



**WRLC Consortial  
Decision Making Process  
Walkthrough**

# Introduction

**This PowerPoint is a training resource to assist you as you pilot the new WRLC Decision Making Process with your committee.**

## **You will learn about:**

- ◆ The steps WRLC committees should take as they consider and act on Motions
- ◆ When and how to use Modified Consensus, Fist-to-Five, and Decision Pages
- ◆ What to do if you need help



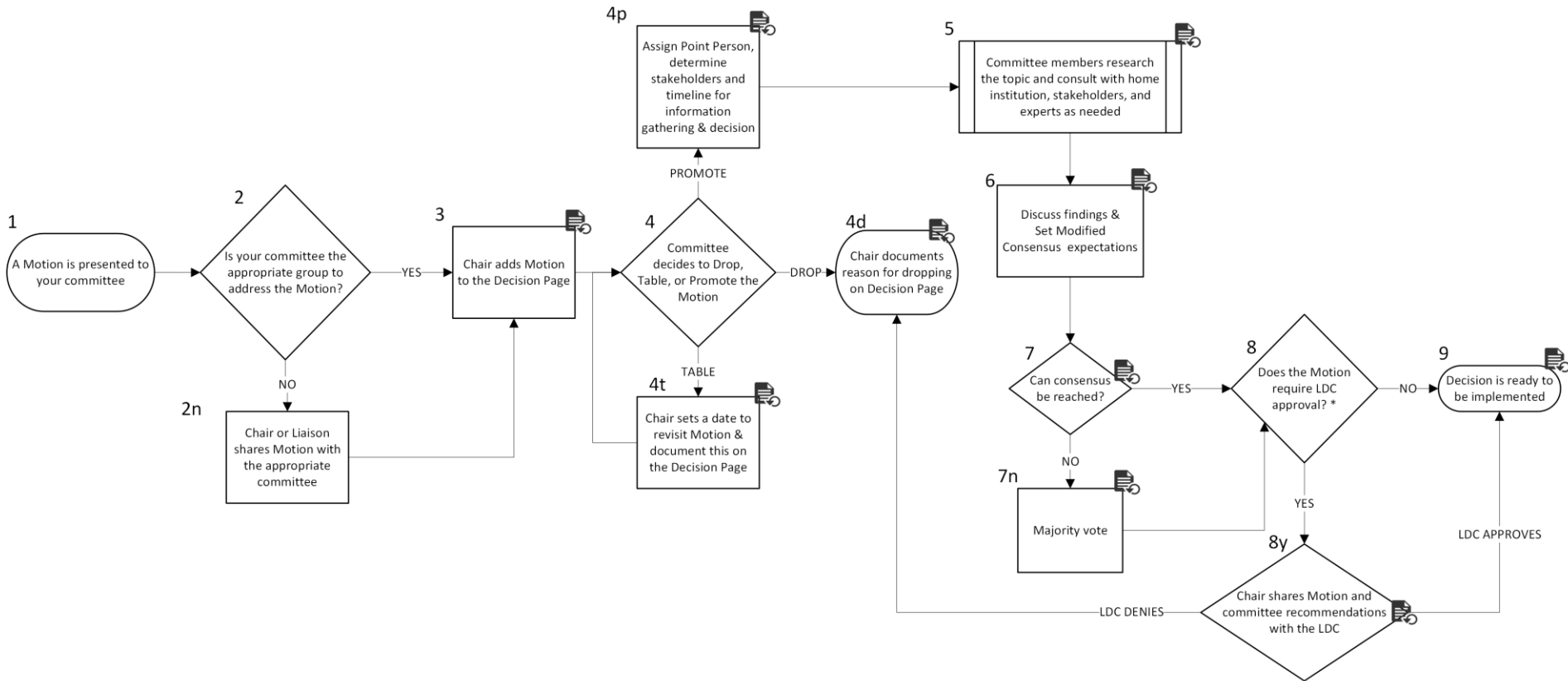
# This process is a facilitative tool

It illustrates the typical, best-case path for committee-based decision making and is intended to guide most committee decisions, while acknowledging that some Motions or circumstances may require additional consultation or departures from the documented process.


**1.**

# Process Overview

# WRLC Committee Decision-Making Flow Chart



# Key Points for Understanding the Process

- ◆ **A Motion** is any question, concern, or proposal placed before a committee that requires a collective decision, recommendation, or action. Examples include:
  - Should we coordinate the move to Primo NDE?
  - Should we activate a new configuration option in the NZ?
  - What are the best practices for staff user record clean-up in Alma?
- ◆ In the flow chart, diamonds symbolize Decision Points.
  - Step 4 and Step 7 are primary Decision Points. See Slides 21–30 for guidance on using Fist-to-Five and Modified Consensus.
- ◆ This icon  denotes a step in which the associated Decision Page should be updated. Plan to update Decision Pages after every nearly every step. See Slides 34 - 36 for Decision Page details.

