

**LAUC / Librarians Association of the University of California  
Statewide (Spring) Assembly**

**Friday, April 17, 2015, 9:45am-3:00pm**

University of California, San Diego

Meeting Rooms at Fifteen, the Village, corner of Scholar's Drive & Northpoint Drive

**DRAFT \*\*\* Minutes \*\*\* DRAFT**

**Assembly website:** [http://libraries.ucsd.edu/about/pro/lauc-sd/8\\_assembly/index.html](http://libraries.ucsd.edu/about/pro/lauc-sd/8_assembly/index.html)

NB: Assembly "Documents and Materials" whose links are in the left frame of the Assembly website, provide full text of

- Proposed Assembly Revisions to Bylaws
- LAUC Concerns about the Future of the Librarian Series and the Library Workforce
- LAUC-LA Resolution about the APM/Academic Personnel Manual 360-4 definition of the "librarian series"
- DRAFT Minutes of the LAUC Special Assembly, April 7, 2015
- DRAFT Minutes of the LAUC Special Assembly, April 14, 2015

These minutes reflect the spirit of the Assembly as captured by three videos—Opening Remarks (Schottlaender), Afternoon Session 1 (Schottlaender and Dearie), and Afternoon Session 2 (Library redesign at UCB, UCR, and UCSD)—on the Assembly website. The two morning sessions are audio recordings. For all, see [http://libraries.ucsd.edu/about/pro/lauc-sd/8\\_assembly/remote-assembly-sessions\\_details.html](http://libraries.ucsd.edu/about/pro/lauc-sd/8_assembly/remote-assembly-sessions_details.html)

**9:45 – 10:00** Welcome and Opening Remarks by Brian E. C. Schottlaender, Audrey Geisel University Librarian, UCSD

LAUC-SD Chair, Penny Coppennoll-Blach, warmly welcomed the attendees. She also pointed out that the Assembly was taking place in a new, 15-story residential complex for transfer students. From our location on the dorm's top floor, she pointed out mountain views on one side, and coastal views on the other.

Brian's welcome acknowledged the work of Kymberly Goodson and her local arrangements team. He referred to the current climate as "dust devils"—rapidly swirling forces surrounding us in the UC library community. They have to do with librarians, librarianship, and what it means to be a librarian today. They have to do with what it means to be part of the Academic Personnel Manual's "librarian series" classification. They have to do with LAUC as a collegial and professional organization and also with AFT, the labor organization which represents librarians' interests. Sometimes these dust devils bump into each other, coalesce into a tornado, or they can move in separate directions. Their content and energy are the substance of much of our assembly today.

Brian noted that he would be speaking in the afternoon, but he has cleared his calendar to spend the entire day with us, as opposed to participating in a CoUL/Council of University Librarians' phone call in the morning.

**10:00 – 11:00**

- A. Call to Order by Matt Conner, LAUC President (and LAUC-D member)

Matt thanked Brian Schottlaender for setting the tone for the first hour of our annual Assembly. Matt went on to note some principles underlying today's activities:

- We are getting a scope on all of the many achievements this year—everything we've accomplished since our last Assembly.
- We will appreciate the extraordinary contributions of several LAUC members
- We will take action soon on a variety of things
- We will learn what lies ahead.

B. Announcements: None

C. Roll Call of Divisions and Delegates [Christina Woo, Secretary and LAUC-I member]: **28 total**

Berkeley: chair + 3 delegates	Rita Evans (chair), I-Wei Wang, Lisa Ngo, Elliot Smith
Davis: chair + 2 delegates	Bruce Abbott (chair), Laura Soito, Cory Craig
Irvine: chair + 2 delegates	Cynthia Johnson (vice-chair/chair-elect), Emilee Mathews, Beth Levrault
Los Angeles: chair + 3 delegates	Rikke Ogawa (chair), Dawn Aveline, Orchid Mazurkiewicz, Lynda Tolly
Merced: chair + 1 delegate	Elizabeth McMunn-Tetangco (chair), Jerrold Shiroma
Riverside: chair + 1 delegate	Rhonda Neugebauer (chair), Christina Cicchetti
San Diego: chair + 2 delegates	Penny Coppernoll-Blach (chair), Heather Smedberg, Lia Friedman
San Francisco: chair + 1 delegate	Evans Whitaker (chair), Sarah McClung
Santa Barbara: chair + 2 delegates	Kristen LaBonte (chair), Chrissy Rissmeyer, Gary Colmenar
Santa Cruz: chair + 1 delegate	Deborah Murphy (chair), Frank Gravier

