

Report of the Ad Hoc Committee on Library Governance Structure

September 30, 2015

I. Introduction

In the spring of 2015, in response to changes in University governance, as well as questions from the membership about the efficacy of the Libraries' current governance structures, the Libraries Faculty and Professionals Assembly (LFPA) held open meetings to discuss possible changes in the structure of Library governance. (For more information, see [Appendix B: *Background Information on Library Governance Structure for Open Forum Meetings*](#)).

As a result, in the summer of 2015, LFPA Exec created an Ad Hoc Committee on Library Governance Structure with the following charge:

Review the current library governance structure. Issues raised by staff through two recent open forums include the request from USS to join LFPA and activity at the University level to combine USS and UPS governance into one structure.

Based on information gathered, make a recommendation to LFPA Exec on the structure of library governance moving forward that best insures each group's governance needs will be met. Please include an implementation plan and timeline. We would like to receive your report by Sept. 30 so that it might be shared with LFPA and USS members for discussion.

In order to reflect the viewpoints of all staff and faculty in the Libraries, the Committee was composed of seven members—a chair, two library faculty members, two library support staff (USS) and two unclassified professional staff (UPS):

- Mary Ann Baker (USS)
- Brad Engelbert (UPS)
- Marianne Reed, Chair
- Sharon Riley (UPS)
- Ann Snow (USS)
- John Stratton (Faculty)
- Lyn Wolz (Faculty)

The committee met weekly from mid-July through September to discuss options, solicit feedback, and prepare their report.

II. Methodology

The Ad Hoc Committee on Library Governance consulted the following sources to assemble background information that would be useful in drafting our proposal for how to reorganize the Libraries' governance structure.

1. We examined current LFPA and KULSS documents and structures.
2. We examined current university governance documents and structures.
3. We reviewed the comments from last spring's open meetings on governance to see what possible changes had already been suggested by library employees. (See [Appendix C](#) for notes from the meetings.)
4. We consulted LFPA parliamentarian Scott McEathron and Kathy Reed of the University's governance office about some of the issues raised by our investigations.

After reviewing the information gathered, we developed our proposal.

The Committee discussed how to get input from various stakeholder groups about our proposal. We decided to organize two open meetings, as well as solicit in-person and email comments. Marianne sent out the email invitation via the KULIB-L staff email distribution list to inform staff about the two meetings, which were open to all library employees (with the exception of student assistants). She also sent follow-up reminder emails in order to maximize attendance.

Both meetings were held in Watson 455. The first meeting, held on Thurs. Sept. 17th, was attended by sixteen people, while fourteen people attended the second meeting, which was held on Fri. Sept. 18th. A combined total of 26 individuals attended the two meetings, since some attendees were at both meetings. (See [Appendix D](#) for notes of the meetings, including attendees.)

At both meetings, we followed this format: Chair Marianne Reed, began by describing our charge and the sources we had consulted to develop our proposed draft of the new governance structure. A diagram of our proposed structure, which had been sent out with the invitation, was also projected on the room's screens for reference during the discussions. Marianne described the proposed structure, then asked for questions and feedback. General discussion followed with contributions from many of the attendees. Greta Kliewer served as designated note-taker for both meetings, capturing attendee comments and questions. Our Committee then reviewed the open meeting information and discussed any final changes/updates to our proposed draft prior to preparing the final report for LFPA Exec.

III. Recommendation on structure

The proposed Libraries' governance structure (see [Appendix A](#)) consists of a Library Staff Assembly (LSA) that includes University Support Staff and Unclassified Professional Staff, a Library Faculty Assembly (LFA) that includes faculty and academic faculty, and a joint group, Library Faculty and Staff Assembly (LFSA), made up of all staff and faculty, that will deal with joint committees and other issues that pertain to both bodies.

The separate staff (LSA) and faculty (LFA) assemblies would have some similarities in form and function. The executive committees for both groups will consist of a chair, chair-elect, secretary, and representatives from their membership as determined by each group.