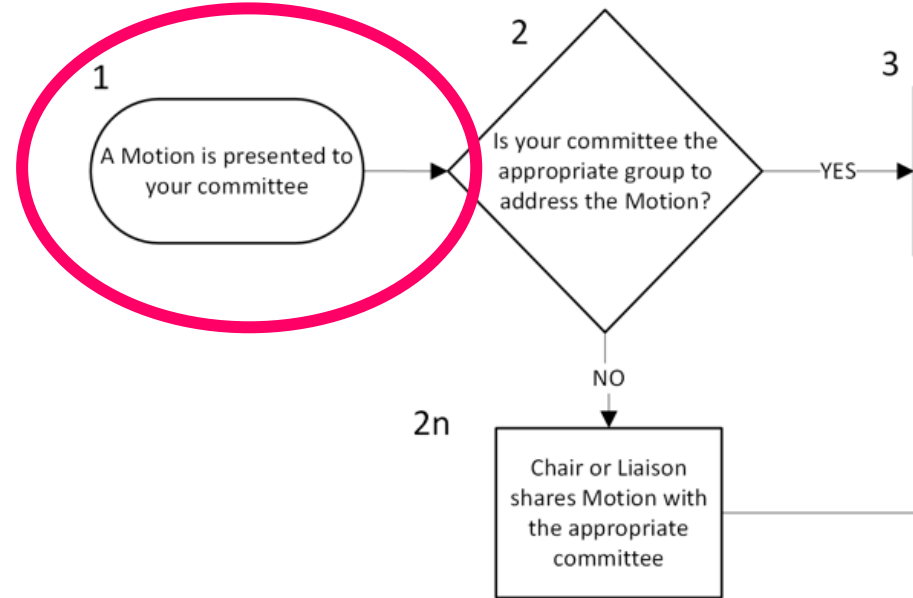
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# Decision Process Walkthrough

# Step 1: A Motion is Presented

## The process begins when a Motion is presented to your committee:

- ◆ A Motion is any question, concern, or proposal placed before a committee that requires a collective decision, recommendation, or action.
- ◆ A Motion may come from a committee member, WRLC staff, or the WRLC community.

