DALNET Planning Team: Committee Review

Step 1: What are the top three problems you can identify with regard to the DALNET committee structure?

We want to move from…	To
Too many committees, too many meetings	Appropriate, manageable number of committees and meetings. Use alternative meeting methods such as Web-based conferencing, conference calls
Committees have no clear desired outcomes	Reassess needs in light of current, future DALNET priorities, as well as human resources, and develop a written charge for each group, reviewed by the Board periodically
No clear ending point for Standing Committees.	Defined charge includes a stated end point, when deliverables are due
Inactive work groups that have been in existence for some time without meeting	Retire groups that are no longer active
No resolution. Committees do not reach decisions	This should be a part of their charge and timeline. If there is a problem then it can be addressed more quickly. At the time the charge is developed, identify other relevant work groups or committees that might be affected by (or have an impact on) the outcome of the committee, and facilitate communication or feedback between the two groups.
Role and relationship of Board with committees, and the interrelationships of committees with each other and with the Board. Interrelationships among the Board and its committees are unclear	Need to provide representative structure, with org chart depicting interrelationships between the Board and its committees. Interrelationship between, as well as representation on, committees or work groups should be considered as the org structure is developed.
Perception that the Board rubber stamps what's been presented rather than having a true discussion. Sense that	The Board's role in the new DALNET organization structure should be clarified. The Board can determine if it wishes to

Board doesn't quite get it, with regard to issues such as the "information hub." Is Board presented with too much info?	focus primarily on strategies and policies or of it wishes to also monitor procedures, etc. Time constraints on the time the Board meets must be considered in this analysis. All committee and work group recommendations need to be vetted by DALNET Director and Staff before submission to Board. What is role of Project Managers with respect to this problem and possible solutions?
Redundancy: committees seem to have duplicative, overlapping roles	Eliminate all standing committees with the exception of the Project Managers, which serve as a conduit for implementation of initiatives. Create a standing reserve of candidates to work on clearer, more tightly defined charges.
Slow problem-solving process. It seems to take a long time to make decisions	Insure that working groups have proper representation, expertise, resources and authority to fulfill their charges. Facilitate communication between them and other members, work groups, etc., that may be impacted by their activities. This can be addressed through more tightly defined charges and timelines. Teams should consider meetings via conference calls and other alternative meeting styles.
Member representation. Member burnout. Availability of talent. Same people seem to be on DALNET committees	Look for other people within DALNET. Make use of shorter timelines to lessen impact. Make use of people with knowledge to contribute. Determine if we "always" need to have each type of library represented.
Structural rigidity with regard to committees	This might be a good thing. However, when committee first meets they can review their charge and propose changes.
It's unclear where the responsibility rests for developing policy, or for identifying responsibility for disbanding com-	

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mittees. Confusion about responsibility of DALNET staff	
Inadequate communications between DALNET office, Board and the membership on the status of committee activities	Need to put out a broad-based invitation for members for comments and suggestions on the DALNET committee review process. Use enhanced Web site and other tools to improve member communications

Step 2: Based on the problems identified in Step 1, what **does an effective committee structure look like?**

Next step: jot your proposed solutions in the right hand column above. You can post them to the other Planning Team members if you wish, or hold them until our conference call next Tuesday at 10 am.

Step 3: Based on our desired outcome, to design a more **effective committee structure, what is the best way to proceed?**

Next step: add your proposed next steps below. Ideas we discussed today include:

1) Staff compile list of existing committees with their membership

2) Review existing committees to discern how they support fulfillment of DALNET vision, mission and goals

3) Involve committees and working groups in the review process by polling committee members

4) Questions to ask the committees might include:

● *What was your group's most noteworthy accomplishment in 2001?*

● *What expertise can your group best contribute to DALNET in the future?*

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- *What do you propose as your group's top deliverables in 2002?*

- *Do you wish to continue serving on this group? Or would you prefer to contribute in some other capacity? If so, what expertise can you best offer to DALNET?*