D. Approval of Minutes, April 14 Second Special Assembly [Christina Woo, Secretary] – Minutes posted on the Assembly website. No corrections or additions. Minutes were approved as posted.

E. Committee Reports (submitted and posted: [http://libraries.ucsd.edu/about/pro/lauc-sd/8\\_assembly/reports.html](http://libraries.ucsd.edu/about/pro/lauc-sd/8_assembly/reports.html) )

- Research and Professional Development Committee Update [Diane Mizrachi, Vice-Pres./Pres.-Elect and LAUC-LA member]

From the floor, Lise Snyder said that fund recipients should be required to report formally on their research/presentation before becoming eligible to receive LAUC funding again. The RPDC will work on this.

- Committee on Diversity Update [Carla Arbagey, LAUC-R member]
- Website Ad Hoc Committee [Julie Lefevre, LAUC-B member]
- Committee on Professional Governance [Matt Conner, LAUC President and LAUC-D member]

F. LAUC Representative Reports—all submitted and posted at [http://libraries.ucsd.edu/about/pro/lauc-sd/8\\_assembly/reports.html](http://libraries.ucsd.edu/about/pro/lauc-sd/8_assembly/reports.html)

- SLASIAC/Systemwide Library and Scholarly Information Advisory Committee - Sue Koskinen (LAUC-B) not present

- SAG 1/Strategic Action Group: Scholarly Research & Communication - Diane Gurman (LAUC-LA) not present
- SAG 2/Strategic Action Group: Access, Discovery & Infrastructure - Sue Chesley Perry (LAUC-SC) spoke briefly
- SAG 3/Strategic Action Group: Collection Building & Management - Angelo Riggio (LAUC-LA) spoke briefly

G. President's Report – posted at [http://libraries.ucsd.edu/about/pro/lauc-sd/8\\_assembly/reports.html](http://libraries.ucsd.edu/about/pro/lauc-sd/8_assembly/reports.html)

In addition to recapping some key issues in his report, he acknowledged the tireless work of the individual Executive officers, Parliamentarian Dean Rowan (not technically on the Exec Bd but a ten-year sage and advisor with an unparalleled understanding of the Bylaws), the larger Executive Board, the Assembly local arrangements committee, and others who have made this Assembly possible.

H. Other required business

**11:00 – 12:00** Discussion and Vote on CPG/Committee on Professional Governance Recommendations to Revise Membership Bylaws – see link to full text at [http://libraries.ucsd.edu/about/pro/lauc-sd/8\\_assembly/Documents%20and%20Materials.html](http://libraries.ucsd.edu/about/pro/lauc-sd/8_assembly/Documents%20and%20Materials.html) [Matt Conner]

Rikke Ogawa, LAUC-LA Chair, introduced the resolution recently voted on by LAUC-LA members: [http://libraries.ucsd.edu/about/pro/lauc-sd/0\\_files/assembly-2015/resolution-lauc-la.pdf](http://libraries.ucsd.edu/about/pro/lauc-sd/0_files/assembly-2015/resolution-lauc-la.pdf)

After the resolution was passed, two friendly amendments were presented for a vote at today's Assembly, to change the text to (additions in italics; deletions struck through):

b. Bibliographic control of collections ~~(and organization for their use)~~, including *intellectual* arrangement and description for access, discoverability and use;

c. Reference, instruction, ~~data management~~ and advisory services *on research, data management, and scholarly communication*;

Matt Conner provided some context on where we stand. UCOP wants the language of the APM/Academic Personnel Manual to be harmonized with the recently negotiated MOU/Memorandum of Understanding. June 1 is UCOP's deadline to make changes to the APM. Our changes have been rejected, because they've been too different. LAUC must work with CoUL on this.

