Sustainability for Project-Based Collaborative Work

Leveraging Service Level Agreements and Virtual Teams
Hello!

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Hello!

I am Kate Thornhill
Digital Scholarship Librarian
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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 websites 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.

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

**Mellon GLAM Initiative**

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

- Project Management
- Metadata
- Design/UX
- Web Archiving
- Marketing & Outreach
- Platforms & Tools
- Research Data Management
- Digital Production
- Technology Instruction
- Digital Preservation
- Scholarly Writing & Research
- Admin Support

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!

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Credits

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Thanks!

Any questions?