The Ad Hoc Committee suggests that the parallel charges for the executive groups of LSA and LFA should be as follows:

1. Conduct business for the group
2. Administer group-specific committees and create *ad hoc* committees for the group as needed
3. Meet with the Dean on a regular basis (chair and chair-elect)
4. In the interests of better communication, distribute meeting agendas and notes through KULIB-L, as well as the Staff Intranet
5. Provide a liaison to the Organizational Development Unit
6. Provide an *ex officio* liaison to the other assembly
7. Ensure that there is communication between LSA and LFA
8. Bring governance issues concerning all staff to the joint group's executive committee
9. Monitor KU governance issues that may affect each group, including the University Senate Committee on Libraries

Under the proposed structure, LFSA, consisting of all faculty and staff, would be led by an executive committee. The executive committee includes the chairs, chairs-elect, and secretaries from LSA and LFA, with the possible addition of *ex officio* liaisons to LSA and LFA from the other assembly.

The Ad Hoc Committee suggests that the charge for the executive committee of LFSA should be as follows:

1. Ensure that there is communication between LSA and LFA
2. Address governance issues concerning all staff
3. Administer joint committees—those with LSA and LFA members--and create *ad hoc* joint committees as needed. This will include, but not limited to, charging the joint committees and ensuring that an annual report is provided by each
4. Meet as needed or if convened by either the LFA or LSA
5. As needed, call meetings of all library staff and faculty when issues arise that affect all

IV. Timeline and Implementation

Fall, 2015 (October?)	LFPA and KULSS executive committees discuss the Ad Hoc Committee report and decide whether to meet with the Committee.
Fall, 2015 (October?)	LFPA and KULSS executive committees decide whether to accept the report as is before bringing it to the membership.
Late Fall, 2015	LFPA and KULSS exec committees take the matter to their membership and call the question “Shall the body adopt the proposals in this report and move forward with the creation of the new governance structure?” and open the matter for debate. Once debate is over, the question is called and decided with a voice vote.
Late Fall, 2015 / Early Spring, 2016	If members of LFPA & KULSS agree to move forward with the proposal, an ad hoc committee composed of representatives of faculty, UPS and USS is formed to draft the Code and Bylaws for the new structure.
Late Spring, 2016	Once the new Code and Bylaws are complete, a joint meeting of LFPA & KULSS executive committees reviews drafts.
Late Spring, 2016	LFPA and KULSS exec committees take the matter to their memberships and call the question “Shall the body adopt the new Code and Bylaws?” and open the matter for debate. Once debate is over, the question is called and decided with a voice vote to send the question to a mail ballot.
Late Spring, 2016	Members of LFPA and KULSS vote to approve the new Code and Bylaws.
July 1, 2016	New library governance structure becomes functional after being ratified by the Dean of Libraries.