Brian Schottlaender added some history. The team negotiating with the AFT on behalf of management posed a substantial revision to the definition of librarian in the MOU. It was rejected by UCOP, because the language was too different from that of the APM. CoUL would be happy to have a conversation with LAUC to harmonize language, since efforts on both sides have been stymied.

Deborah Murphy (LAUC-SC) moved to adopt the LAUC-LA resolution with its amendments to revise APM 360-4 and send it to CoUL; Rikke Ogawa (LAUC-LA) seconded it. Voting by show of hands: 27 ayes, 1 nay, 0 abstentions. The resolution passed.

(Morning Session 2 recording) While waiting for all of the 28 delegates to reassemble, Matt Conner commented on the LAUC census, which he'd been asked about at one of the April Special Assemblies (via conf. call). The number of LAUC members is scattered all over the web; some figures are incomplete, and others incorrect. In general, during 1987-1999, membership fell from 582 to 473, or a 20% drop. In 2000-

2010, we held fairly steady, except for a high of 506 early that decade before returning to 473 in 2010. Since then we've dropped to about 450 with smaller ups and downs.

Referencing "Proposed By-Laws Changes, April 14, 2015" in the Documents and Materials section on the Assembly website ([http://libraries.ucsd.edu/about/pro/lauc-sd/0\\_files/assembly-2015/revisions-to-bylaws\\_%20assembly-2015.pdf](http://libraries.ucsd.edu/about/pro/lauc-sd/0_files/assembly-2015/revisions-to-bylaws_%20assembly-2015.pdf)), Matt Conner announced we will work through this section by section; there is no going back to committee.

Discussion on Article III, Section 1. All underlining is new text. It was moved and seconded to strike Section 1 and, in Section 2a, change "...any one of the following titles..." to "...any one of the following title codes..." This avoids memorializing APM numbers (in this case, 112) that could change, requiring us to change our ByLaws yet again. Elliot Smith (LAUC-B) then moved to amend the seconded motion to change Section 2a to read: "Membership in LAUC shall consist of: a) persons in the University holding appointments at half time or more in the librarian series, or in any one of the following academic titles in conjunction with their respective academic title codes as described in the APM." Section 1 would be deleted. His motion was seconded. Vote by show of hands: 28 ayes, 0 nays, 0 abstentions. Motion passed.

Vote to adopt Section 2a and b (now 1a and b): 28 ayes. Motion passed.

Discussion of 2c (now 1c): Nick Robinson described reasons to vote against it. Others agreed to strike this section. Still others supported it. Motion is to vote against it to strike it, or for it to keep it. Vote by show of hands: 3 ayes, 22 nays, 3 abstentions, so this section will be removed.

Sections 3 and 4: no changes. No voting.

Section 5: A few questions and clarifications. Voting by show of hands: 25 ayes, 0 nays, 3 abstentions. Motion passed.

Looking at the entire document to decide to send it forward to the membership (vote yes) or not (vote no): 21 ayes. Motion passed.

**12:00 – 1:00** LUNCH

**1:00 – 2:00** CoUL's [Council of Univ. Libns.] Vision of the Future: Library Staffing & the Librarian Series

Penny Coppernoll-Blach, LAUC-SD Chair, introduced the speakers and moderated the panel:

- Brian E. C. Schottlaender, UCSD Audrey Geisel University Librarian
- Tammy Dearie, UCSD Associate University Librarian for Enterprise Services (including business & finance, human resources, facilities, information technology, internal communication)

Brian began by referring to the document on the Assembly webpage, LAUC Concerns about the Future of the Librarian Series and the Library Workforce ([http://libraries.ucsd.edu/about/pro/lauc-sd/0\\_files/assembly-2015/librarian-series.pdf](http://libraries.ucsd.edu/about/pro/lauc-sd/0_files/assembly-2015/librarian-series.pdf)). He and Tammy addressed the last two questions it posed:

