

HARVARD
LIBRARY



Aleph, SFX, and Verde to Alma: How We Survived 18 Challenging but Rewarding Months

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Agenda

- Project Background
- Hindsight is 20/20
- Staying Sane
- Celebration Time
- Questions

Alma Project Overview

- Goal: Improve the user and staff experience through advancing the Harvard Library's ability to manage large scale library collections including print, digital, and licensed electronic resources by migrating to a next generation unified resource management system with advanced workflow capabilities, innovative analytics tools, and greatly enhanced support for collaboration within and across research institutions.
- Timeline:
 - Phase I: Pre-Implementation – January 2017 to June 2017
 - Phase II: Implementation – July 2017 to July 2018
 - Phase III: Post Implementation – July 2018 to December 2018

Project Guiding Principles

Alma Implementation Project

Improve the user and staff experience through advancing the Harvard Library's ability to manage large scale library collections including print, digital, and licensed electronic resources by migrating to a next generation unified resource management system with advanced workflow capabilities, innovative analytics tools, and greatly enhanced support for collaboration within and across research institutions.

Strategic Objectives	Guiding Principles	Key Performance Indicators
<ul style="list-style-type: none">• Work closely with Ex Libris to configure Alma and migrate Aleph, SFX and Verde data to Alma by July 2018• Support collaboration between HL and LTS staff to revise workflows to increase efficiency in “backroom” library operations• Optimize use of analytics to empower staff to make informed decisions and improvements to their own work• User has an improved discovery, access to information and improved stewardship of collections to meet scholars needs. Make the world better for our users.• Empower staff to transition their work to new design-which will allow them to have a increased job satisfaction.	<ul style="list-style-type: none">• Improve user experience through adopting common practices across the institution.• Optimize solution for Harvard Library, leveraging shared approaches and minimizing customized solutions• All workflows are to be included in the review and migration to the new system.	<ul style="list-style-type: none">• Achieved minimal customization both in technology and workflows.• User experience accessing library materials is improved through faster throughput for materials and improved discovery experience.• Streamlined, predictable access and improved stewardship of library materials.• Ability to make evidenced based decisions on collections and improved reporting capabilities.

Project Structure

- Executive Oversight Committee
 - Communications & Change Management
 - Technology
 - Training & Documentation
 - Functional Teams

Project Structure

- Functional Teams
 - Acquisitions & Serials
 - Analytics & Reporting
 - Course Reserves
 - E-Resources
 - Finance
 - Fulfillment
 - HOLLIS+ Integration
 - Linked Data
 - Resource Management

Project Phases

- Pre-Implementation
- Implementation
- Post Implementation

Pre-Implementation

- January 2017 – June 2017
- Key tasks
 - Project Kickoff/Setup
 - Explore and Learn Alma
 - Conceptual Solution Design
 - Data Migration Testing / Cleanup Scoping
 - System Configuration Testing
 - Community Engagement
 - Leganto Evaluation

Implementation

- June 2017 – June 2018
- Key tasks
 - Workflow Design
 - Creating Documentation & Training Program and Train the Trainer Program
 - Training Staff
 - Creation of Analytics Reports, Widgets, and Dashboards
 - HOLLIS+ Integration
 - Finalizing Data Migration Maps
 - Finalizing System Configuration
 - Conceptual Solution Development/Testing
 - Community Engagement

Post - Implementation

- July 2018 – December 2018 (and then some . . .)
- Key tasks
 - Workflow Adjustments, including work with Ex Libris Expert Services
 - Data Cleanup
 - Training Staff
 - Community Engagement

Cutover Milestones

- **Readiness**

- Phase 1 Training – 5/15 – 8/27
- Final Migration Forms – 5/29
- Key Logins – 6/1 – 6/30
- Final P2E Form – 6/6

- **Rollover – 3 weeks early!**

- Stop invoice creation – 5/25
- Last REG batch – 5/28
- Last ADJ batch – 6/4
- Aleph Rollover – 6/5
- Financial Reporting Snapshot – 6/5

- **Data Migration**

- Freeze Aleph, SFX, Verde (non-circ) - 6/8
- LTS Data Updates - 6/8 – 6/9
- Freeze Aleph Circ – 6/28
- Final Reporting Snapshot – 7/2

