have this responsibility)

- Product Enhancements/Development (coordinated through PALNI staff) identifying product and service improvements and testing releases

Group Management and Structure

- Led by steering team, coordinator, and AD or ED and focused on the Strategic Plan

- Works with the PALNI Experts to support and communicate what has been learned from site visits, share training

- ED in conjunction with AD providing overall group coordination and alignment with strategic plan and feedback from EC and Board

WMS WORKFLOWS ADVISORY GROUP (FORMERLY TECHNICAL SERVICES SUPPORT AND TRAINING -TSST)

Coordinates, assesses, produces, and delivers training and support in the area of WMS workflows. This group will work to develop best practices, identify deep collaboration opportunities, coordinate and deploy PALNI experts,

and participate in identifying and developing topics of interest for PALNI-wide summit meetings with the steering committees. This group will support collaboration by bringing together the expertise necessary to address complete workflows and encourage conversation and dialog to optimize our use of the system.

Structure: Chair, Steering as defined:

- 1-2 Cataloging Liaisons

- 1 Acquisitions Liaison

- KB/LM Librarian and Coordinator

- 1 RIO/User Needs/Usability Liaison Focus: Discovery Data: Interoperability/Management/Configuration

- 1 Support/Infrastructure Liaison

KB & License Management

Coordinates maintenance, troubleshooting, and development efforts associated with the WMS Knowledgebase and License Manager products for PALNI libraries. The group will work with priorities from the AD, and the strategic plan as well as identify new opportunities and objectives and balance immediate needs with long term goals. The group will explore ways to reduce redundant efforts, coordinate troubleshooting and development efforts, and explore training opportunities.

Fulfillment Group

The group consists of those who are both supervising or working with fulfillment (resource sharing and document delivery) activities on each campus. Coordinates PALNI resource sharing efforts and provides input and priorities to the PALShare Admin team. This group examines opportunities related to ILL and other possibilities for resource sharing between PALNI supported institutions and externally and develops best practices. Works with the Collection Management Policy Group.

Reference, Instruction, and Outreach Advisory Group (RIO)

Coordinates end-user needs, usability, and learning outcomes assessments, and provides support and services for reference, instruction, and outreach. Advises the PALNI ED, EC, and Board in these areas. Gathers input from faculty and students as well as provides their own recommendations. Works with the Analytics Admin Team and the ROI/Assessment Committee.

Institutional Repositories

Explore PALNI-wide needs for institutional repositories, investigate products that might address those needs, and pursue consortium opportunities. The definition of institutional repository includes institutional document management as well as the more traditional faculty publication repository. Actions may include support of a PALNI shared instance, creative use of existing tools or support for initiating institutional repositories at individual schools.

Structure: Chair, Steering, and any library staff person who wished to participate

ADMIN TEAMS

DEVELOPMENT TEAM

The Development Team will manage CodeSchool or other appropriate coding development opportunities. Solicit input from across PALNI regarding current software limitations/gaps, workflow issues, system extensions. Vet projects for scale, sustainability, impact, technical clarity and strategic importance. The team will develop software (web, server based) in a sustainable manner to meet needs identified.

Structure: Chair, three person steering

There has been an increasing interest in the opportunities available to us through programming and API development. Since the move to WMS, PALNI has already put API access to good use to address several workflow issues. The CodeSchool program has served the purpose of increasing the level of programmatic ability of participants and to identify those who have an interest in program/API development projects. With this background, the Development Team offers those with an interest in coding a place to connect, formulate and identify projects, continue to learn, and enhance the ability for PALNI, when strategically appropriate, to address technological problems with consortium development work.

ANALYTICS COORDINATION ADMIN TEAM

The Analytics Coordination Group identifies sources of data to be used for dashboards, reporting, and strategic long term analysis. The group will work with priorities from the ROI/Assessment committee, the ED and AD, and the strategic plan as well as identify new opportunities and objectives and balance immediate needs with long term goals. The Analytics Coordination group will work with each of the other established PALNI groups to gain insights into the needs of the consortium and working to create or advocate for the necessary reports, data, or analysis.

Structure: AD (Chair), all Coordinators, a representative from each of the groups (RIO, KB & License Management, Technical Services, PDAT, Institutional Repositories) and an appointee specifically focused on analytics.

Analytics works with every group. Each functional area is responsible for articulating assessment needs from a practitioner standpoint, the Analytics Coordination Admin Team will work with the tools, the ROI/Assessment committee will work to determine the value of our activities, and the Engaging Stakeholders will communicate this value to the Stakeholders.

PDAT

Administer PALNI digital asset platform(s) (CONTENTdm as of 2014). Provide PALNI-wide support for the digital asset system(s), and create and communicate system policies and best practices. Make recommendations on products for PALNI libraries from a digital asset perspective. At the direction of the ED, work with other advisory

groups on specific projects and objectives particularly the Institutional Repository Group and the Collection Management Policy Group.

Structure: The Admin Team has a chair and a team of four or more from various libraries using the PALNI digital asset platform.

PALSHARE ADMIN TEAM

Administer and coordinate PALNI-wide resource sharing through WMS. Provide PALNI-wide support for optimizing use of WMS, test new releases, and gather data to prioritize development for resource sharing.

Structure: Led by the Fulfillment coordinator, the group members represent a balance of ILLiad, WorldShare ILL, and Circulation staff, and from small, medium, and large libraries