*4.3 Question: "In the minds of CoUL [Council of University Librarians], has the nature of work changed so dramatically, that less [sic] librarians are needed to accomplish the tasks? If that is the case, what duties/activities have been identified as unnecessary to continue at various campuses?"*

5. *What is CoUL's most positive vision for the librarian series and the library workforce in the foreseeable future?"*

His response to 4.3 recalled a talk he had given in Hong Kong in 2007 ("Academic Librarians: Dinosaur or Phoenix?" or ALDP) and two reports that had been issued shortly before that conference: "Changing Roles of Academic and Research Libraries" (<http://www.ala.org/acrl/issues/value/changingroles> –scroll down to the section, "Library Professionals") in 2006 and "Top ten assumptions for the future of academic libraries and librarians: A report from the ACRL research committee" (<http://www.ala.org/acrl/issues/value/tenassumptions>) in 2007. Although something this old could be considered outdated, ACRL has not issued a newer list. Nearly all the assumptions are still true.

*"Has the nature of work changed?"* Yes, hugely, due to changes in technology, funding, and user behavior, as demonstrated by assessment metrics, and it will continue to change dramatically. As for fewer librarians, we've experienced decreased numbers in our ranks for several years. A big drop took place in 1987, one example of which was Brian reducing Technical Services staffing at UCLA by 25%. Another big drop took place during 2008-2010. The recession led UCSD to cut its staff by 21%, which closely matches the systemwide numbers. In the last decade, the number of librarians at UCSD continued to fall by 9%, and the systemwide average is about 15%. UCSD and many other UC campuses are now rebuilding by hiring.

Brian and CoUL do not infer from these numbers that our need for librarians is declining. We need more librarians and skilled professionals than ever. But there are some things librarians need no longer do, although we may not agree on them. They include original cataloging and reference assistance on the front lines. One CoUL member views unchaining librarians from the reference desk as professionalizing them, because being seen by appointment aligns with our use of other professionals whose time is limited and expertise valuable.

Similarly, as UCSD's enrollment has grown from 18,000 to 30,000 in 15 years, maintaining intensive, face-to-face library instruction is no longer sustainable with fewer librarians. UCSD librarians are investing good time and money in developing online teaching modalities and modules attractive to students and able to reach a larger audience.

New roles for librarians include data curation, support for open access and other scholarly communication vehicles, copyright consulting, partnerships and collaborations with faculty, such as the UCSD library's recent hosting of a lollapalooza for digital humanists that included about 35 minute lightning talks. This will tee up a lot of subsequent conversations, now that the attendees have discovered what librarians can do.

Regarding Question 5—"What is CoUL's most positive vision for the librarian series and the library workforce in the foreseeable future?"--Brian and CoUL envision a librarian who is where her stakeholders are, be that the classroom, the web, or the lab. A librarian who is integrated and embedded in research teams, academic departments, or the classroom. Today's scholars work in teams, and librarians who want to stay around need to find places on these teams. CoUL's vision of the library's workforce uses a matrixed team approach in which librarians and non-librarians "mix it up" in order to solve problems creatively and collaboratively.

CoUL also sees outreach to campus and the off-campus community as valuable arenas for librarians. Librarians need to serve as ambassadors for libraries and librarianship by focusing on the university's mission, facilitating the creation of new forms of access, and embracing colleagues with skill sets that allow libraries to capitalize on partnerships.

Tammy had nothing to add, so the Q/A period occupied the next 35 minutes. Several questions defended the value of face-to-face instruction and expert reference made available on a drop-in basis (not only by appt.). A few others asked about the definition of the “librarian series” in APM 260-4.

**2:00 – 3:00** Panel on Library Redesign at UC Campuses: Berkeley, Riverside, San Diego. [Rhonda Neugebauer (moderator), Brian Quigley, Carla Arbagey, Roger Smith, Cristela Garcia-Spitz]

Rhonda Neugebauer, LAUC-R Chair, introduced the program, which consists of librarians from campuses that have undergone reorganizations/redesigns or have announced strategic planning initiatives. How have these efforts empowered line librarians during times of change while coping with reduced staffing? Empowering means inclusiveness, collegiality, transparency.