V. Appendices:

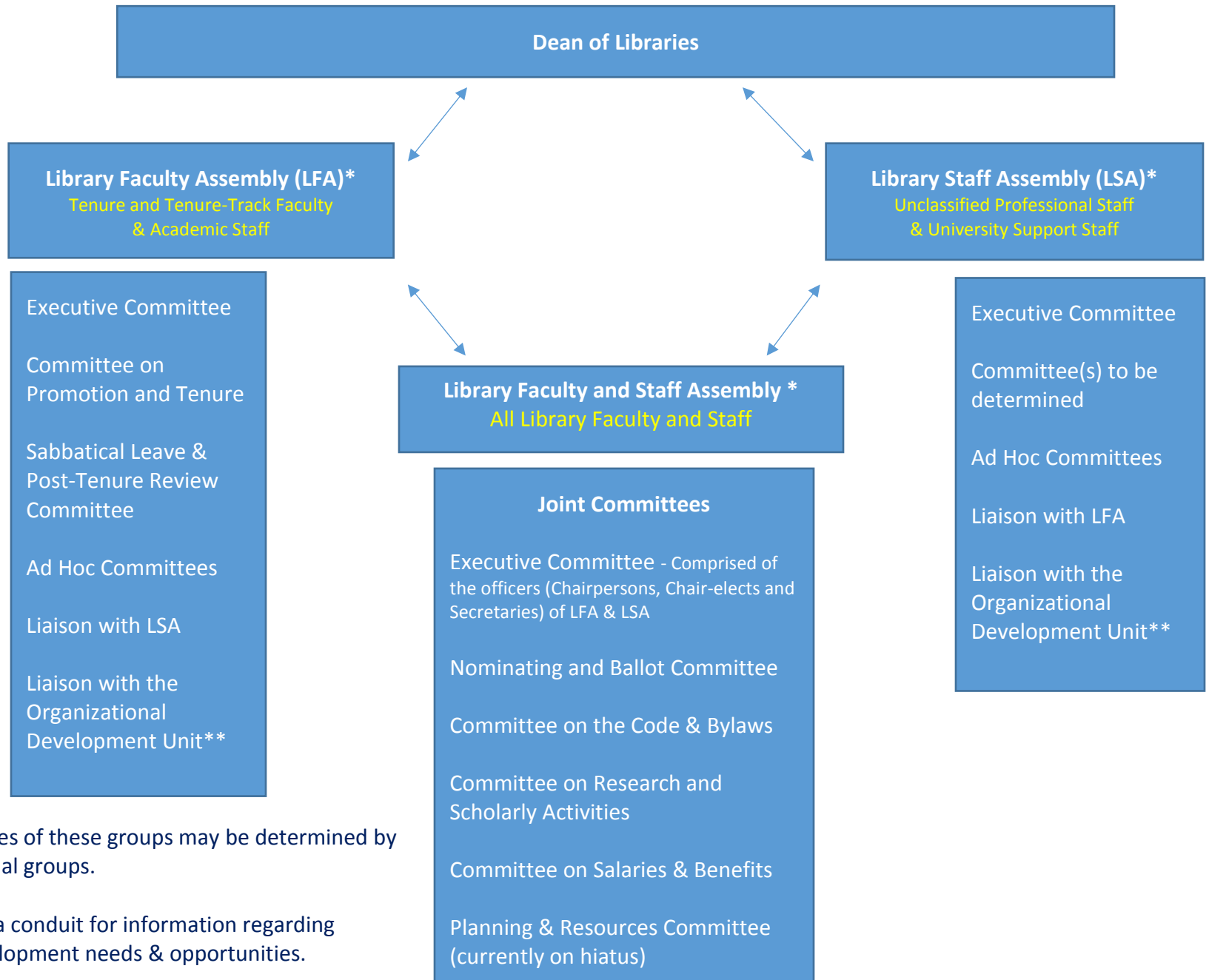
Appendix A: [Proposed University of Kansas Libraries Governance Structure](#)

Appendix B: [Background Information on Library Governance Structure for Open Forum Meetings on March 23, 2015](#)

Appendix C: [Notes from Spring 2015 open meetings on library governance](#)

Appendix D: [Notes from September 2015 open meetings to solicit feedback on proposed governance structure](#)

**Appendix A:
Proposed University of Kansas Libraries Governance Structure**



**Appendix B:
Background Information on Library Governance Structure for Open Forum Meetings
March 23, 2015**

- Currently the Library Faculty and Professionals Assemble (LFPA) is comprised of 45 faculty and 77 UPS
- The UPS number represents a dramatic growth in that category due to the University's program to convert USS positions (those who elected to so so) to UPS this past year
- Many members have questioned whether our governance structure adequately meets the needs of all. Informal suggestions have included forming separate governance for librarians and UPS, and leaving the governance structure as one, with separate committees for faculty and for UPS
- In January the University announced its intention to merge the USS Senate and the Unclassified Senate into one
- Currently there are 27 USS members in the Libraries, and that number will decrease over time as new positions will not be added to the USS category
- In February LFPA Exec met with Ann Snow and Jane Hoyt to discuss their request that library USS staff be incorporated into LFPA in order to insure their representation in governance
- LFPA Exec would like to involve all interested staff in two open forum discussions regarding governance structure to hear ideas, suggestions, concerns of all
Open Forum Process
- Open Forums will be held on March 30 from 2:30 – 3:30 in Watson 455 and on April 2 from 10 – 11 in Anschutz 451
- It is LFPA's hope that by varying the date, time of meeting and location more people will be able to participate.
- Feel free to come to one or both. LFPA Exec will be at both
- Gaele Gillespie will be the forum coordinator
- As these are open forums, no quorum is required. We will not be conducting LFPA business
- Exec will be taking notes and will share those with all staff after the forums are over
- We will provide the opportunity for people to connect remotely

Sherry Williams, Acting chair
LFPA Exec

Appendix C:
Notes from Spring 2015 open meetings on library governance
March 30, 2015 and April 2, 2015

Open Forums – Summary Notes

The LFPA Executive Committee hosted two open forums to discuss governance structure on Monday, March 30 and Thursday, April 2. There were 43 library staff in attendance between both sessions.