Cutover Milestones

- **Switch to Production**

- Alma Data Review (LTS) - 7/2
- Post-migration data updates (LTS) – 7/2
- Cutover Tasks (LTS) – 7/2
- Turn on Staff Logins/Announce – 7/3
- Cutover to new Primo – 7/3

- **Leganto Cutover**

- Summer school reserves item changes reapplied in Alma – 7/3 – 7/5
- Freeze Reserves List Updates. Support turnover with Instructure – 7/9
- LTS Reserves List Data Updates. Remove RLIST LTI for Fall 2018 classes – 7/10
- LTS Extract Courses and Citations Requests – 7/11
- LTS Load Courses
- Ex Libris Loads Citations
- LTS Data Review & Cutover Tasks
- Leganto Live for Fall 2018 Course Reserves processing! Turn on Leganto LTI in Canvas Courses!

Cutover Milestones

- **Post Go-Live Tasks**

- Phase 2 Training Program (700 staff, average of 1 class per person) – 7/6 – 9/7
- Remove RLIST LTI from Summer 2018 courses. Turn on Leganto LTI for Summer 2018 courses. – 8/30
- Decommission RLIST. – 8/31
- Decommission view only access to Aleph
- Decommission view only access to Aleph
- Work on productionizing Alma (7/3 – ????)

Migration Numbers

Bibliographic	15,190,058	Fund Expenditures	4,162,707
Holdings	16,726,978	Fund Allocations	109,841
Items	18,096,319	Encumbrances	2,853,269
Portfolios from Link Resolver	1,533,712	Orders	3,663,600
Portfolios from ILS	667,820	Invoices	519,363
Packages/DBs from Link Resolver	1,283	Patrons	499,487
Packages/DBs from ILS	1,437	Loans	247,373
Vendors from ILS	15,440	Patron Requests	3,442
Vendors matched from ERM and ILS	2,538	New EResources from BIBs	50
Vendors from ERM	140	New EResources from HOLDINGS	669,205
Interfaces	193	New EResources from ITEMS	2
License	559	Total new Portfolios	667,820
Allocated Funds	41,938	Total new Electronic Collections	631
Summary Funds	3556	Total new DBs	806
Ledgers	290	RLIST Courses	21,514
Fund Disencumbrances	2,787,456	RLIST Citation Requests	279,738
Fund Transfers	11,390		

Project Realities

- On the surface, this is a technology project . . . But the reality is that this is a cultural shift.
- Guiding principles helped us to remember the “why” when overhauling library services and workflows.
- Leadership involvement is critical due to the number of radical changes, some of them thorny. Without this support, staff are not empowered to make large scale changes.
- Alma is not your prior ILS. Alma is integrated in ways prior systems are not. Groups have more visibility of other work and may not always have it “their way” in workflow design.
- Data and migrations are messy, not matter how much clean up is allowed. Work to encourage comfort with less than perfection!
- Try to always have some fun along with the work!

Hindsight is 20/20

- **Communication.** Not all leadership policy decisions were communicated to staff in an effective manner, leading to day one surprises.
- **More assessment of of prior coding shortcuts.** We had a few cases in which coding (miscoding) practices in Aleph had far reaching repercussions in Alma.
- **Workflow Inventory.** Task working groups to inventory workflows more completely to allow for more comprehensive workflow reviews and verification scenarios.

Hindsight is 20/20

- **Print + Online Subscription Migration.** Lack of common practice in Aleph coding has made identifying these and resolving migration issues costly in time, and eroded staff confidence in the system post-cutover.
- **Broaden E-Resource Training.** Lack of training on e-resources early/messaging about e-resources being confusing and foreign has perpetuated knowledge divide and fear about these materials.

Hindsight is 20/20

- **Library Wide Project** The transition to Alma has broad reach. Include colleagues in other areas of the project (RTL, Bibliographers, etc) that did not traditionally use the ILS. Their world will change too. Work with them at all stages.



Staying Sane

- **One project, one team.** Lean into the concept that Ex Libris is part of the project team and not the traditional “vendor” migration team. Your institution and Ex Libris staff are all working towards a common goal. Build close ties and stay in constant communication throughout the project.



Staying Sane

- **Milestone Boards.** Post milestones in key parts of the project team room and office space kept project in focus.

Ready, Set, Alma!

