Developing a Vital Research Library Workforce – Dean Lorraine Haricombe:

Congratulated new leadership of LFPA: Nikhat Ghouse, Chair and Deborah Dandridge, Chair Elect

Viewed this meeting as a conversation about approaches to develop our workforce rather than a meeting to make decisions.

Indicated corresponding PowerPoint will be posted on the LFPA website with the meeting minutes.

Emphasized that the time is right for us to think about our workforce due to all the work on strategic planning. Additionally this is an issue at many ARLs> For example, at the ARL meeting in Chicago in May, this was a hot topic. It will also be offered as a program following the ARL meeting in October 2012 in Washington, DC.

[Slides 2-4] Our Context

Our workforce; why they matter now; how to respond

Environment in higher education is changing rapidly. We on this campus are mandated by provost/admin to be supportive of the priorities in Bold Aspirations. There is a distinctive plan on how this university will move forward – everyone must support these goals. KU Core Curriculum (Erin is on this committee) is an example of Bold Aspirations. Center of Distance Learning (CODL) is another example, the First Year program a third example.

KULIB has already responded to the provost’s call for support in several areas. The CODL will require support from the Libraries. Our request to hire a DE Librarian was not approved however; Fran Devlin has expressed interest in supporting the distance education program. Jill’s First-Year Experience position is another position where we directly support the freshman experience at KU. Jill’s work has been receiving positive feedback to dean. The Common Book program is another area where we offer direct support through Jen’s leadership as co-chair of the Common Book program.

We do our best to serve our users’ needs. We should be both service oriented and “user sensitive” in our service offerings. Not only do our users have a range of generational needs, there are new needs in terms of transnational/multinational research, new academic program - i.e. Middle East program. The changes will continue and it is challenging to imagine all the possibilities and new programs that may emerge in the future. Data management is a new service in libraries to support faculty with their datasets. Support for digital scholarship is another that will require professional development and retooling.

Economy – the very slow recovery of the deep recession over the last few years w/in the US and now in Europe will have a continual impact. At best, we have seen a flat budget despite increased costs of our information resources. A base increase of $500K was last approved in 2008. To cope,
we have explored new strategies to help offset rising costs, e.g. DDA. We are very strategic in collection development and collection management.

As part of the Changing for Excellence initiative, KU hired Huron to help us identify more cost-effective ways to do our work. (Work smarter not harder) An outcome of the CFE was the voluntary separation program (VSIP). Very few of the positions resulting from the VSIP will be replaced. KULIB had no VSIP participants. The Law library aw has 3 participants. Last year Huron indicated that the libraries could generate, by 2016, steady state savings $800,000 to $1 million per year. Their suggestions were related to the annex, big deals, DDA, increased cooperation or consolidation of non-public-facing activities medical/law and KULIB. Huron also stated that the libraries were overstaffed compared to our peers, especially at Texas. This comparison has resulted in administrative delays in approving our requests for new hires. And will affect our

On the good news side: Any savings generated as a result of CFE will remain in KULIB. The dean remains committed to investing our resources responsibly to support KU’s mission of teaching, research and learning. We need to continue to be strategic about how we acquire print based materials. This may mean buying fewer books.

Retention of undergrads – has been low and is a high priority for the provost and the chancellor. Chancellor wants KU be a higher ranking AAU university. This will affect us too. Elevate KU’s standing as a global research institution;

Deans are expected to make fundraising a high priority during the Capital Campaign. Our target goal is to raise $5 million by 2016Cash and in-kind gifts all count towards our goal.

[Slide 5] Our Workforce
Organized around 5 major areas. Is this the right organizational structure is the question. Organizational Review Committee will give their report by Feb 1.

[Slide 6] Why Does it Matter Now?
We are not just a business unit. We are a critical component of the university. We are a strategic asset. We need to think about ways in which our roles and responsibilities reflect the University’s priorities; how the Libraries are critical to assessment, identify skills needed to support KU’s priorities. We must be open to change. This is an opportunity to shape ourselves as a strategic asset here at KU. Don’t shy away from thinking of things we can outsource or eliminate. Are we investing in things with little return? Can we afford to do that anymore? Are there areas that we need to consolidate? Critical conversation, but exciting one.