Attendees: Sherry Williams, Gaele Gillespie, Elspeth Healey, Leah Nelson, Ann Snow, Julie Waters, Mary Ann Baker, Fran Devlin, Jamene Brooks-Kieffer, Amalia Monroe-Gulick, Brian Moss, Angie Rathmel, Julie Petr, Brad Engelbert, Miloche Kottman, Mike Broadwell, Bayliss Harsh, Judith Emde, Erik Radio, Jon Giullian, Micki Lubbers, Scott McEathron, Lars Leon, Sarah Goodwin Thiel, Erin Ellis, Sara Morris, Mary Roach, Heather Mac Bean, Kent Miller, John Stratton, Jennifer Johnson, Sean Barker, Jeromy Horkman, Rebecca Smith, Eleonora Drury, Deborah Dandridge, Xiufen Bi, Jules Woodrick, Marianne Reed, Ada Emmett, Verna Froese, Marla Schleuder

In both forums, Ann Snow briefed attendees about the dwindling number of University Support Staff, and pointed out that the number will continue to dissolve with retirements and potential exits. With only 27 current USS, Ann suggested the group either needs to become part of LFPA or create a new governance body with UPS, since they share similar concerns and do similar types of work. Ann informed the groups that at the University level, USS have merged with UPS to form a new Senate body.

There were suggestions that LFPA could be one large assembly with a body for faculty and academic staff and another body for USS & UPS. Each group could conduct their own business, hold their own meetings, and have their own quorums, but meet together as a whole to do joint business. This would require the membership of LFPA Exec to change to be more representative since UPS are the largest group within LFPA but have the least representation on the Executive committee.

The issue of quorums was discussed and it was stated that if LFPA became a large group with small bodies within, the quorum would still have to include all members, depending on what we were voting on.

Some felt that the majority of issues discussed by LFPA are faculty issues (promotion and tenure-related processes, etc.) and that not many issues concern UPS. It was suggested that because of this, it may be more productive and efficient for faculty to have their own governance group and UPS/USS to join forces so that each group can focus their energy on their own issues. Separating could give new life to the groups and both groups would have a chance to start fresh and find committed people to represent each group. An idea of having joint committees, but being separate groups, was also suggested.

It was suggested that the Libraries emulate the University structure. Some thought that since the University formed a task force, surely they found evidence that USS merging with UPS was the best option.

There was an issue raised that without the strength of faculty members, UPS & USS concerns might be overlooked or get lost. It was thought, by some, that staying together would give us 'strength in numbers'. In opposition to that thought, some thought that by splitting up we would have two groups with two voices which still gives strength in numbers.

Many people in both forums supported the idea of forming a task force to find the best option. The task force could look at options around the University and get together with USS, UPS, and faculty to find out what they think the purpose/goal of governance is. The task force could also look at what Code & Bylaws would need to do depending on what outcome was found to be the best. It was also suggested that sending out a poll to find out peoples' preferences could be of use.

**Appendix D:
Notes from September 2015 open meetings to solicit feedback on proposed governance structure**

Open meeting called by Ad Hoc Committee on Library Governance Structure to solicit feedback

9-17-2015

Present: Jamene Brooks-Kieffer, Brad Engelbert*, Fran Devlin, Ada Emmett, Sonja Holmgren, Greta Kliewer, Lars Leon, Micki Lubbers, Scott McEathron, Amalia Monroe, Angie Rathmel, Marianne Reed (presiding)*, Sharon Riley*, John Stratton*, Ann Snow*, and Lyn Wolz*

*Member of the Ad Hoc Committee

Marianne Reed convened the meeting at 10:00 am and began by sharing the committee's special charge and proposed structure for library governance with attendees. She explained that this draft was based on an examination of historical library governance structures and discussions of their strengths/weaknesses/problems, along with examining university governance structures and the notes from open meetings about library governance held by LFPA last spring. She then asked attendees if they had any feedback or questions about the proposed structure.

Question: Why only three officers for the Library Faculty Assembly and Library Staff Assembly (Chair, Vice-Chair and Secretary)?

Marianne: This is just a proposed structure to get the groups started; each assembly will decide whether they need other representatives and how those are chosen.

Question: If the proposed structure is intended to mirror university governance structure and give all staff groups (especially University Support Staff) a voice, why wouldn't the joint body have committees that cover USS staff issues? University Senate does.