- ☐ **5/15 – 8/27.** Phase 1 Training Program (800+ staff, average of 4 classes per person)
- ☐ **5/29.** LTS sends Ex Libris final Migration forms for Alma, SFX, and Verde & draft Go Live Check List
- ☐ **6/1 – 6/30.** LTS keys 800 custom production logins
- ☐ **6/5.** Aleph Fiscal Year Rollover/Data Verification
- ☐ **6/6.** LTS Freezes Config changes on Alma Prod
- ☐ **6/6.** LTS sends Ex Libris final P2E form
- ☐ **6/7.** Ex Libris Copies Prod Alma Config to Migration Server. **No access to Alma Prod on this day (use Alma Sandbox)**

Ready, Set, Alma!

- ☐ **6/8. Aleph Non-Circulation. SFX, and Verde Data Freeze**
- ☐ **6/8–6/21.** Access to Alma Prod restored. Config changes can be made but must be reapplied.
- ☐ **6/9.** Final LTS Aleph Batch Updates
- ☐ **6/9 – 6/27.** Ex Libris Extract and Load to Alma (Non-Circulation)
- ☐ **6/19.** LTS to Confirm PCI Activations
- ☐ **6/22–7/3. No Access to Alma Prod until 7/3 for non-LTS staff. Use Alma Sandbox.**
- ☐ **6/26. Aleph Circulation Data Freeze.** Circ units use Alma offline circ through 7/2, but will hold returns to 7/3 in Alma.
- ☐ **6/27 – 6/30.** Ex Libris Extract and Load to Alma (Circulation).

Ready, Set, Alma!

- ☐ **6/30.** New Database Search in Primo
- ☐ **6/30? – 7/2.** LTS Alma Data Review/Data Updates
- ☐ **7/2.** Final Aleph Snapshot in Library Data Warehouse.
- ☐ **7/2 – 7/3.** LTS uploads Offline Circulation files sent by libraries
- ☐ **7/3. Alma Go Live!!!!**
- ☐ **7/3 – 7/5.** Summer school reserves item changes reapplied in Alma
- ☐ **7/9.** Freeze Reserves List Updates. Support turnover with Instructure.
- ☐ **7/10.** LTS Reserves List Data Updates. Remove RLIST LTI for Fall 2018 classes.
- ☐ **7/11.** LTS Extract Courses and Citations Requests

Staying Sane

- **Community Engagement.** Change is hard and harder when you are moving from your system of 17 years. Find unique ways to engage with each other. Recognizes this is stressful and imperfect, but with long term benefits.

Staying Sane

Alma Implementation HOLLIS+ Integration

Leading the rollout of the integration of HOLLIS+ with Alma.

Current work & future plans

- ✦ Coordinating beta launch of new Primo UI
- ✦ Customizing new Primo UI design & functions
- ✦ Planning for HOLLIS Classic retirement
- ✦ Ensuring accuracy of holdings & items display
- ✦ Implementing new link resolver (Find It)

Team Members



Corinna Baksik



Kathleen Donovan



Amy Deschenes



Emilie Hardman



Lauren Esser



Jonathan Paulo



Christine Esiao



Kerry Mastellar



Gretchen Wade



Leila Smith

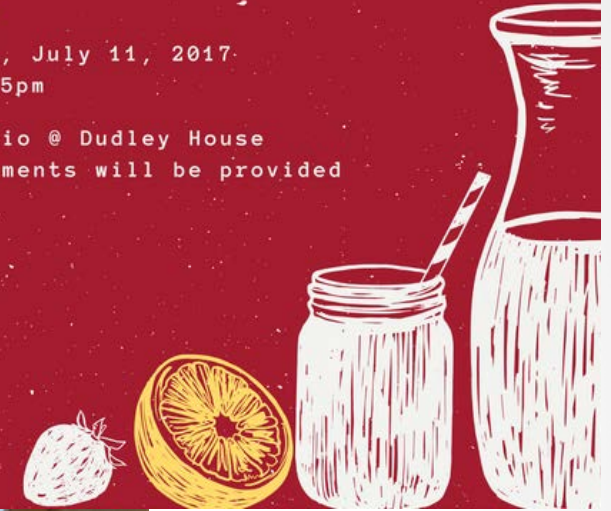
Visit the Wiki
[tinyurl.com/
almaholis](https://tinyurl.com/almaholis)



Join us for an Alma Community
Event for Library Staff

Tuesday, July 11, 2017
from 3-5pm

The Patio @ Dudley House
Refreshments will be provided



TEAM  ALMA

presents

TRICK OR TREAT @625 MASS AVE

featuring DEMONSTRATIONS BY ALMA
WORKING GROUPS

CIDER | WHOOPEE PIES | DONUTS | AND MORE!