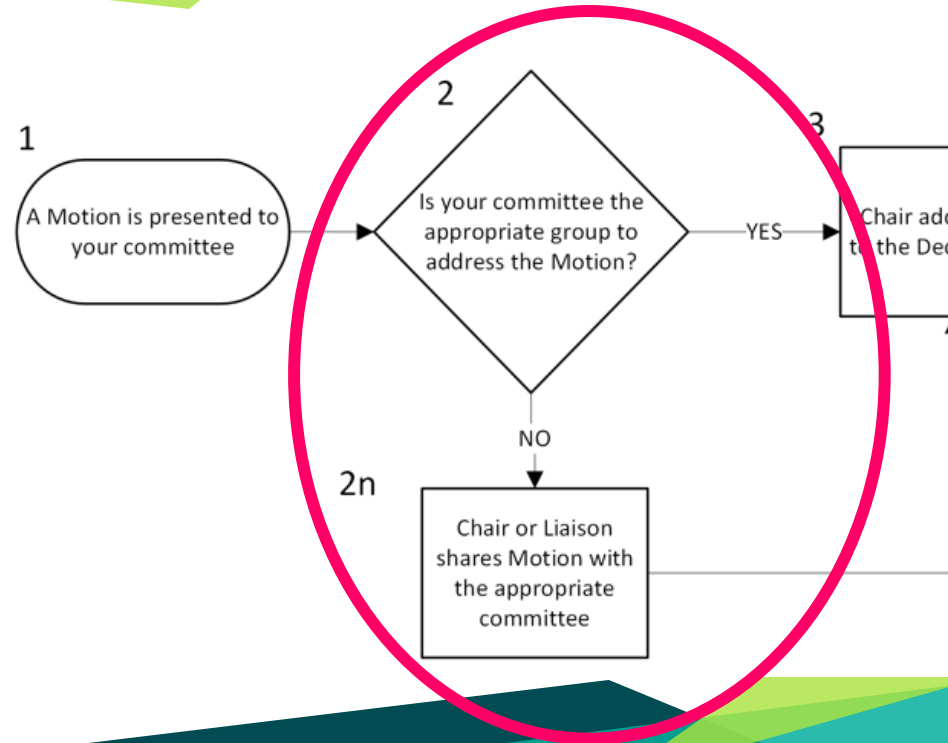


## Step 2: Confirm that your Committee is the Right Place

### Your committee first asks:

*Is this committee the appropriate group to address this Motion?*

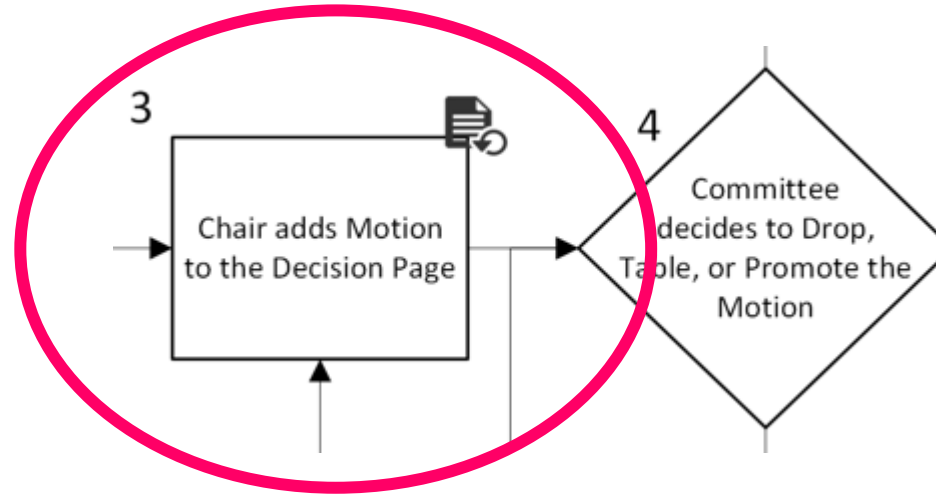
- ◆ **If NO (2n):** The Chair or WRLC Liaison shares the Motion with a more appropriate committee and informs the originator. No further action is needed by the original committee.
- ◆ **If YES:** Proceed to Step 3.



# Step 3: Record the Motion on the Decision Page

The Chair creates a new Decision Page for the Motion and records:

- ◆ Page Title
- ◆ Responsible Committee
- ◆ Motion Status (“New”)
- ◆ Motion Summary



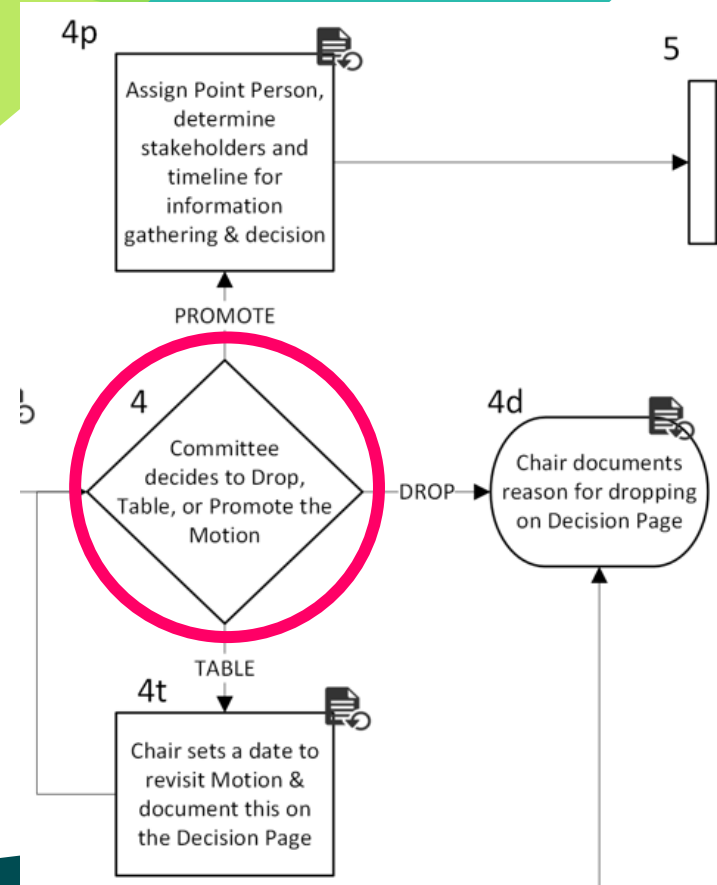
Find the [WRLC Decision Pages](#) **HERE**

# Step 4: Decide to Drop, Table, or Promote

Your committee then chooses one of three paths:

- ◆ **Drop:** The committee determines that no further action is needed (e.g., out of scope, already resolved, or not a priority).
- ◆ **Table:** The committee postpones a decision due to lack of information, capacity, or timing.
- ◆ **Promote:** The committee agrees that the Motion should move forward for active research and deliberation.

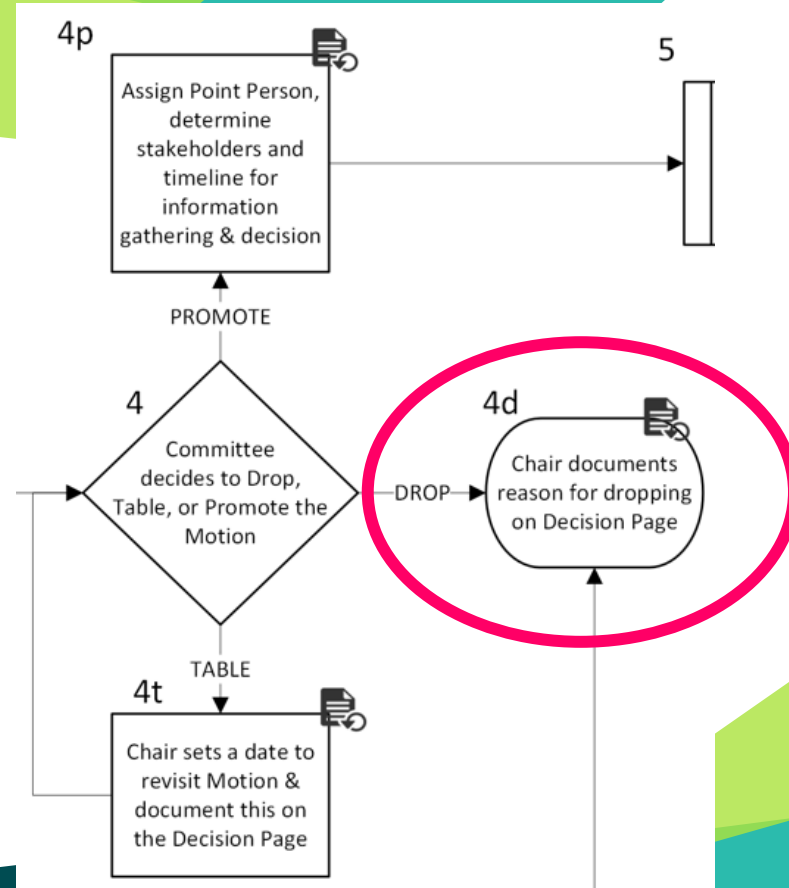
This is your committee's first decision point



