Librarians' Meeting June 24, 2014

Present: Rick Bearden, Scott Garrison, Ann Breitenwischer, Mari Kermit-Canfield, Kristy Motz, Scott Atwell, David Scott, Ali Konieczny, Fran Rosen, Melinda Isler, Yuri Konovalov

Agenda:

1) Metadata/ERM position
2) Organizational structure
3) Chain of command issue
4) Update on lower level space and repurposing

Initial announcements from Faculty Chair, Melinda Isler: Ann has agreed to be the Academic Program Review Committee representative. Ali has agreed to be the note-taker for Librarians' Meetings.

Dean's Update: There is an initiative to have a student worker do technology staffing at the OID in the evening, rather than an adult part-timer. Concerns were expressed regarding safety training of the students and an inquiry was made regarding if current library student workers were going to be recruited, or students with tech. skills outside of the library. Scott said that he would focus on one or both criteria (current student/tech. expertise), whatever gets the best mix of tech. skills.

Agenda Items

1) **Metadata/ERM Librarian**: Scott indicated that he has spoken with the Provost and the Provost and Scott agree that the organizational structure should be determined prior to posting this position since this position has aspects that may involve supervision. Scott indicated that he will post on the J drive what information he has gotten from the organizational structure questions that he recently posed.
   a. Melinda indicated that not everybody agrees with the stance to hold off on posting this position and a discussion ensued:
      - Fran began this discussion by reading her position (attached as addendum A), which focused on moving ahead, collaboration, and access, and stressed the need to fill this position as soon as possible.
      - Scott responded to Fran by saying that he does not see this as "not a full time job" in response to the concern that ERM/Metadata Librarian was being considered as filling only a part-time role, but he said we need to be careful and not run a search while trying to figure out our organizational structure.
      - Melinda inquired as to when we might start this search. Scott indicated that he didn't know when he wanted to post it – what he thinks would be

ideal would be to get this job posted in fall semester and begin the review process around October, when he felt instruction would be slowing down (which Mari indicated that instruction may not be slowing down at this time).

- Scott indicated whether this position is a coordinator position or not, this is a full-time position. One path would be a pure practitioner, the other path would be 25 – 30% of time spent as a "coordinator" providing leadership and management, with the remaining 70-75% of time spent as practitioner.
- Melinda indicated the challenges with this position as coordinator if hired from the outside because of the clauses set forth in the contract for a faculty chair model.
- Rick asked if there is confusion between coordinator, like instruction coordinator, vs. the chair issue, in which case, if this is a coordinator position, such as Kristy's, then there is no need to hold up this search.
- Ann indicated with the posting for a chair, then we would have to indicate a minimum of about 4 years of experience.
- Fran indicated that this position should have a strong leadership role; however, this would not be the same as a coordinator or chair, as there is not significant emphasis on management. She differentiated between leadership responsibilities and managerial responsibilities.
- Scott indicated that managerial vs. leadership does need to be more clearly defined before we proceed.
- Rick indicated that it seems like it would be beneficial to have the ERM position involved in the strategic planning process, to allow the new librarian to understand how our organization developed. Rick indicated that perhaps Scott has experienced some challenges because the Provost forced us to do a reorganization prior to hiring a Dean.
- Scott agreed that walking in as a new person where the strategic plan was already built was challenging, so he retracted his position that the person should be brought in following strategic planning.
- Ali asked for clarification regarding strategic planning vs. organizational restructuring – Scott indicated that he thinks the organizational structure should precede the strategic planning. Scott offered clarification regarding the difference between the reorganization and strategic planning; however, as note-taker, this is still unclear.

2) **Agenda Item 2: Organizational Structure**:

Dean Garrison reported on his findings from the recently posed questions, listed below:

1) We will use our organizational structure to help us live our core values, mission and vision. We should use our core value words to label our functional working groups, because they are words that we and our users understand. How do the functions that we perform as a library align with our core values of Access, Knowledge, Learning, Research, Service, and Teaching? (rubric attached as Addendum B)
2) Our organizational structure needs to be constructive and help us succeed as a library. What are the characteristics of a successful organizational structure for FLITE?
3) Given that settling on and establishing the organizational structure is just the first step toward implementing it, we need to evaluate how the structure is doing at given intervals. How will we determine whether our structure is working, and what to do if it needs adjustment?