[Slide 7] How will we respond?
Critical to assess; what skills are required to support current needs. Successful hiring plans to advance our strategies. Assess our current skill sets. We have a committed, talented workforce. What are the resources required and where will it come from? How are we going to do hiring plans?

Skills: Subject expertise, confidence to engage w/faculty and researchers; data management, knowledge of scholarly pub; proactive in engaging faculty; curriculum design/course design; embedded librarianship. How do we mainstream and do things differently.
[Slide 8] **Current Status**
6 vacancies – 2 in international area studies. Launched Head of Readers Services (KSRL) search as an unclassified position (Beth Whittaker’s preference). Will seek approval for 3 faculty lines – Data librarian, Metadata librarian and Ibero-American librarian.

[Slide 9] **Developing A Vital Workforce: Opportunities to consider**
Reskilling/retooling of employees; Leveraging strengths/skills/expertise; Visiting fellow/professor of practice; Hiring domain expertise/joint appointments (provost encouraged this one); Developing a residency program

**Questions**

1. Does this provost not support faculty librarian hires? Can you comment on his stance?
   - Provost – He remains open to the benefits of hiring librarians with tenure track. The dean will bring positions to him on a case-by-case basis. We need to educate administration on this issue and on this campus. The door is not closed, e.g. Scott Hanrath and the new E-science librarian are tenure track positions. We need to be strategic and intentional with each hire. Forcing us to think about what positions should be hired as tenure track and what should be unclassified professionals.

2. In regards to positions like the 1st year librarian position which was changed to unclassified professional; unclassified professional is not the same as other Academic Professional positions at other universities. Duel track may be an issue. Do we limit ourselves to an MLIS or do we broaden our scope?
   - Check with university governance – they are working on this issue. How do we codify these things?

3. What currently are the justification/deciding factors for tenure track-vs -unclassified professionals?
   - We have requested faculty positions due to the research component. Our roles in supporting research have helped inform the decisions we made. Rely on the ADs to make a case that the need for a research component would aid the position.

4. Will the creation of academic staff rank/academic staff librarians appease the Provost? We should focus on cost savings and flexibility measures and our critical needs for the library, we are not a business. We need to get out ahead of this and identify our priorities. If we didn’t do research we’d have 10% more staff. Over time we’d only be able to fulfill our essential obligations.

5. Concern about African language hire. How are we going to hire someone to help with the African language materials?
   - Outside of the language piece. Lea will be buying for this area. Outreach concern; Emerging Middle Eastern program – Geoff.

6. Comment: When you conduct the search have different pools of applications between faculty and unclassified hires. The person we need may be unconventional person.

7. Compelling arguments – unclassified and faculty in one group. You risk extending that to the university level. Without librarians’ participation in university/faculty governance we wouldn’t have OA. Reward and advance for unclassified staff as they can’t go on sabbatical etc. what can you give them 5 years from now?

8. Comment: If these positions are less than faculty status we are unlikely to attract a high quality pool.

9. The 3 faculty hires will be a national search.
10. Consolidation and collaboration – can you speak to these? They have a list of possibilities but have not yet gone back to address this. Are doing some already, e.g. Open Access fund involves the medical library, Annex includes Law and Med. The Law library is losing 75% of its support staff due to VSIP (early retirement).

11. These are benefits of faculty status, unclassified professionals, etc. Univ of Washington has a white paper, Texas AM has published an article.

12. We have people in unclassified positions, who are professionals, i.e. HR, Budget, and Communication.

13. There are many models across university libraries and you may recall that Iowa State – had a survey we were asked to participate in.

14. Steve Warren – that is just teaching track and not research. We don’t know the population of academic staff across the university. The Med Center librarians are not faculty and they don’t report to a library dean.

15. We need to be careful about introducing an unclassified academic staff category (has job security after 6 yrs.) who should have been librarians that do the same work without the benefits.

16. Unclassified academic staff at KU mainly do teaching

17. What does this do to our prestige at the country /global level? Academic freedom issue. Tenure track

18. Unclassified academic review will still go to UCPT for review and we will still have difficulties with that. Every position we put forth is so different from a teaching position and/or from other positions in the library.

19. One doesn’t need faculty status to teach. It’s not special to teaching faculty. It’s a governance level issue. Comparisons are helping us need to be KU specific. On this campus at this time and in the KU context. The Libraries have many supporters including faculty senate/governance... Governance – is a supporter.