# Step 4d: Decide to Drop

## If your committee decides to DROP the Motion:

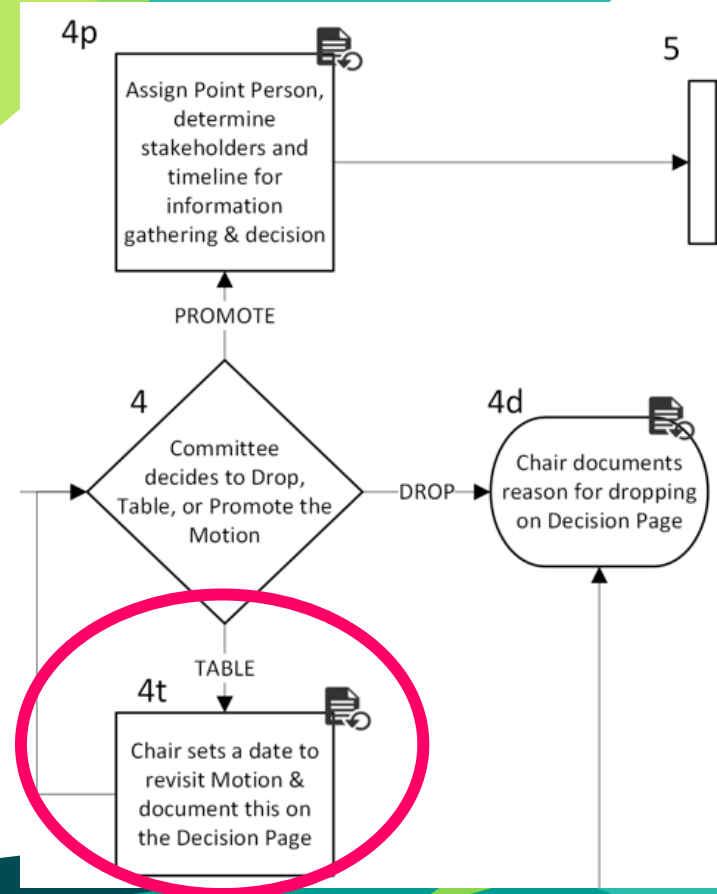
- ◆ The Chair documents the reason for dropping the Motion in the **Dropped/Tabled Details** field on the previously created Decision Page.
- ◆ No further work is required unless circumstances change.



# Step 4t: Decide to Table

## If your committee decides to **TABLE** the Motion:

- ◆ The Chair sets a date or condition for revisiting the Motion.
- ◆ To ensure visibility:
  - Record the date in the **Target Decision Date** field on the Decision Page
  - Record the condition in the **Dropped/Tabled Details** field on the Decision Page
- ◆ Return to Step 4 at the appointed time