“UC Berkeley Library Re-envisioning & Reorganization: Divisions & Expertise Groups” presented by Brian Quigley, head of the Engineering & Physical Sciences Division at UC Berkeley.

Reorganization of the public service unit into divisions and expertise groups. The process began in 2012, when the central Doe-Moffitt library was surrounded by about 15 subject specialty libraries, each managed by a unit head. This model had worked for decades, but challenges forced a reconsideration. Retirements and departures had reduced the AULs from 5 to 2, and the recession decreased the staff by 20-25%, starting in 2009. There were many split and interim appointments. New initiatives, emerging trends, and new roles were stretching everyone too thin, and an explosion in interdisciplinary research and collaboration added new demands.

Brian’s timeline showed the amount of time, effort, and input over several planning phases, starting in January 2012 with “Re-envisioning library services initiatives,” in which a self-study team looked at library service models, and another looked at the role of the librarian. Outcomes: clustering libraries around subject affinity. Reaffirmed the importance of the role of subject librarians for selection and liaison. Recommended reducing the number of librarian managers to free up time for librarians to work on critical emerging issues. Make closures and consolidations for sustainability. [Secretary’s addition: [http://www.lib.berkeley.edu/AboutLibrary/re\\_envision.html](http://www.lib.berkeley.edu/AboutLibrary/re_envision.html) ]

Campus was then invited to respond to these reports, especially to help prioritize locations, staffing, and collections. Many filled out the survey, but some faculty petitioned, objecting to the tough choices facing the library, and asking for reinvestment instead. As a result, campus administration appointed a faculty commission on the future of the UC Berkeley library. After spending over a year investigating possible paths forward, it recommended significant additional, recurring funding for collections, rebuilding library staff, and to pursue new initiatives. [Secretary’s addition: <http://academic-senate.berkeley.edu/issues/commission-future-uc-berkeley-library> ]

At the same time, the library began its own library-wide discussion about the reorganization. The AUL portfolio was reconfigured to include 3 positions: collections, digital initiatives and collaborative services, and educational initiatives and user services. Launch of multi-phase discussions of how to refine and implement the subject affinity. In January 2014 the campus administration responded to the Commission’s report, providing about half the recommended additional funding. That has been used to enhance collections, continue the reorganization, build some new programs (e.g. scholarly communications and data purchasing), and fill some vacancies.

Brian then discussed the progress of the reorganization; full implementation is expected by this July 1. Current org chart: [http://www.lib.berkeley.edu/sites/default/files/toplevel\\_0.pdf](http://www.lib.berkeley.edu/sites/default/files/toplevel_0.pdf)

Carla Arbagey, LAUC-R Vice-Chair/Chair-Elect, spoke about the strategic plan and reorganization at her campus, which is in its beginning stages. The video of her talk did not show her visuals, but this document includes the final strategic plan and the process that led to it:

[http://library.ucr.edu/content/about/ucrlibrarystrategicplan\\_2015.pdf](http://library.ucr.edu/content/about/ucrlibrarystrategicplan_2015.pdf) The UCR Libraries' Strategic Planning Process's blog: <http://libstaff.ucr.edu/blogs/lsppl/>

Strategic plan steering committee of library administrators, library assistants, and librarians was formed in July 2013.

UCR employed a consultant, Katherine Kott, who had also been hired by UCD library, UCSD library, CoUL, UC Press, and UC Archives Space. They went through an appreciative inquiry process with two workshops: discovery workshops for library staff, then faculty, and students ("What do you like about the library? What can you contribute? What would help you be more effective?"). Dream workshops collected blue-sky ideas. What would they like to see in a press release about the UCR libraries in 2020?

Feb 2014: First draft of the strategic plan released for staff review for about a month.

May 2014: hosted a "communication & change management" 2-day workshop for mid-level managers. How do we deal with change? How to help staff work through change? Also learned about effective communication styles and decision-making. Generated action items, and Carla volunteered to give two 4-part workshops—one in Rivera Library and one in the Orbach Science Library—to all library staff to help them understand the change process.

