University of Arkansas Libraries
Library Council, Wednesday, March 28, 2012

Present: Juana Young, Molly Boyd, Elaine Dong, Judy Ganson, Jennifer Rae Hartman, Norma Johnson, Kathleen Lehman, Robin Roggio, Luti Salisbury, Tony Stankus, Julie Thacker, Randy Thompson.

Minutes
The minutes from the February 1, 2012 meeting of the Library Council were approved without changes.

Initiatives and Goals Review and Discussion
Tony Stankus volunteered for goal 6.4 in the place of Elizabeth McKee.
- Goals such as 6.1 and 7.6 that have dates that have already expired will be adjusted forward to May or June.
- Luti Salisbury will review the goals assigned to her and determine which she will be able to complete, and which should be reassigned.
- Molly Boyd will send an email to the listserv to alert all personnel that they should begin work on their goals.

Organizational Structure
The Library Council reviewed Draft 6 of the Organizational Structure chart. Comments are summarized below:

The placement of Special Collections on a par with other branch libraries was discussed. One comment was that this was counter-intuitive to the stated initiatives of promoting Special Collections to national prominence among our peers. Special Collections should stand on its own division and should be relocated under the Director for Collections Support, as they will work closely with Digital Services.

Also, concern was expressed for the addition of another layer of bureaucracy for the branches, which may be an impediment to communication rather than a facilitator of it. Will the coordinator of branch services be an ambassador for the branches to the administration, or will it be a supervisory position? One more layer of bureaucracy will stall progress. All branches need a direct report to the director. Coordination of circulation policies and hours is the least of a branch librarian’s duties. This push down means less communication with the Admin Group and Dean.

Another Council member expressed concern for the relocation of Access Services to the Director of Collections Support, as Access Services provides a public face to the Libraries, meeting with the public and answering questions. Interlibrary Loan is separated from Access Services and moved to the Director of Academic and Research Services. Logically, due to overlap of services, the two should be located together in the functional chart, but if they must be separated, then they should switch places.

Interlibrary Loan does interact with library users. The work they do with materials requested places them with collection development functions and with subject selectors. We need to let go of the notion of the public space and its span of control. The overload of one director with all similar functions is unmanageable. The names of the departments do not necessarily coincide with their functions. 65% of Special Collections is processing, same as technical service. They also have a front face and a similarity to the other branches in dealing with users.
The issues of communication cannot be resolved with any structure, but may be improved by grouping like functions together.

Will Public Services meet without Access Services?

When we view the chart, we should be analyzing the content in relation to affinities of work functions. Access Services’ functions are procedural, not collections management or selectors. We should also get away from thinking that we would only be reporting to the direct line above shown on the chart. Get away from linear thinking. Interaction between groups across the structure is essential. The communication piece has to be broader and more fluid than a silo containing one director. We should be focusing on the necessary communication across all levels and functions library-wide.

The new layer of coordinators is not meant to impede by adding a new level of bureaucracy, but to push decision making down to the level in the organization where it is most effective and nimble—to the level of the persons doing the actual work. The idea is to respond more quickly to demand, but to also have strong communication between coordinators at their level so all affected parties may be included in changes from the start.

We are going to try this structure and rethink if necessary. Hiring a new Director of Academic and Research Services is essential to our mission. That person will push us to work harder than we already are with academic departments and faculty, to be more agile.

Do not view the organizational chart as a description of the lesser worth of an individual or department due to its location on the reporting line. This may require a cultural shift to think outside of the box. View the coordinators as the communication clearinghouse.

The chart should be expanded to include departments and individuals before presenting to the library at large. It should be accompanied by a justification of the function grouping. It should stress cross communication and encourage individuals to rethink of themselves as not belonging to one group or another but as all working in a library without borders. It doesn’t matter what is grouped on paper; what matters is having people with leadership vision in the coordinator and head positions, who will be evaluated on their communication and effectiveness in achieving their goals. We must change our process of performance standards; are personnel doing things to support our goals?

There are strong voices missing from this meeting. Will this be reviewed with the department heads? The Department Heads have not met in six months because the meetings were ineffective.

This draft of the organizational structure will go forward for further discussion. The draft can now be considered public. Judy would like to discuss with her department heads first.

Each of the coordinators should write a vision statement, and describe how they will meet their goals, which should be posted in a public place so that we all can evaluate their progress and expectations.

The Admin Group will review the job description for the Director of Academic and Research Services based on the changes represented in this draft of the organizational structure. Judy will discuss the changes with department heads that report to her.

It is impossible to put people doing similar work in one area but multiple reporting does not work well.
Instruction is a program not a department. Someone will take charge of that program and report on progress toward goals.

A chart should be made that overlays programs with goals.

**Associate Vice Chancellor for Computing**

Juana is co-chairing the search committee for the replacement of Bob Zimmerman, who is retiring. UITS currently reports to Don Pederson under Finance and Administration. The new position most likely will report dually to Don Pederson and Sharon Gaber, the provost. This shift is made to address concerns from the academic side of the campus. UITS is a huge department, covering the more internal operations of Human Resources, the financial systems, as well as research aspects with faculty. The UITS relationship with the library will not be changed by its shift to reporting to the provost.

The search committee reviewed how IT departments report in peer institutions.

Juana is seeking skills for the new AVC to add to the job description. The committee should review a candidate’s history with academic departments, libraries, and how their organization served student needs.

**Young Law Library Accreditation Report**

In preparation for the Law School’s accreditation visit from the American Bar Association in Fall 2013, the Young Law Library prepared a collection development report. Lorraine Lorne drafted the document, which will be taken to the Law School faculty for review. There are significant changes expected in the ABA accreditation standards, which are currently being rewritten by the Department of Education to focus more on outcomes and terminative standards. The new standards may be set in August, which may change how the Law Library writes its collection development report. The course level collection development assessment is relatively easy in law; research materials for higher level classes is more complex.

**Collections Budget Report**

Selectors are working to expend remaining funds. Innovative Interfaces now allows more characters in code names, so selectors will adjust fund codes to be more illustrative. We will close the books on this year’s purchases on June 1.

**Updates**

The Libraries is hosting the April Film Series again this year, Four Films of the Apocalypse, which will be shown Tuesday nights in April at 7 p.m. in Room 104. All are invited to attend for free movies and popcorn.

Library Week will be April 9-13. The Libraries will host its annual Ice Cream Social on Library Workers Day, April 10.

The Law Library is currently placing orders for new tables.

Robin Roggio just completed her Master’s in Library and Information Science from Drexel.

The Physics Library is packed with students and staff are busy.
Mullins Library is conducting a 30-day trial of a book scanner, from which students can scan for free direct to a USB device. It is located in the lobby on the west side facing the self-checkout stand.

ERM plans are proceeding. Sierra implementation is scheduled for the fall. We are one of twenty-two libraries implementing the system. Currently, staff are reviewing documentation and planning training sessions.

At the most recent Academic Affairs meeting, a fifteen minute break between classes was discussed, and a proposal will be presented at the next faculty meeting. The breakfast with the provost filled up in ten minutes; she will host three. The university is aware of and planning for future growth. The Chancellor’s executive retreat next week will talk about setting goals for the future growth. A post tenure review process was discussed. The inclusion of associate level professors on personnel committees was discussed, as some departments allow this practice while others do not. Students who were accepted to more prestigious schools are attending the University of Arkansas due to cost concerns at a higher rate than previously.