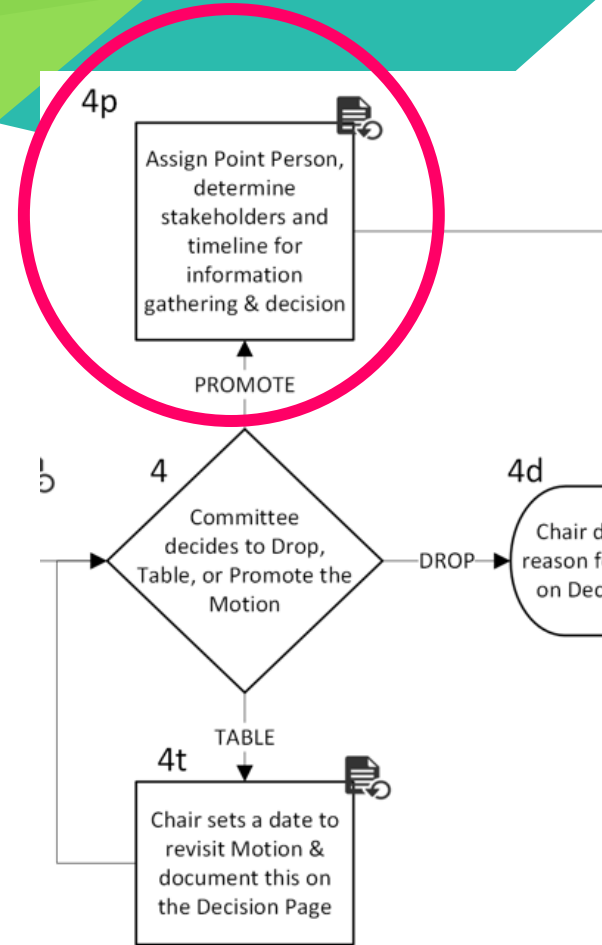


# Step 4p: Decide to Promote

## If your committee decides to PROMOTE the Motion:

1. Assign a Point Person (or people depending on the complexity of the Motion)
2. Determine which stakeholders the Point Person should consult to obtain expert input, if needed
3. Agree on a timeline for information gathering and internal discussions
4. Based on the initial timeline, the Chair will select an anticipated decision date
5. Record these details on the Decision Page

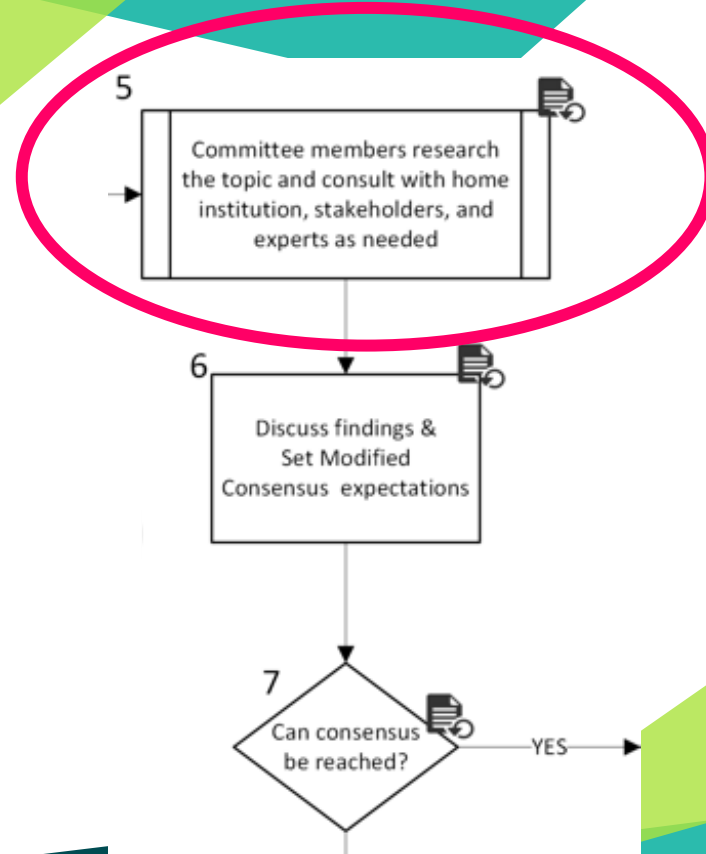
## Proceed to Step 5



# Step 5: Research and Stakeholder Consultation

Following the agreed timeline, the Point Person and other designated committee members:

- ◆ **Research** the topic and relevant options
- ◆ **Consult** with home institutions, affected stakeholders, and subject experts as needed
- ◆ **Record** key findings and share resources on the Decision Page

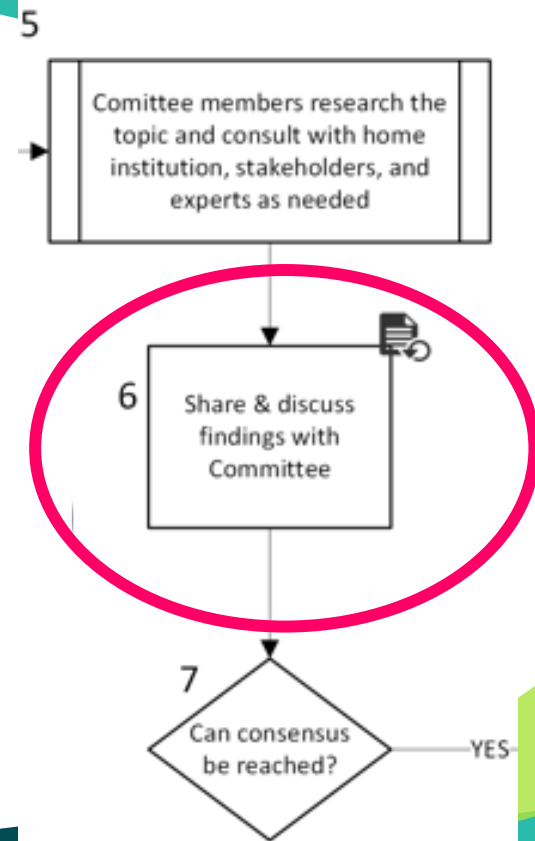


## Step 6: Share and Discuss Findings

### During the designated follow-up meeting(s):

1. **Point Person(s)** shares findings with the committee
2. **Committee** discusses the findings and options
3. **Chair** takes an initial Fist-to-Five “temperature check” and uses it as an indicator to define the Modified Consensus expectations