Marianne: For the purposes of these discussions, the committees listed on the proposed governance structure document are standing committees that already exist in the LFPA Code & Bylaws. Each group would have to determine whether they want to add committees or change existing committees. There's nothing in the proposed structure that would prohibit the Library Staff Assembly from creating a committee for University Support Staff issues.

Ann: Once any new structure is in place, we could potentially revisit the charges of all standing committees to see if these are the groups we want to proceed with. There could potentially be committees dealing specifically with University Support Staff.

Sharon spoke briefly about why there was a proposed liaison on both committees for organizational development. She pointed out that in the open meetings on governance

structure last spring, both faculty and staff had indicated that they wanted a conduit to express organizational development needs.

Marianne indicated that another clearly expressed desire from the previous open meetings was a voice for staff with the library Dean. In the Libraries, the chair of LFPA Exec and the chair of the Library Support staff currently meet with the Dean as needed. This is also reflected at the university level, as the KU Staff Senate has a representative that meets with the Provost.

Marianne indicated that in the proposed structure, it was anticipated that much of the work of governance would take place in the separate faculty and staff assemblies, and that the joint committee would primarily be administrative. Code and Bylaws could potentially have a section that addressed both assemblies.

Question: Would having a single Code and Bylaws make sense? Faculty have changes that affect the Code almost yearly. Would it make sense to have a committee dealing with a single Code change it if only one group needs to make changes?

Marianne: We had proposed that there would be one Code for all three groups, just as there is one Code for the University governance structure.

Comment: If a single Code was used, and (for example) the assembly received a missive from the Provost dealing with a faculty issue, the entire assembly would have to convene and reach a quorum to vote on the issue even though it only pertains to faculty.

John: There are precedents at the university level that have one Code with separate sections. These are just recommendations; we can present this to LFPA Exec, and hopefully discuss with LFPA at large.

Marianne: No one on the Ad Hoc Committee intended that the entire library community would need to vote on a Code change that affects only one group, so we need to see how this is done on the university level and adjust our proposal accordingly.

Comment: Even if there were two separate Codes, there could be a single group that was charged with updating a single Code.

Comment: Votes on issues take place in the group that issue effects; thinks this should mirror university procedures. Technical issues--such as typos--can be changed by Executive committee; don't need to be voted on.

John: Good to have a united Code right now as we work through the transition. If this proves unworkable, the joint group could recommend that a joint Code and Bylaws committee make recommendations to split the group.

Question: Would the faculty and staff assemblies have separate representatives meet with the Dean, or would one representative from a joint committee meet with the Dean?

Marianne: For LFPA this is spelled out in current Code; in the draft structure presented here it was the intent to have representatives of both groups meet separately with the Dean since different issues would affect each group.

Comment: In previous times, both the LFPA Executive Chair and Vice-Chair met with the dean; was helpful for continuity to have the Vice Chair as part of these conversations so they would have that knowledge going forward

Question: Does the incoming Dean have a say in this library structure? Or is it just approved by LFPA Exec?

Marianne: The Ad Hoc Committee will present a report to LFPA Exec in order to move forward. In the past, changes to the Code and Bylaws approved by LFPA have been ratified by the Dean. There are no known cases where the Dean rejected a change that LFPA had approved.

Question: Are there any non-tenure track faculty left?

Marianne: Yes, there is one, but all faculty of any kind would be involved with the faculty assembly, including academic staff.

Question: This structure is logical and seems to capture all the issues regarding library governance. However, wondering about the logic of having a permanent joint committee in addition to the faculty and staff assemblies. Wouldn't this joint committee cause a lot of extra meetings?

Marianne: It's not the intent that the joint committee would meet all the time; its intent in the draft presented here would be to get the joint committees off the ground and then the executives could be absorbed by the appropriate faculty or staff assembly. Either assembly could call the joint committee to meet as needed to deal with issues that affect all faculty and staff; the executive group would have to decide who would chair it, how many people need to be present to meet, etc. The joint group structure would also facilitate communication between the groups,

Comment: Could call this a conference committee

Comment: This group may actually have other duties than just getting the joint committees started; they would need to receive joint committee annual reports, review these reports, and decide on special charges

Comment: This group should meet so the joint committees can communicate to the joint assembly what work they are doing

Comment: Makes sense to have this assembly meet at least once per year as a regular, understood practice

Comment: Suggested that an ad hoc committee on Code and Bylaws be created--in addition to the standing committee--to help rewrite the Code based on whatever is decided about changes to governance structure

Brad: Might want some new people on this committee to learn from those who have been on Code and Bylaws regularly in the last few years

John: Have received a lot of positive feedback about this proposed structure. Does everyone agree this is the way we should proceed? Any major concerns? [There seemed to be general agreement from those present that this was an acceptable model to proceed with.]