OCTOBER 30 | 2-4PM



The Vendor Mash

Alma Finance Working Group
10/30/2017



The Vendor Mash

I was working in the library late one night
When my eyes beheld an eerie sight
When my vendor, from its slab, began to rise
And suddenly to my surprise
She did the Mash, she did the Vendor Mash
And it's a workflow smash

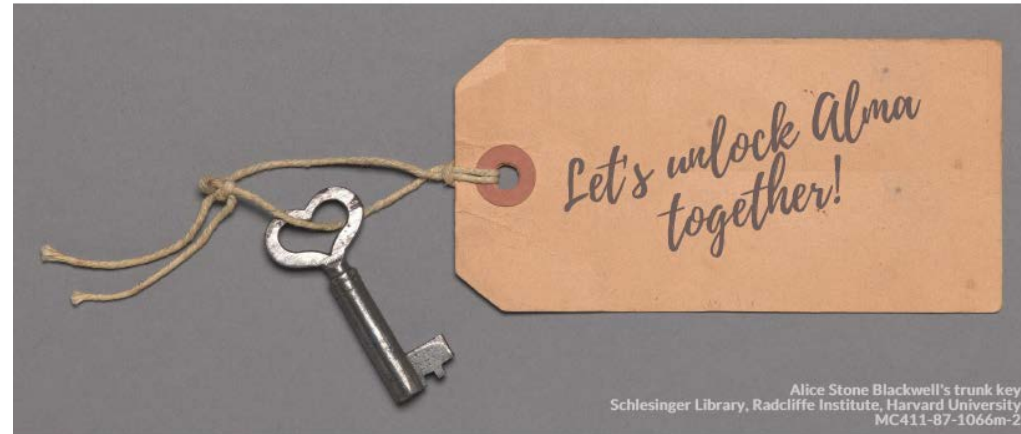
Ledgers and Summary Funds and Allocated Funds, OH MY!

Alma Finance Working Group
10/30/2017



Hindsight is 20/20

ALMA TRAINING 2018



Visit the link below to be paired with a training buddy!

Training will begin in May 2018

<http://bit.ly/alma-training-buddy>



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Alma Training Buddy Registration

Just like a book club or a workout buddy, an Alma training buddy is someone you attend trainings with, bounce questions and ideas off of, and discuss the possibilities of Alma with after hands-on training. Whether you already know who you want to buddy up with or want to be matched with someone, please fill out this registration form and answer two additional questions about Alma training.

Buddies will be matched during March, have time to get to know each other in April, and begin attending trainings together in May. After training begins, we hope that the buddy pairs will come together in larger Learning Circles for additional peer support.

Hindsight is 20/20

JUNE 13, 2018
12-3PM
LAMONT LIBRARY

ALMA PETTING ZOO

JOIN YOUR HARVARD LIBRARY COLLEAGUES
FOR SOME HANDS-ON WORK WITH ALMA



Friends from Animal Craze Traveling Farm
will be on hand for the event.
Come for the baby animals - stay for Alma insights!



Celebration Time

- **Business Resumption.** Although we have challenges in certain workflows/areas, many processes saw normal or improved throughput after 3-6 months.
- **New Workflows and Processes.** Small and large changes have allowed for new services and much needed policy change.
- **Single to Multiple Records Transition.** Opportunity to rethink longstanding description practice, allowing for more efficient management of titles in KB. Months of careful analysis and mapping (informed by those who went before us) allowed us to migrate data as cleanly as possible via the P2E process.

Celebration Time

- **Distribution of “Systems Librarian” Tasks.** Alma design allows for record load and batch processes to be extended to library staff.
- **Largely Successful Data Migration.** Still have some problem areas of cleanup, but no data was lost.
- **Project Completed on Schedule.** We did it!



Thank You!

- Thank you to Ken Peterson, who started this journey as my co-lead (and helped out with this presentation)!

Kenneth J. Peterson

Associate Librarian for Access and Collection Strategies

Dartmouth Library

- **Questions** - Laura Morse – laura_morse@harvard.edu