**Deliberation may surface the need for additional information or consultation. If so, return to Step 5**



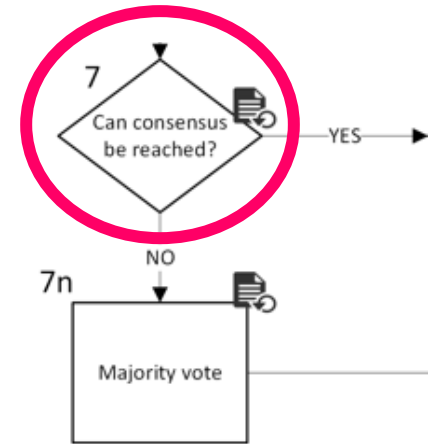
# Step 7: Deliberation Using Modified Consensus

## The Chair checks for consensus, defined as:

*All members can support or live with the decision, even if it is not their preferred option*

- ◆ If **consensus is reached**, the decision is considered approved by Modified Consensus → **Move on to Step 8**
- ◆ If **consensus cannot be reached**, the Chair moves to a majority vote (Step 7n).

**The Chair should record the result of the consensus and outstanding concerns on the Decision Page.**

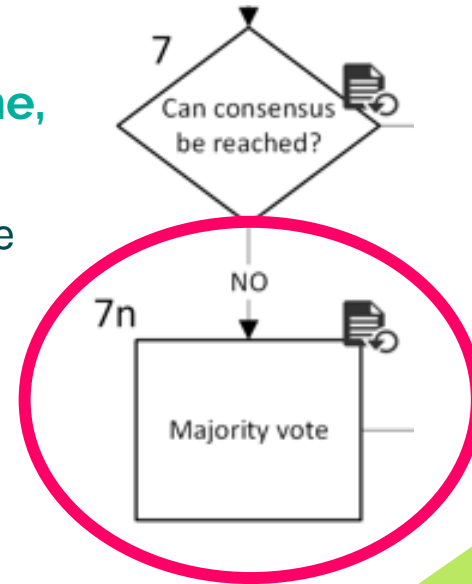


## Step 7n: Move to a Vote

If consensus cannot be reached within the agreed timeframe, the Chair moves to a vote:

- ◆ Each partner university has **one vote**, unless the committee has agreed in advance to an alternative voting structure.
- ◆ A **simple majority** determines the outcome.
- ◆ Once the vote is complete → **Move on to Step 8**

The Chair should record the final vote count, outcome, and dissenting perspectives on the Decision Page.



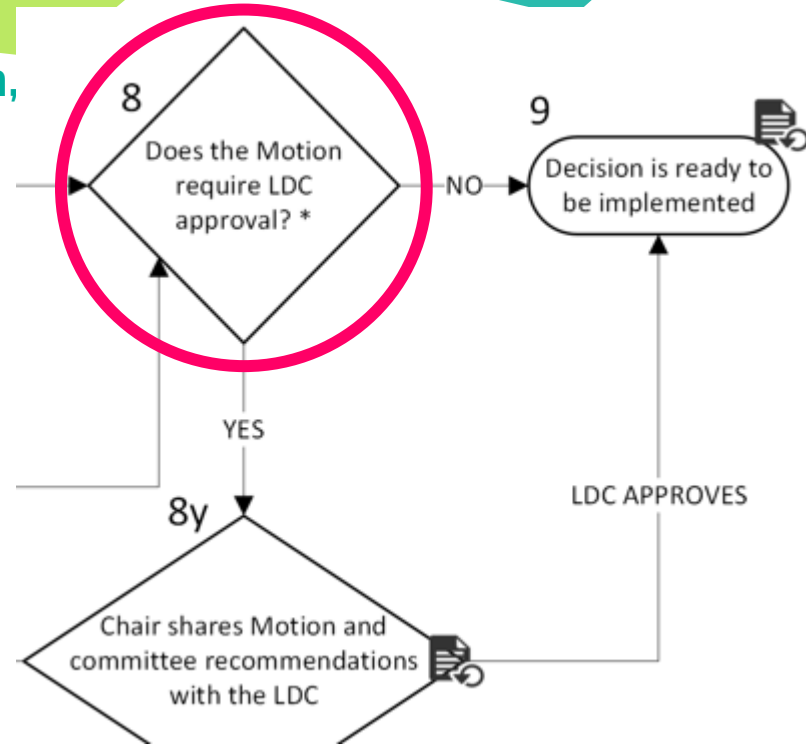
# Step 8: Determine Whether LDC Approval is Required

After your committee has reached a decision, ask:

*Does this Motion require LDC approval?*

- ◆ If **NO**, move on to **Step 9** to implement the decision
- ◆ If **YES**, move on to **Step 8y**

LDC approval is required **only** when the Motion has a legal or unexpected fiscal element.