The following was reported by Scott Garrison:

a. Regarding Question 1 – the rubric had some areas where roles were clear, and others that fell across the spectrum. Data management and, establishing scholarly communication were suggested as areas not covered in the rubric.
b. Regarding Question 2: Common themes from question 2 included:
   - The need for more communication
   - Need for clear and logical reporting lines
   - Less territoriality with positions/duties
   - A need for respect for what each person does and what each person brings to their job
   - A need for a unified library in which we know who does what and what the reporting line is, and who to ask questions
   - A need to acknowledge that leadership can come from anywhere.
c. Regarding Question 3: Assessing: Many people indicated that assessment should occur regularly and through multiple routes, and that follow-through is critical.

Further discussion of the organizational structure ensued:
   - Melinda said that designing an organizational structure based off of our values may not be optimal, based off of her experiences, especially who reports to her and what she is supposed to assess using HR's employee assessment
   - Scott G. said he likes to think of the values as an aspirational goal in response to Melinda's concerns
   - Ali inquired what had occurred with the follow-up meetings with the Steering Committee that were to occur following the November 2013 Librarians' Meeting
   - Scott G. responded that he met with the steering committee in very broad strokes and said that he mostly learned what to avoid in a reorg (There was not sufficient recall from the group (Rick included) to answer Ali's question in any detail).

- Ann indicated that jobs evolve over time, and that the organizational structure may have to adapt as well
- Ali inquired as to how the current organizational structure was informed by meetings with the steering committee and the open forums. Scott G. indicated that since the steering committee organizational structure was never fully implemented, the steering committee members did not feel that they wanted to re-institute the steering committee.
- From the open forums, Scott indicated discussions focused on leadership, and also indicated that people inquired as to why Leah would be the Associate Dean, and if that choice would be suitable to library personnel in comparison to an outside search?
- Melinda indicated that it was expressed during the open forums that there was concern over one person (the Associate Dean) being responsible for such vast oversight of personnel, and if this was too much responsibility given the disparate roles of units/departments within the library.
- Fran briefly spoke about the collection plan.
- Scott said after the 2nd meeting with the Steering Committee he inquired about going through the process that we just went through with all library personnel (answering the 3 questions attached as addendum B), and "nobody had a better idea". He also stated, "We're at a point where we just need to make some decisions and get through it," in regards to determining an organizational structure.

3) **Bonus item**: Melinda thanked Yuri for his years of service and Yuri thanked everybody for his experiences at the library.

4) **Agenda item 3: Chain of Command Issue**: What is the reporting structure? Ann indicated concern with Deans of various colleges being appointed acting Dean of the day – the lack of consistency may cause confusion. A hand-out was provided (attached as Addendum C) about the Chain of Command. Scott indicated it is too complicated and convoluted the way it is now with appointing various Deans to serve as acting Dean. Scott said that he has his cell phone with him at all times, and he wants to establish:
   a. What emergencies are
   b. Have somebody internal – Leah first or senior faculty, contact him (Scott G. via cell phone), or appropriate safety personnel if that is more appropriate, or Scott can contact the Provost and act as needed
   c. If there is an emergency, go to the person who is acting Dean for that person to follow-through appropriately

d. Mari indicated concerns that there has been inadequate training within the library on safety procedures (others agreed), and Scott G. indicated that was an issue he will try to resolve.

e. Melinda indicated that the position of Building Coordinator has languished since Chris Jacobs left, and that this should be incorporated into the Strategic Plan

f. Kristy offered clarification that this discussion is really focused on **internal** chain of command, vs. **external** chain of command. Scott indicated external has not worked so we're going to go back to in-house chain of command.

g. It was determined that a list of chain of command needed to be created, and that training needs to occur (document the procedures), and all students need to be included on the training so as to be aware not only of chain of command, but also safety procedures

5) **Agenda Item 4: Update on lower level space and repurposing:**
At the May Librarians' meeting a group of individuals volunteered to look into the feasibility of relocating the 2nd floor periodicals to the lower level compact shelving and also to do some preliminary brainstorming for space utilization when space is freed. David reported that:

a. It appears that the periodicals will fit into the lower level compact shelves, but it will be a "snug fit." David indicated uncertainty as to where to put the popular journals/magazines. No official measurements occurred to determine actual physical space, instead it was a gross estimate. Fran indicated concerns regarding the "snug fit", particularly with a growing collection, and David indicated willingness to perform actual measurements; however, this issue still needs to be discussed further.

b. David offered some space utilization ideas that had been brainstormed for the spaces that will be made available by moving collections. Ali expressed concerns over some recommendations and it was clarified that these are just suggestions and not actual decisions.