July 2014: Final draft of the strategic plan released for community feedback. Then into implementation phase. Leadership team (UL, AULs, and a to-be-hired organizational design/HR director) is thinking about how to change the structure in order to accomplish the plan's goals. The Strategic Plan Implementation Steering Committee (Carla is a member) advises the leadership team on how to present ideas to the library staff, provide feedback on implementation, etc. This has resulted in new positions: Communications and Stewardship director began in March 2015; have just finished interviews for the Organization Design/HR director position.

Within the next few months, they expect to see more changes for staff feedback.

Roger Smith, Director of the Digital Library Development Program at UCSD, provided an overview of the reorganization at his campus, and how it has played out during the past couple of years.

He began by recapping the process. The recession that started in 2008 resulted in the closure of 4 library locations. The reduction in permanent funding and staffing (through attrition) created the need for an organizational overhaul to craft an effective library to fit the new environment. The process began in 2012, moved forward in phases, and was final by August 2013. This org chart is the result: [http://libraries.ucsd.edu/\\_files/lao/library-org.pdf](http://libraries.ucsd.edu/_files/lao/library-org.pdf)

Throughout the process, LAUC-SD remained engaged and informed in several ways. The LAUC-SD Chair, past Chair, and Vice-Chair/Chair-Elect met quarterly with UL Brian Schottlaender to communicate key issues and concerns. Town Halls and regular LAUC membership meetings

provided opportunities for direct discussion of the re-org and its impact. The intranet grew in value and use as the admin team provided updates (in draft and final form), policies, and procedures there. The library management group held monthly forums for discussion, and the LAUC-SD chair was made a part of that group in 2013, joining program directors and library administration.

In general, LAUC-SD was reactive to admin, responding to proposed structure and policy but not charged to formulate it. LAUC viewed its relationship with administration as consultative. In March 2014 the library held an intensive status check to synthesize feedback, which yielded top priorities of concern: split assignments, staff morale, clarifying roles and responsibilities, workload and understaffing, and the administrative support model. The library has addressed all of these.

With his remaining time, Roger discussed the issues of split assignments and the LAUC review process, and their outcomes.

Cristela Garcia-Spitz, Digital Library Development Program Manager at UCSD, gave an overview of the ClimateQUAL implementation at UCSD during the library's reorganization.

Her June 2014 presentation on this is online; link to her pdf from the LAUC Southern Regional Meeting on LAUC Divisional Participation in Library Reorganization:  
<http://sites.uci.edu/learninglibrary/2014/06/20/lauc-southern-regional-meeting-on-lauc-divisional-participation-in-library-re-organization-uc-riverside-june-19-2014/> Her report today is brief, but she's happy to share more information, reports, and documentation.

ClimateQUAL (<https://www.climatequal.org/home>) is an online survey distributed by ARL/Assoc. of Research Libraries to assess library staff perceptions of a number of climate issues such as leadership, diversity, learning, fairness, managerial practices, job satisfaction, etc. UCSD library's participation in ClimateQUAL in February 2012 coincided with the library restructuring.

Since the end of the process described in the URL above, the six-month check-ins on the status of the Implementation Team's 15 recommendations have continued. A library-wide diversity and inclusion committee has been formed (not limited to LAUC), which has two LAUC seats—one to LAUC-SD and the other to the statewide LAUC Diversity Committee. Next: the very active process of working on the 15 recommendations continues. Recent events held to improve climate: a native plant walk (led by a library staff member) and a coffee hour that included library administration. Both were informative but also social, where Cristela could introduce new people to each other and get updates on projects.

Question/Answer period occupied the last 25 minutes of the hour.

**3:00**            ADJOURN

Diane Mizrachi, LAUC Vice-Chair/Chair-Elect remained to close the Assembly by thanking the afternoon panelists. With LAUC President Matt Conner and LAUC Past President Nick Robinson already on their way to the airport, she adjourned the meeting.

Respectfully submitted,  
Christina Woo, LAUC Secretary 2014-2015