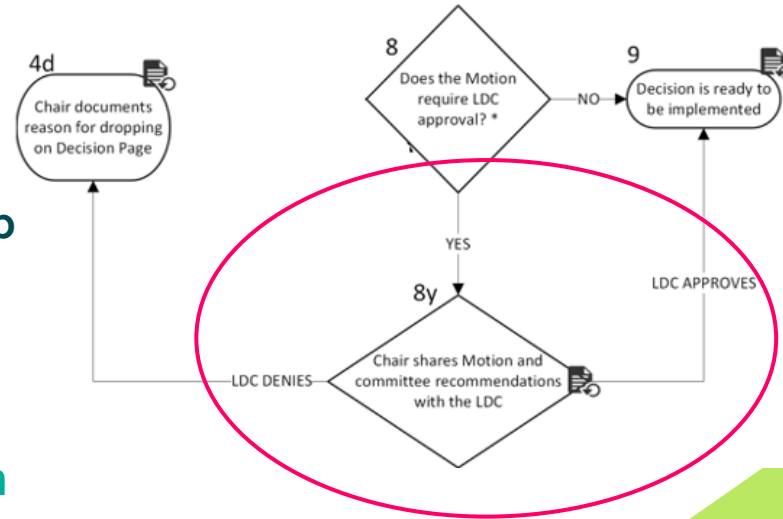


# Step 8y: The Library Directors Council Weighs-in

The committee prepares an executive summary of the Motion and their recommendation for the LDC:

- ◆ If the **LDC approves**, the decision is ready to implement → **Move to Step 9**
- ◆ If the **LDC rejects** the proposal → **Move to Step 4d**
- ◆ If the **LDC requests changes**, the committee revises as needed before returning to the LDC.

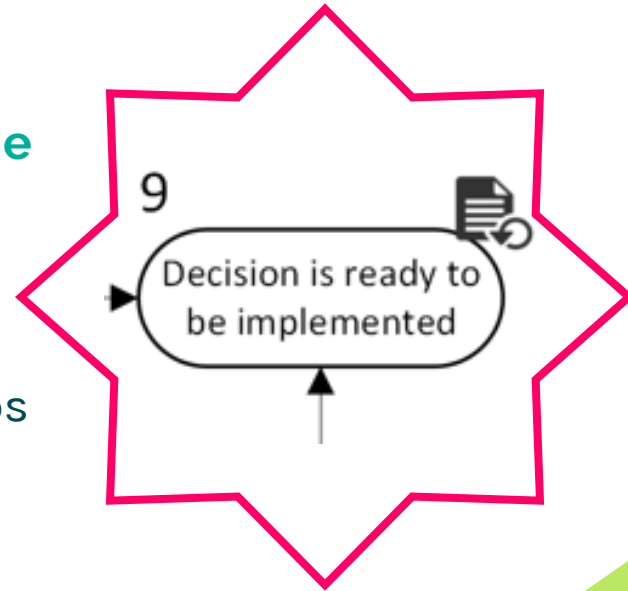
The Chair documents actions and outcomes on the Decision Page.



# Step 9: Implement the Decision

## Congratulations! You've reached the final step of the Decision Process:

- ◆ The decision is ready to be implemented!
- ◆ The Chair updates the Decision Page with the final decision including any relevant details or next steps needed for implementation.
- ◆ The committee communicates with the relevant stakeholders and the WRLC Community, as needed





# 3. Using Modified Consensus

# Modified Consensus: Overview

## What Modified Consensus Means

- ◆ Consensus means all members can support or live with the decision
- ◆ Unanimity is not required
- ◆ Dissent is expected, discussed, and documented
- ◆ The goal is forward progress with transparency
- ◆ A move to a vote is a defined outcome, not a failure of the process

*Consensus when possible; vote when necessary; document throughout*

# Modified Consensus: Representation and Voting

## Unless otherwise agreed upon by your committee

- ◆ Committee members participate on behalf of their partner university
- ◆ Each partner represents one position in deliberation and voting
- ◆ Voting follows one vote per partner
- ◆ Members should:
  - Consult relevant stakeholders across their University and Libraries
  - Surface internal differences before deliberation when possible
  - Request time for internal consultation when needed
- ◆ Committees should ensure input from unrepresented partner institutions

**For Partners with multiple Alma institution zones**, members must coordinate across libraries and return with **one institutional position**

# Modified Consensus: The Chair's Role

## The Chair's Role

- ◆ Guide the *process*, not force agreement
- ◆ Make expectations clear before deliberation begins
- ◆ Ensure all voices are heard
- ◆ Move to vote when necessary

# Modified Consensus: In Practice

## 1. Set Expectations First

Before deliberation, the Chair clearly states:

- ◆ How long the committee will seek consensus
- ◆ Whether additional consultation is open
- ◆ What triggers a move to a vote
- ◆ Voting rules (e.g., one vote per partner)

## 2. Facilitate Deliberation

Aid the discussion by:

- ◆ Using inclusive techniques (e.g., round-robin)
- ◆ Monitoring time and summarize themes
- ◆ Asking whether members can “live with” the option

## 3. If Consensus is Not Reached

Chair moves to a majority vote:

- ◆ The vote occurs after the agreed time or number of meetings
- ◆ Voting follows one vote per partner university, unless otherwise agreed
- ◆ The Chair clearly states the outcome of the vote
- ◆ The Chair documents outcome, dissent, rationale, and next steps on Decision Page

# Chair Script Example: Routine Decision

*“We’ve reviewed the findings on whether we should activate this Network Zone configuration option. Before we decide, I’ll take a quick Fist-to-Five to see where everyone is.*

