

Sustainability for Project-Based Collaborative Work



**Leveraging Service Level
Agreements and Virtual
Teams**

Hello!



I am Franny Gaede

Head of Digital Scholarship Services

@mfgaede

Hello!



I am Kate Thornhill

Digital Scholarship Librarian

@kate_thornhill

Hello!



I am Ray Henry

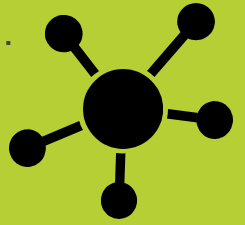
Supervisor, Library Applications
Programming

**Feel
better
soon, Ray!**





The Need



Integration

Building across the Libraries



Sustainability

Intentionally maintained



Scalability

Program, not just projects



Education

Partnership, not just service

112 past projects

41 are still live

3 are actively updated

1996 - present

representing the history of
digital scholarship @ UO



Past infrastructure

- Many platforms, physical locations
- No explicit maintenance windows designated
- Without a digital projects curator, projects never ended (no standardized agreements with sign-offs)

**New
projects,
new
opportunities**



DSC Faculty Grants Program

The University of Oregon Libraries' Digital Scholarship Center grant program aims to support collaborative and creative use of resources through the creation of digital scholarship of enduring value to the University of Oregon and the greater scholarly community. We particularly welcome projects that leverage library resources and collections, and that address issues related to diversity, inclusion, and equity. In general, we will prioritize projects that support our core University and Library missions and strategic initiatives.

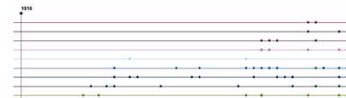
The emphasis is on building a library of resources to support a range of scholarly activities at University of Oregon rather than creating individualized teaching applications or custom-designed web sites for a specific course. Digital collections created through this grants program will become a part of the University of Oregon [digital library](#).

Individual project awards will be in the form of digital collection development services and ing, and wages or summer stipends and non-tenure-track faculty are internal and external funding and

closed.

le a consultation to discuss future

projects.



DSC Faculty Grants



In 2016, the UO Libraries and the Jordan Schnitzer Museum of Art (JSMA) formed a creative partnership, the UO GLAM Alliance. The founders of the Alliance were motivated by shared interests in enriching the intellectual and cultural life on campus and in the surrounding community, and were inspired by the Academic Art Museum and

Summit was organized by the University of
ums and Galleries, the Association of Research
/ W. Mellon Foundation and the Samuel H. Kress

Mellon GLAM Initiative

ge their resources more effectively through
museums as valuable assets relevant for

GLAMs, according to the Council for Library and Information Resources (CLIR), have profound and important

CHANGE

- Why changes?
- What changes?



CHANGE

Who changes?



Leadership



- Head of Digital Scholarship Services leads **department collaborations**, providing administrative support
- Ensures alignment with Libraries' **strategic goals**
- Engages in long-term project and **capacity planning** with Academic Technology division leaders
- Recruits faculty collaborators and performs community **outreach**
- Leads DSC Advisory Council with DSC Faculty Fellows
- Part of search committees and **advisory groups** for Digital Scholarship Librarian and Mellon Postdoctoral Scholar

Leadership



- Digital Scholarship Librarian **leads virtual teams**
- **Not just out of library school**, ~6 years experience
- **Specialization in digital stewardship** with mix of digital assets management and scholarly communications foci
- Lots of **project management** experience
- **User community management** experience related to unique and locally produced digital collections
- Digital libraries **program development** experience
- Digital media literacy, information literacy, and data literacy **instruction** experience

Leadership



- Supervisor of Library Applications
Programming leads **technical team** and **implementation**
- Lots of **project management** experience
- Focus on **accessibility** and **user experience**
- Close **cross-departmental collaboration**
with Digital Scholarship Librarian

Leadership

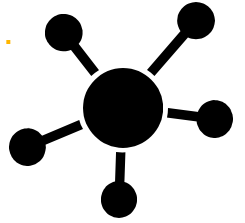


- Mellon Postdoctoral Scholar leads Mellon GLAM Initiative
- **Digital humanities** experience
- New to library digital **stewardship**
- Building strong faculty and intra-institutional **partnerships**

ADMINISTRATIVE & FINANCIAL SUPPORT



How does work get done?

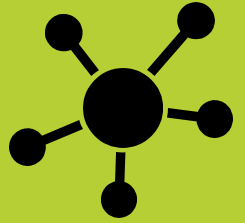


- Building structures with the intent to **operationalize**
- Project management
- Relationship building focused on **trust & empathy**
- Purposeful virtual teams are project-based with **T-shape skills**
- **Functional specialists** from other departments are co-implementers
- Faculty are **equal contributors** to projects

Digital Strategies Team

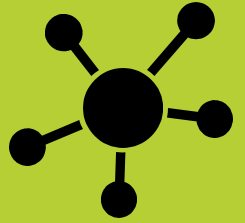


Membership Representation



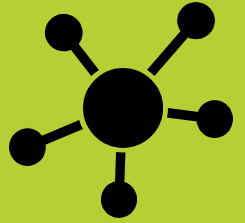
Digital Scholarship Services
Library Technology Services
Collection Services
Faculty Partner
Data Services
Special Collections & Archives
Research & Instruction
Services
Center for Media and
Educational Technology