Meeting was disbanded at 12:17 because we were past time.

- Submitted by Ali Konieczny

Addendum A of Librarians' Meeting Minute Notes, regarding Agenda Item 1: Metadata/ERM Librarian

I was going to write down all the different things that we need the person in this position to do, to make the case that this really is a full-time job and it needs to be filled as soon as possible.

But I realized that a list of tasks isn't the point.

We need a collaborator. We need someone who knows her stuff and can work with the librarians and, in some cases, the faculty, to make library content visible and accessible. We need someone who gets why we need to manage our electronic resources and can work with faculty and staff to develop solutions. We need someone who is close to the work but has the overall vision to take a leading role, as a faculty member, in figuring out where we need to go for ILS and ERM and etc. and how we're going to get there.

We need a librarian who will spend time with the faculty and be involved in university-wide activities as a faculty member. That's critical to her being able to do her job.

And we need this person now because this person will have the job of leading us in developing areas of work that we need to develop now. Lack of this is costing us time, every day, and is holding us back from doing what we need to do.

In closing :-) I want to read a brief job description. It is from University of Wisconsin Madison. I know we're not UW. But this is the vision:

The Data Strategist will work closely with library and technical staff, integrated library system vendors, application developers, researchers and campus partners to further the discovery and delivery of Library and other data. The Data Strategist will leverage deep knowledge of Library and other data to develop strategies for organizing and integrating many disparate data types. The Data Strategist will develop and maintain a thorough understanding of the functional, operational, and service needs of the Library as well as a provide a creative, dynamic perspective on provisioning data and services through other systems.

(Presented by Fran Rosen at Librarians' Meeting June 24, 2014)

Addendum B of Librarians' Meeting Minute Notes, regarding Agenda Item 2: Organizational Structure

	Administration	Access	Knowledge	Learning	Service	Research	Teaching
Acquisitions/materials proc							
• Physical/traditional							
• E/licensed/group							
• Gifts							
• Special coll/Gov docs							
Accounts payable							
Adaptive technology support							
Assessment							
• org							
• services							
• spaces							
• other							
Bindery prep							
Budget							
Cataloging/cat maintenance							
Checkout/circulation							
Classroom tech support							

	Administration	Access	Knowledge	Learning	Service	Research	Teaching
Collection dev/management							
Computing/IT support							
• Access to lib content (incl. proxy, link resolver)							
• FLITE computers							
• FLITE/FSU software							
• Servers/software							
Conservation/book repair							
Stats and data reporting							
• Internal							
• Ferris/external							
Display cases							
Diversity initiatives							
Donor program/advancement							
External relationships							
• Building partners							
• Other on campus							
• Off campus							

Facilities access/issues							
ILL/document delivery/MeL							
Instruction/info lit (includes guides, tutorials, teaching)							
Liaison program							
Loading dock access							
Mailroom							
Marketing initiatives/outreach							
Overdues/fines processing							
Patent help/search							
Personnel matters							
Printing/copying support							
• Paper							
• Cassette/Fiche/Film							
Records management							
Room booking							
Research help/reference							
Reserves							
Serials processing							

	Administration	Access	Knowledge	Learning	Service	Research	Teaching
Special collections processing							
Stacks management (e.g. shifting, shelfreading)							
Supervising student emp							
Usability							
User experience							
Website							

Addendum C1 of Librarians' Meeting Minute Notes, regarding Agenda Item 3: Chain of Command Issues

FERRIS STATE UNIVERSITY

Evolution of the Ferris Library "Chain of Command"

This "Chain of Command" timeline is derived from a review of memos , e-mail messages and other documentation, and reveals that it is a longstanding, ongoing procedure at the Ferris Library now FLITE. Like so many academic library procedures, it has evolved to match the organization at the time.

In the timeline, the reader will find that nothing is mentioned for some of the years. There are two factors: during an interim period, it was understood existing policies and procedures would be followed, unless obvious changes were necessary. Library faculty staffing was stable. We worked together to move the organization forward.