Comment: Suggested running proposed structure by someone with experience in university governance or legal expertise, such as Kathy Reed

Open meeting called by Ad Hoc Committee on Library Governance Structure to solicit feedback

9-18-2015

Attendees: Mary Ann Baker*, Mike Broadwell, Fran Devlin, Judith Emde, Brad Engelbert*, Verna Froese, Gaelle Gillespie, Jon Giullian, Rhonda Houser, Greta Kliewer, Kent Miller, Leah Nelson, Marianne Reed (presiding)*, and Mary Roach.

*Member of the Ad Hoc Committee

Marianne convened the meeting at 10:30 and began by describing the Ad Hoc Committee on Library Governance Structure's charge, and the sources they examined to come up with the draft of the new governance structure they were presenting—Changes in University governance, University governance precedent, existing library governance structures, and notes from open meetings held in the spring. She then described the structure and asked if anyone had questions or feedback.

Comment: The reason for the organizational development liaisons in the faculty and staff groups would be a way to re-instate having members of OD meet with the staff as had been done in the past. This hasn't been done so much recently and it's hard for OD to get feedback from staff and faculty about needs at times.

Question: Since Salary and Benefits and PRC committees are inactive/on hiatus, would it be possible for them to combine or come up with a new charge to see if they have something to accomplish? Also, to what degree would this proposed structure add to administrative work or put a strain on time/commitment to governance?

Marianne: This proposal reflects the current LFPA/KULSS standing committee structure. The Ad Hoc Committee suggests that any new committees or changes to the existing committees should be decided upon after any new governance structure is finalized.

Marianne: LFPA currently deals with issues of all the committees listed in the proposed structure, so can't see it adding substantially to the time commitment to split the group in two. The addition of USS would also add hands to help share the committee load.

Comment: The joint group wouldn't have to meet just to meet; could meet when issues affect faculty and staff.

Comment: Regarding the inactive committees, LFPA Exec has given Salary & Benefits a charge to examine their need to be a standing committee.

Marianne: Are there any thoughts on how the Code and Bylaws document(s) work for a group structured like this? Looking at University precedent, how can we structure

recommendations for setting up a Code so each group can most efficiently deal with issues concerning them?

Comment: The University has one Code that establishes the Faculty, Staff and Student senates, but only the Faculty have a Code. Students and Staff have Rules and Regulations that are referenced in the Code but are not part of it.

Question: Likes the structure of the joint committee; wondering how communication will work from the two assemblies? How will things be communicated to the library staff at large?

Marianne: All meetings are open; staff members can attend either faculty or staff assembly meetings if they want. Maybe the assemblies could designate a representative to attend the other assembly's meeting and report back.

Mary Ann: One of the charges to the joint group would be to ensure communication between groups.

Question: In terms of a Code, would the University Support Staff Code have to be incorporated in some way?

Mary Ann: Yes; USS will have to vote to be dissolved and incorporated in the larger staff assembly if this is the way we proceed.

Marianne: The goal is to give all Library staff and faculty a governance structure in which they can have a voice, to allow the separate faculty and staff groups to make decisions about governance issues that affect their members, and to allow for a structure that will allow all library staff and faculty to come together for any issues that affects us all.

Question: What are the next steps?

Marianne: Next steps will involve taking this feedback and the Ad Hoc Committee report to LFPA Exec. USS representatives on the Ad Hoc Committee will share this report with KULSS as well.

LFPA Exec will decide how to move forward – most likely by presenting this information to the LFPA membership at an Assembly meeting, where the members will vote on whether to move forward and initiate the creation of Code and Bylaws (or equivalent governance documents) for the new structure. KULSS will simultaneously have to vote to do the same.

After the new governance documents are created, LFPA members will vote by mail ballot, as required by the current LFPA Code, whether to accept the new governance documents and structure. KULSS will follow their own procedures to accept or reject the new structure.

It is anticipated that any new structure that comes out of these efforts will be in place by the next election cycle, in July of 2016.