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LAUC-I Executive Board  
August 2, 2004  
1:00-3:00 PM  
LL 110  
*Minutes approved 8-23-04*

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**Present:** Ariel, Ruttenger, Tunender, Manaka, Landis, Urrizola, Wilson

**Absent:** Palmer, Bube, Jacobs

**1. Agenda Review**

Kaufman to join the meeting at 2:00 PM.

**2. Meeting Minutes**

- Executive Board July 12:
  - Ariel provided some editorial revisions.
  - *Minutes approved*
- Membership July 26 (not approving, just reviewing):
  - EB discussed mentoring document – its status, possible next actions.
  - EB should follow up with both PDC and PC in making something happen – a program? – on mentoring, that would be a next action.
  - Delete explanation of budget that suggests what put us over our allocation – take out the part that attributes going over budget to the laptop – it's misleading.

**3. Vice-Chair Report: Budget**

- Two Spring program charges haven't hit the books yet.
  - *Spring Program report pending*
- We will need to discuss copying – it's a hard balance when to provide copies at meetings and when to suggest that members copy their own documents
- Perhaps we will have a standing expectation next year about what documents will be in the meeting packet
- Having a T drive folder for each meeting worked really well
- We will have the full \$7,500 rollover professional development allocation in 2004-2005, which means we can have a fall and a spring program.
  - Focus on Technology in the fall: XML in libraries?
  - We'll talk at the transition meeting – will need to start the planning by Sept. 1. One idea is to bring Eric Lease Morgan from Notre Dame – he has done a lot of speaking/training on XML in libraries. He could do an overview and a hands-on session? He has done this for Infopeople and is very good.
  - Wilson is in CARL-SEAL – we will coordinate fall program around their dates, since the audiences may overlap
- What if we did a 1-2 day retreat, off-campus? UCI only.
- What if we got together with one or two other UC campuses in the South to coordinate something?

- Ariel and Landis will raise the idea at the system-wide transition meeting
- PDC to follow up on whether and why people are spending all their personal allocations – maybe a Lunch with LAUC-I on planning for professional development?

#### **4. Nominations and Elections: Update**

- Ballot went out last Thursday – due back on 8/13.
- Results by following (Wed. 8/17). Turnout looks good.
- Bell will help Manaka count the ballots – he was on the nominations committee last year.
- If Tunender elected and chooses to serve on LRC, then Secretary will be a vacated office, which means that the Chair appoints the new Secretary.
- With Crooks' retirement, Executive Board will appoint someone on a pro tem basis for a year, until the next LAUC-I election.
- Nominations Committee will provide updates to the Secretary for the website
- We can plan for the Crooks vacancy, but we will wait until this election is completed before we act.

#### **5. 2004-2005 LAUC-I Calendar**

- Entire calendar is on the T drive on the new 2004-2005 folder
- There will be one Executive Board meeting per month
- There is one tentative membership meeting on May 2 – in advance of Spring Assembly
- Lunches with LAUC-I: These are scheduled on months without membership meetings. Wednesdays are really busy (department meetings, e.g.), so we're experimenting with Thursdays.
- First (September) Lunch with LAUC-I is a kick-off, no membership meeting until October
  - Ryan Hildebrand is Chair of the Program Committee
  - LRC unknown: approaches include appointing someone with the second highest number of votes, or appointing someone with extensive LRC experience, or LRC members could co-chair
  - Sylvia Goldberg is chair of Academic Librarianship Committee
  - John Sisson is chair of Professional Development Committee
- November 4-5 is the Fall Assembly at UCB

#### **6. Committee Reports**

- Academic Librarianship: Wilson
  - Chose new chair (Sylvia Goldberg)
  - ALC Annual Report is on the T Drive
  - Ariel met with the Career Center last Friday: They will co-sponsor an event with us on careers in libraries and archives. A panel will represent interesting careers and library education (SJSU/Fullerton and/or UCLA). We will want a website for this initiative/event. Ariel will bring a draft brochure to the transition meeting – library liaisons could bring these to our outreach/orientation activities to reach even undergraduates. It is

important to get a website up for this – to take what we have and publicize it. LAUC-I will maintain this website separately from Library Human Resources, but will link to HR’s website.

- Should we put the completed surveys in a binder and make them accessible?
- We can create faculty profiles and link to them from the list of resource librarians
- Ariel to continue to lead this effort. Career center people are great and really good at planning. Might recruit among the membership an ad hoc committee to continue this initiative. Need to continue momentum – Ariel has made great relationships. Think about librarians you know from interesting arts and entertainment, or banking/finance/law for an event to be held the week of Oct. 25-29. Perhaps someone political – from a polling organization? Be thinking of names for this. Film archives, e.g. NPR librarian? Could this also be a program for LAUC-I?
- Members at Large to look through old minutes for pending issues
  - Examples: LAUC-I Archives, Data on Librarian Reviews