Timeline:

1946 – June 1974 – Goldie T. Nott – Director of the Library

In the 1960's, the Ferris Library faculty and staff experienced unprecedented growth. Enrollment was at record highs (2632 Fall 1960 to 9057 Fall 1970 – *Michigan Statistical Abstract* data) necessitating additional staff. In 1960, with only one tenure-track faculty librarian holding an ALA-accredited degree, two more joined the staff. By the end of the decade, the number had reached 13, and each one reported directly to one administrator, Goldie Nott.

Library faculty job responsibilities – All worked a split assignment between public and technical services functions + one night per week and generally two weekends (both Saturday and Sunday) per 10 week term. All were expected to participate in campus and community activities, professional associations and conferences.

Department Heads - In 1972, as a result of reorganization, five library faculty were designated as department heads. The remaining eight reported to multiple department heads, e.g., the librarian's reference work to the Reference head, book selection to the Acquisitions head, cataloging activities to the Catalog head, periodicals selection to the Periodicals head and media to the Individualized Learning Center head.

Reference was divided between the three floors of the Ferris Library (now Timme CSS). The reference desk and card catalog were on the first floor, and periodicals reference on second provided access to the indexes. This arrangement alone meant close collaboration and communication between the librarians to provide high quality reference and instruction.

Emergencies – If an emergency occurred during an evening or weekend, the affected librarian was responsible for taking action, and notifying the senior librarian at the reference desk and the Director of the Library. If the director was absent during the daytime, the lead cataloging and the reference librarians were expected to provide the leadership once they were aware of an emergency. Expectations were high that work would be done right!

July 1974 – November 1974 – Alice H. Mackey - Acting Director

December 1974 – January 1980 - Robert H. Geiman – Director of the Library

The "Chain of Command" becomes more precise with R.Geiman's 03/14/75 memo on the subject.

> "…The Acting Director will be a Department Head whenever possible. During those few times when a Department Head is not scheduled in the Library, the Acting Director will be a member of the professional staff *["professional staff" synonymous with "library faculty". Although Board-appointed librarians have always had faculty status and tenure opportunities, the term "library faculty" was not part of the culture. It took awhile!].*

The person designated as Acting Director for evenings and weekends is indicated with an asterisk on the work schedule which is posted at the beginning of each term…It will be the responsibility of the person designated to select an alternate in the event of being absent. Such designation should first be a Department Head.

This memorandum should not be interpreted as being intended to prevent any staff member from taking immediate and responsible action in the event of an emergency.

If necessary, I would welcome a phone call at my home…I will depend on your good judgment in this regard."

07/01/1978 – The Library was combined with audio-visual programs. In this reorganization towards integration, five departments were consolidated into three: Information Services, Distribution and Processing. Work functions were realigned in the process. A faculty librarian became a member of one department.

February 1980 – June 30, 1980 - Mary Bower - Acting Director
July 1, 1980 – 1986 Director ("acting" removed from title 07/01/80)

On July 11, 1980, M.Bower issues her "Library Policy Notice No. 2" "Who's in Charge?"

"Since there are presently only two administrators in the Library, there will probably be occasions when neither administrator will be in the building. When this occurs, the Information Services Librarian assigned to the Information Desk will be the person in charge of the building."

As an outgrowth of the 1980 budget crisis, the Assistant Director position was eliminated, and this librarian assumed library faculty responsibilities. From this point in time until 1988, each faculty librarian reported to the Director of the Library.

Two considerations: A reference daytime shift was either a one-hour, e.g., 12 to 1 pm, or a two-hour. Evenings – four hours. Weekends – Saturday (one librarian) & Sunday (two librarians). Therefore, the management responsibility rotated.   Subsequently, the policy was clarified designating the library faculty member with the most seniority in charge when two were scheduled at the desk, e.g., two hour shifts.

On the matter of "Problems with fraternity groups; Discipline problems in general", M. Bower's 04/22/83 memo –

"… (3) Call Public Safety and state the nature of the problem; explain that you have spoken to the person(s) involved but have been ignored; request that an officer be sent.

Inform the "askerisked" Library staff member that you have called Campus Police regarding the problem in your area of responsibility…."

1986 – December 1987 - Sara (Sally) Krumins – Acting Director (retains faculty status as an Associate Professor).

