University Senate Committee on Libraries
Meeting – April 15, 2014 (Watson 455; 9:00-10:00am)

Present: Shawn Alexander, Sean Barker (note-taker), Mike Broadwell (guest),
Pam Crawford, Judith Emde (guest), Ron Francisco, Scott Hanrath (guest),
Robert Hanzlik, Lorraine Haricombe (Dean), Rhonda Houser, Minyoung Kim,
Marie-Alice L'Heureux, Deb Ludwig (guest), Craig McLaughlin, Kent Miller
(guest), Mary Roach (guest), Marlesa Roney (Chair), Ann Snow (guest),
Douglas Walker, Doug Ward, Beth Whittaker (guest)

Absent: Mary Ann Baker, Jasmine Estrada, Mechele Leon, Alicia Levin, Yan Li, Amy
Mendenhall, Adam Moon, Jessica Small

I.   Update on Proposed Amendment to Senate Code & Discussion

Rhonda Houser provided an update on the status of the proposed amendment to
the Senate Code regarding committee membership, which was approved for
review with slightly edited language. The language shared with campus
stakeholders for review (until May 5) now reads: "The University Committee on
Libraries . . . . The Committee shall also include the following non-voting, ex officio
members: The Dean of the Libraries, the Law Librarian, ~~one university support staff
library staff member elected by the KU Library Support Staff, and one unclassified
library staff member elected by the Library Faculty Professional Assembly~~ **and one
each from the following library staff types, elected by their respective library
governance body: university support staff, unclassified professional staff, and
faculty."**

II.   Update on Reorganization Assessment Plan & Discussion

Dean Haricombe provided an overview of the executive summary of the post-
reorganization focus group report. The restructuring was intended to create an
organization best positioned to achieve the Libraries' strategic initiatives and
respond to the changing landscape of the profession and in higher education,
generally. The process also sought to strategically allocate resources to enable the
Libraries to reach even more users going forward while standardizing services to
ensure efficiency. All faculty and staff were invited to participate, and 42
attendees joined five focus groups held in early March. Mike Broadwell
moderated the sessions, and Leah Nelson served as scribe. Participants were
informed the focus group discussions were not anonymous or confidential, but
that data gathered from the groups would be aggregated. The report serves as a
starting point for additional conversation. The Dean's Cabinet will not use the
report to make decisions—instead, they will use it to guide us to areas that
require further exploration. Dean's Cabinet will then involve individuals at all
levels of the organization—wherever possible—to make adjustments that allow
us to be even more successful. Dean Haricombe noted that was overwhelmed by

the sense of pride our focus group participants showed regarding this organization.

One of the themes that emerged from the report is a feeling that the organization is operating from the "top down." This is indeed a valid perception: Any time an organization undergoes such a significant transformation, a "top down" approach is likely to emerge. Dean Haricombe alone made determinations for the new organizational structure based on input our faculty and staff provided through the organizational review process, which included hours and hours and hours of staff discussions and feedback. Once the structure was in place, she appointed a new cabinet to move forward the second phase of the restructuring. As KU Libraries enters the latest phase of evaluating the new structure, Dean Haricombe looks to involve all faculty and staff within the libraries, to the greatest extent possible. As in any organization, some decisions must be made at the highest levels, though she is committed to providing new opportunities to provide feedback and share ideas.

The consultant model was a topic often mentioned in the feedback. Dean Haricombe believes that the most critical decision regarding moving forward with the consultant model centers on the future of subject and functional expertise within the organization and where said expertise will "live" within the organization. She has asked Erin Ellis, Beth Whittaker and Judith Emde to create a team—one charged with returning to the consultant model document and ultimately making recommendations regarding key questions surrounding the future and home of expertise (both subject and functional) and the critical areas where subject expertise is necessary.

Workload continues to be an issue, which while not unexpected in a transition like this, it is something that needs to be addressed. Plans are set to explore how to manage old workloads versus new—a pilot program for transitioning job duties is currently underway. Additionally, a comprehensive review of CFIs will be conducted to clarify priorities and ensure that CFI participants are well-matched to the work.

An opportunity exists to improve communication at every level of the organization. Increased transparency and a more concerted effort to share information that leads to important decisions are important first steps.

III.   Update on Specialized IT needs of KU Libraries & Discussion

Dean Haricombe shared an update on central IT support of Libraries, noting that she met with central IT leadership the previous day. She was pleased to report the hiring of the first of four support positions. Matthew Copeland, senior

programmer, started on April 7. A second search is underway and a third will be launched in May. Discussions are ongoing regarding the fourth position.

IV.   Update on Hiring

Dean Haricombe informed the committee that she recently submitted criteria for an academic staff category (used in other schools and departments for specific expertise) and criteria for a non-tenure track librarian category to the Provost's office and is awaiting feedback. Her office is still submitting requests for tenure-track librarian positions to the Provost's office. For example, she is awaiting response regarding the submission of a request for a Librarian for African and Global & International Studies position. She noted that KU Libraries has recently filled two tenure-track librarian positions (for the data librarian and the metadata librarian) and mentioned Provost Vitter's recent visit to KU Libraries during which he noted that tenure-track status will depend on the type of position proposed.

V.   Review Final Report Draft

Chair Marlesa Roney reviewed a draft of the committee's final report with the group, asking members to provide feedback by the end of the following day. The group recommended the following as actions for the subsequent year: 1) review of central IT support for the Libraries 2) continued monitoring of the Libraries reorganization 3) review meeting minutes via email 4) review documents and other materials in advance of meetings. Chair Roney thanked the group for its significant accomplishment during the year.

VI.   New Business

No new business was raised.