## **7. Report on Consultations re: Communications and Other Issues of Concern**

- Kaufman enjoyed talking to each of us on Executive Board. Apparently we like working here!
- Kaufman took notes on each meeting and tried to transcribe and categorize the notes into themes
- She retained attribution at this level – who said what. She will only report on items expressed by at least two people – preferably three before saying this was a “feeling of Executive Board.”
  - **Theme 1: Library wide goals and vision: Would this affect our day to day work?**
    - 5 said it would not, 3 said it would help them in their work, how their own work fit it into library goals. Two people talked about need for a technology vision for the whole library.
    - Executive Council does want this, it just hasn’t happened yet. Kaufman will encourage EC to move on that
  - **Theme 2: Decision-making**
    - Need better communication from a decision-maker, especially when the decision is not in agreement with the input received. Without that communication, it appears that the decision was pre-made before the input was gathered, and that input was ignored.
    - Related: When there ARE top-down decisions (from UL, e.g.), there should be a lot of time to discuss and understand the decision, why we are going down this path. There should be time to get used to the idea, which might be new.
      - Some of the examples reflect on middle managers not taking ownership of decisions once they’re made. If discussed in Library Council, Department Heads should

take ownership of decisions made when presenting them to line librarians – not say “We’re doing this because the UL wants us to do this.”

- Question: What if there was no discussion in Library Council? Answer: Then UL should talk directly to the library, or should go through Library Council.
  - People in the middle (this was suggested by Melanie Hawks as well) are in a difficult position – they should own/believe in what they’re passing down.
  - There was a wide variety of input on input – people who complained about too much and too little. Also about negativity – too much, too little. What is the context of the input discrepancy? Even two people supervised by the same person are going to feel different about it, potentially.  
**Bottom line:** People should feel that communication and input are valued, however it’s solicited. There is an issue about how much and how often, separate from how it’s received.
- **Theme 3: Relationship between LAUC-I and Administration**
    - 7 people said couldn’t think of anything that should have been discussed at LAUC-I and wasn’t.
  - **Theme 4: Miscellaneous Communication**
    - It’s better for the UL to report that we have no information on a particular issue (budget, e.g.). Otherwise rumors start and people worry when there is no information.
  - **Theme 5: New AULs**
    - When they first came (the Carols), their style shook people up
    - But now people seem OK with them. People expressed that it’s OK to even talk to and even talk back to them
    - They have brought change, perhaps they needed to say more clearly “we’re here to change things” to help people cope with those changes
    - Some changes could have been brought more sensitively
    - Some complaints that AULs are micromanaging, but some people understood that in the context of change.
  - **No two people said the same things about what *was* working, so that’s not in the report.**
  - **Executive Board asked:** Did people bring up the schedule (work-week guidelines) issue?
    - This really comes down to **communication about change**. What are we trying to accomplish by changing? To meet service goals, or because the institution wants more control over its employees?

- Kaufman will be giving this report at the next Executive Council Meeting.
- It was serendipity that this particular group of people happened to be on Executive Board this year: We should figure out how to have communications on this – to talk more openly about these big issues. This speaks to LibQual Gaps 1 – 4 (that we didn't touch in our assessment), which is communication *within* the organization. We need to talk about this separate from particular people or personalities.
- **What is the relationship between the September workshops and these issues?**
  - Kaufman: There is a separate workshop for Department Heads. The workshop will address communication and interpersonal relationships within the workplace, between and among individuals and groups. Not specifically aimed at having administrators communicate their goals and visions better – just improving workplace relationships all around.
  - The September workshops were at the initiative of CAH, initially conceived for her division. It got naturally expanded to Collections, and then to Technical Services. There is also a piece that is specific to managers.
  - Some expressed that it's ironic that this workshop is a top-down initiative. We've had previous consultants – like Joe Schwab – that was all about team-building.
  - Other units on campus have used this consultant and speak highly of her.
- Separate from this process, Kaufman can and is following up on some examples that were only given by one person in the consultations.
- **Another theme added by Executive Board: Freedom with our own time:** This is a discrepancy among departments.
  - There will be a new statement on the HR website on this.
  - Regarding the LAUC-I spring program and the need to get permission from supervisors: Kaufman misspoke in using the word “approve” – the new statement will be about coordinating and providing service.
  - Managers have to be ok with new statement this before it comes to the librarians.

## 8. Miscellaneous Personnel-Related Issues

- Professional Development Expenditures
  - Small expenses will probably be absorbed by the Department Head
  - First, go to the Department Head
  - Could this be a lunch with LAUC-I?
- Telecommuting? Issue sent to ExBd by member
  - Ariel polled LAUC Executive Board. Has heard from 4-5 campuses. UCLA has an application but no written policy. UCB librarians can work from home with permission. UCM is interested. UCSD did a study in 2001 on alternate work arrangements. UCSD decisions are made at a

departmental level. UCI SNAP site emphasized possible benefits to the institution – improving morale, e.g.

- People with long commutes are particularly interested in this.
- Bigger departments generally have more flexibility.

**Kaufman:**

- We've had almost no requests – we have had requests and allowed this in the past, can't remember anyone being turned down. HR would lay out a contract with the telecommuter. They would set the time period – either a small percentage of time or for a limited period of time.
- If there is a need right now, people should make the request to their Review Initiators/Supervisors. The RI will then send the request up the supervisory chain for further approvals.

**9. Career Recruitment and Outreach: Update and Next Steps**

**10. Old Business/New Business**