Virtual Teams



- Who leads the Digital Strategies team?
- How are requests for team members' time made?
 - Creating the right ask for the supervisors, recognizing that one person may be on multiple virtual teams
 - Understanding skills, abilities, expertise
- Consistent expectations for timelines

Virtual Teams



- Complication: What's the scope?
 - Chicken and egg issue: how do we ask for people's time without the project being scoped but how do we scope the project without knowing what resources are available?
 - Content and platform help determine team composition



Operational Labor of Sustainability

- Formation of Digital Strategies Team - Consistent library functional specialists virtual team dedicated to digital scholarship projects
- Manager agreements and/or functional specialization built into job descriptions
- Baseline data about contributor hours and roles & responsibilities



Operational Labor of Sustainability

- Projects have a start and an end – there is no expectation of further work after project close
- Respect colleagues are working on other projects - Library wide capacity management and working with unionized, non-unionized staff, and student workers
- Telling the contributor stories - Process over Product Stories

Emotional Labor of Sustainability



- Take care of your digital project managers because they are trying to care for everyone else
- Making meaning in change management
- Embracing role as an agent of change
- Institutional politics and shifting priorities in capacity
- The language of project endings



Digital Preservation Strategies for Sustainability

- **Organization**
 - Building up policies, procedures, practices, people
- **Technology**
 - Identifying equipment, software, hardware, skills required
- **Resources**
 - Securing starting, ongoing, and contingency resources (mostly people, sometimes funding)
- **Users**
 - Focus on user experience, impact, reuse



Digital Scholarship Service Level Agreement

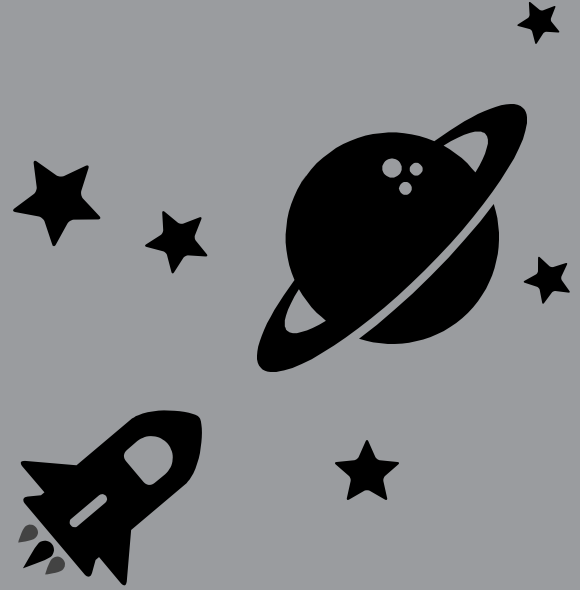
- Purpose & Scope
 - Addendum: **Project Charter**
- Service Level Agreement Review
- Digital Project Glossary
- Background
- Joint Partnership **Responsibilities**
- Associate Leadership **Responsibilities**
- UO Libraries **Responsibilities**
- **Contingencies**
- Project Funding
 - Addendum: Budget
- Internal/External Funding
- Ownership
- Collaborators Bill of Rights
- **Post-Project Sustainability**
 - Addendum: Strategies for Continued Digital Project Development
- Effective Date & Signatures



Project Charter

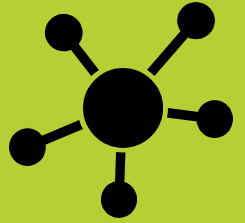
- Project Intention
- Assessment & Evaluation
- Team Members
- Monetary Resources
- Communications
- Technology Platforms & Access
- Unique and Locally-Produced Collections & Archives
- Digital Assets Creation & Management
- Institutional Compliance
- Marketing & Outreach
- Post-Project Sustainability

**Assessment helps
shape, build, and
sustain our work
products and our
relationships.**



Outcomes & Impacts:

Integration



- **Building trust and relationships** with library colleagues
- **Formed the virtual team** - Digital Strategies Team - to support Digital Scholarship Center

Outcomes & Impacts: Sustainability



- **Developed Service Level Agreement (SLA)** with Digital Scholarship Services department head
- Limited **technical debt**

Outcomes & Impacts: Scalability



- DSC **Advisory Council established** to review grants, participate in conversations around digital scholarship
- Created digital project management infrastructure and practices with an eye toward **operationalizing**
- Testing digital projects **web archiving** with library colleagues

Outcomes & Impacts: Education



- **Educating library colleagues and faculty** about digital scholarship praxis
- **Tested SLA** out on 2 digital humanities projects
- Content SLA to support **faculty contributions**
- **Working with faculty** - how do we get them to join the team

**Building
the plane
while we're
flying**



SHOUT OUT

Thank

you!

Azle Malinao-Alvarez

Sarah Seymore

Corey Gillen

Julia Simic

Cathy Flynn-Purvis

Jonathan Cain

Mandi Garcia

Jenny Kreiger

Randy Sullivan

Mary Needham

Kathy Stroud

Tom Fischer

Liam Maher

Credits



- A **HUGE** thank you to Jenny Kreiger, who could not be here in person, but played a huge role in developing this talk and whose work and dedication we admire greatly.
- Presentation template by SlidesCarnival
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Thanks!

Any questions?