VPAA Donald Priebe's 10/03/86 memo regarding M.Bower's medical leave includes an attachment that calls attention to Mary's 07/11/80 "chain of command" policy statement and the Library Fact Sheet No. 4, Oct.2, 1981. He indicates that these "procedures are now in effect." The Fact Sheet information:

> "The chain of command is as follows:
> a. Director
> b. I.S. Librarian at I.S. Desk. If two librarians are working at the I.S. Desk, the one with the highest seniority is in charge.
> c. Non-I.S. Library faculty by seniority
> d. Administrative Aide
> e. Library Assistant with highest seniority
> f. Library Technician with highest seniority
> g. Library Clerk with highest seniority."

Terminology information: Library Assistants are now Library Associates; Library Technicians & Clerks are LIS Assistants.

January 1988 –December 1993 - Lawrence J. McCrank – Dean of Library & Instructional Services.

Dean McCrank's 04/27/90 statement via his administrative associate –

> "The Dean has authorized the Department Head present with the most seniority to make decisions for him whenever he is absent. This means that the chain of command will be Dr. Harris, followed by Mr. Unaeze, and then Mrs. Hurt as Acting Head. LIS-AS will continue to have responsibility for routine administration. Also, the Dean encourages Dept. Heads to formulate a chain of command for their respective areas…."

January 1988 – Dean McCrank organizes the Library into three departments: Reference & Instructional Services, Collection Management Services, and Library Systems & Operations.

1994 – February 1996 - Edwin Harris – Acting Dean of Library & Instructional Services

February 1996 ("acting" removed from title) – May 16, 1996 Dean of Library & Instructional Services

May 17, 1996 – December 31, 1997 - Geraldine Hurt – Interim Dean of Library & Instructional Services

05/29/96 - At G.Hurt's first meeting with the staff following her appointment as Interim Dean, she announced that the "Chain of Command" would remain the same, i.e., Felix Unaeze, Rick Bearden, Sally Krumins, Ann Breitenwischer….

G.Hurt's "Chain of Command" 08/08/96 e-mail message –

> "FYI It occurred to me that I had not given you a chain of Command; It is my intent to use the same pattern as previously followed.   In my absence, responsibility for library facilities and personnel falls within the department head rank by seniority to Felix then Rick B. Should they both be absent, Sally krumins, Reference Coordinator will be responsible, then Professors by seniority…."

To clarify – Felix Unaeze was the Reference & Instructional Services Academic Department Head; Rick Bearden was the Acting Academic Department Head of Library Systems & Operations.

February 1, 1998 – September 15, 2008 - Richard M. Cochran – Dean of Library and Instructional Services (Title is "Dean of Library" after moving to the FLITE building on March 12, 2001).

September 16, 2008 to Present - Leah M. Monger - Interim Dean of Library.

07/10 – compiled by Ann Breitenwischer.

Addendum C2 of Librarians' Meeting Minute Notes, regarding Agenda Item 3: Chain of Command Issues

Leah:

For the obvious safety, security and communication reasons, this is to request the re-confirmation of the Ferris Library now FLITE's longstanding "chain of command" policy and procedures.   The "chain of command" has been in existence for at least 50 years, and like any policy and procedures, has evolved over time.

The chain:

- Dean of the Library
- Academic Department Heads(librarian) according to seniority
- Faculty Librarians according to seniority

In an emergency situation, the FLITE staff member should:

- take appropriate and responsible action as the situation warrants.
- report the incident to his/her supervisor as soon as possible.

If the event occurs during evening or weekend work, the incident should be reported to the Librarian working the Oval Information Desk. If the Librarian is aware, he/she should be communicating with the Check-out Desk assistant.

The Librarian at the Oval Information Desk is responsible for notifying the Academic Department Head for Public Services.

If the event requires immediate attention of the Academic Department Head, and if unavailable, the Dean should be contacted. If the Dean is unavailable, the Provost's office (either the Provost or Assistant/Associate Provost) should be notified.

For example, contacting the VPAA/Provost's office has happened in the past to ensure administrative understanding about the necessity of closing the Library. In this case, the Academic Department Head and Dean were unavailable when called.

For peace of mind in emergency situations, communication, coordination, supervision, leadership and initiative internally at a moment's notice are required for appropriate decision making and help seeking.

Thank you for your consideration!

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