*If we’re generally aligned, I propose we aim for consensus in the next 20 minutes. If something unexpected comes up, we can pause for additional consultation or research. Otherwise, we’ll document the decision on the Decision Page and move forward.”*

**Signals:** quick, lightweight, no over-processing

**Best For:** best practices, low-impact changes

# Chair Script Example: Moderate Decision

*“Before we deliberate on whether to activate this Network Zone option, I want to set expectations for how we’ll make the decision.*

*I’ll start with a Fist-to-Five to gauge where we are. My proposal is that we try for modified consensus today. If we’re close but need additional input from home institutions, we’ll take that feedback and revisit this at our next meeting.*

*If we’re still unable to reach consensus after 40 minutes of discussion, we’ll move to a majority vote with one vote per partner institution. I’ll document both the process and outcome on the Decision Page.”*

**Signals:** fair warning, structured flexibility

**Best For:** shared workflows, Motions with uneven impact

# Chair Script Example: Hi-Impact / Contentious Decision

*“Before we move into deliberation on whether to activate this Network Zone setting, I want to be explicit about how we’ll approach the decision, given its potential impact across institution zones.*

*I propose that we use modified consensus over two meetings. Today’s goal is to surface concerns and identify any additional consultation that’s needed, not to force a decision. I’ll start with a Fist-to-Five to understand where we’re beginning. Between meetings, members should consult across their institution as needed to inform their position.*

*After a final round of feedback, our point people will return with a recommendation. If we’re still unable to reach consensus in our meeting next month, we’ll move to a majority vote with one vote per partner institution. The final decision and any dissent will be clearly documented on the Decision Page.”*

**Signals:** caution, structured deliberation

**Best For:** equity-sensitive decisions, changes not easily reversed, hi-visibility issues,



# 4. Using Fist-to-Five

# Fist-to-Five: Overview

## A quick measure of support for a Motion:

A Member, Chair, or Liaison might employ it:

- ◆ When deciding to Drop, Table, or Promote a Motion (Step 4)
- ◆ After findings are shared (Step 6)
- ◆ Before setting Modified Consensus expectations (Step 6)
- ◆ When discussion feels stuck or unclear

# Fist-to-Five: In Practice for Committee Members

Via a hand gesture or by typing a number into the meeting chat, committee members can quickly communicate their position:

- ◆ 5 = Strongly support = 🖐️
- ◆ 4 = Support
- ◆ 3 = Can live with it
- ◆ 2 = Have concerns = 🙌
- ◆ 1 = Serious concerns = 👉
- ◆ 0 = Cannot support / block = 🙅

# Fist-to-Five: In Practice for Chairs

## 1. The Chair notes the results:

- ◆ Mostly 4s-5s → Consensus likely
- ◆ Mix of 3s-4s → Clarify concerns, proceed carefully
- ◆ Any 1s-2s → Slow down, address concerns
- ◆ Any 0s → Consensus not possible without change

## 2. The Chair uses the results to:

- ◆ Set or adjust expectations
- ◆ Decide whether more consultation is needed
- ◆ Determine whether consensus is realistic



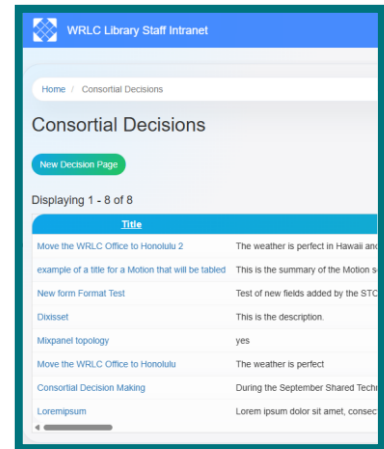
# 5. Using Decision Pages

# Decision Pages

Decision Pages make it easy for current and future committee members, leadership, and the WRLC community to know what Motions are being discussed, what was decided, why, and who was consulted

The decision form is designed to:

- ◆ Capture decision context (“what” and “why”)
- ◆ Identify responsible committees
- ◆ Attach supporting documentation (files, screenshots)
- ◆ Track decision status and related actions over time



<https://www.libraries.wrlc.org/consortial-decisions>

# Decision Pages

**Throughout the process, the Decision Page acts as the single, shared record of the committee's work on each Motion. In practice, committees should:**

1. Create a new Decision Page when a Motion is received (Step 3)
2. Update Motion Status when a Motion is Dropped, Tabled, or Promoted (Step 4)
3. Log research plans, stakeholders, and timelines when a Motion is Promoted (Step 4y-5)
4. Summarize findings and options before deliberation (Step 5-6)
5. Record the outcome of consensus or majority vote, including any dissenting perspectives (Step 7)
6. Note whether LDC approval is required and the result of that review, if applicable (Step 8)
7. Note the final decision and details required for implementation (Step 9)

# Key Resources

Use these resources to support your committee's work throughout the decision-making process:

- ◆ [Decision Pages Home Page](#)
- ◆ [Example Decision Page](#)
- ◆ [Process Flowchart](#)



# Questions / Feedback?

Contact the Shared Technology Committee

[STC@WRLC.ORG](mailto:STC@WRLC.ORG)