



UNIVERSITY  
of HAWAI'I  
MĀNOA

University Libraries

To: Mānoa Faculty Senate  
Via: Robert Cooney, Chair

To: University of Hawai'i Professional Assembly  
Via: J. N. Musto, Executive Director

To: Reed Dasenbrock, Vice Chancellor for Academic Affairs

From: University of Hawai'i at Mānoa Library Faculty Senate  
Via: Gwen Sinclair, Chair

Re: Poll on Postponement of Reorganization Proposal for Library Services

Date: November 28, 2011

On November 3, Interim University Librarian Paula Mochida announced to the Library her intention to retire, effective December 31.

On November 8, VCAA Reed Dasenbrock met with the Library Senate Executive Board to discuss whether the Library's reorganization proposal should be advanced, given these circumstances. It was the sense of the members of the LSEB present at that meeting that it should advance, in the interest of achieving resolution of a process begun in early 2010.

At its November 15, 2011 meeting, in the interest of conveying the full Library Senate's opinion on this matter, the University of Hawai'i at Mānoa Library Senate passed the following motion:

*The Library Senate shall conduct a poll of its membership, asking the question, "Should the library reorganization be postponed given that the interim University Librarian will retire December 2011, the VCAA has announced it is "highly likely" a search for a new University Librarian will occur in 2012-2013, and the Assistant and Associate University Librarians are both interim appointees?" The results will be compiled and sent to the Mānoa Faculty Senate, University of Hawai'i Professional Assembly, and the Vice Chancellor for Academic Affairs.*

The results of the poll and comments are attached.

Attachment:

Results of UHM Library Senate Poll Regarding Postponement of Library Reorganization Proposal

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## Results of Library Senate Poll Regarding Postponement of Library Reorganization November 28, 2011

At its November 15 meeting, the Library Senate passed the following motion:

*The Library Senate shall conduct a poll of its membership, asking the question, "Should the library reorganization be postponed given that the interim University Librarian will retire December 2011, the VCAA has announced it is "highly likely" a search for a new University Librarian will occur in 2012-2013, and the Assistant and Associate University Librarians are both interim appointees?" The results will be compiled and sent to the Mānoa Faculty Senate, University of Hawai'i Professional Assembly, and the Vice Chancellor for Academic Affairs.*

The poll was conducted from November 16-23, 2011. It was distributed to the 50 voting members of the Library Senate, of whom 39 responded, a response rate of 78 percent. The results are as follows:

Option	Number of responses	Percent
Yes	17	43.59%
No	22	56.41%

A “yes” response to the poll indicated agreement that the reorganization should be postponed. A “no” response indicated disagreement that the reorganization should be postponed.

Seven unique individuals who responded “yes” made the following comments:

1.	While I appreciate the argument that has been put forth repeatedly over the years (for at least five years now) that the library has to "get itself in order" (to paraphrase a former VCAA) before recruitment for a University Librarian can go forward -- and while I also appreciate the fact that many librarians and staff members are currently in limbo via the re-organization process (while other departments seem to have proceeded as though a reorganization has already occurred) -- it is my opinion that it would be best to complete the search for the new UL, Assistant UL and Associate UL, to allow for a reorg that is undertaken by a library administration that is not "interim." I feel that reorganizing in advance of recruiting could have the opposite effect, in that it could make it that much harder to recruit a new UL.
2.	Wait until a new leader is on board. She/He may have a totally different and fresh idea. Remember the person who has been pushing the current idea is leaving the organization!
3.	It never made any sense that an interim university librarian assisted by two interim appointees would seek to reorganize the entire library, let alone devote more than two years of their time to it. It is patently absurd to proceed with the proposal now that the university librarian has announced her imminent retirement and the VCAA has indicated that the search for a permanent university librarian is likely to begin next year. When a new team of administrators is in place, it will be easy enough for them to resubmit the proposal if that's what they decide is in the best interests of the library. On the other hand, if the new administrators decide to alter the plan or scrap it altogether, the library will not need be reorganized twice within a few years. A new management team is likely to have different priorities from those of the current

	administration. I see no reason for anyone to continue to consider a major reorganization of a large unit on campus after its author has left the university.
4.	<p>Given that the UHM Library reorganization was largely the interim University Librarian's idea (and she was one of a minority of people who understood the tangible benefits of the reorganization), I recommend postponing the reorganization.</p> <p>Reorganizing is expensive (both in terms of psychological stress on the staff and the opportunity costs associated with discussing, deciding, executing, maintaining, and assessing it). Further, it is risky because any proposed benefits are unproven.</p> <p>Therefore, well managed libraries are often reluctant to make major changes before recruiting University Librarians because the new University Librarian is likely to instigate another and different set of organizational changes relatively soon after their arrival. Thus we could reorganize twice (and possibly reverse several components of this proposed 'interim reorganization) in a relatively short time (with no guarantee that the UHM Library will be any more productive than it currently is). Note, this is not the same as saying UHM Library should not 'ever' reorganize. It is saying we should consider reorganization under the guidance of someone recruited in a national job ad to "lead" the UHM Library (rather than 'interim' administrators that were appointed).</p> <p>Given the search for a new University Librarian is on the horizon (and that UHM Library has operated in the current organizational structure for years), it seems unnecessary, risky, and callous to the staff to call for major organizational changes at this time. Moreover, this argument doesn't mean the staff and operating procedures or services won't change at all until the new University Librarian arrives, only that we delay major reorganization until the new University Librarian leads that change.</p>
5.	<p>We should be looking for a University Librarian with a vision for shaping the organization and the emotional intelligence (empathy, thoughtfulness) to understand the work (and stress) accompanying a reorganization. If a reorganization is done before the new University is hired that individual will not be able to contribute to the organizational structure or must put the staff through this entire process again in a short time. The current organization structure has been in place for years, there is no rush. The current Library Administration consists solely of interim appointees (Interim University Librarian, Interim Assistant and Association Librarians). These individuals have initiated, directed, and designed a reorganization structure based on their individual interests and personalities.</p>
6.	Gives the new UL more say about configuration of their administration.
7.	While the Library needs to be reorganized into a more flexible structure, it is highly likely that if we proceed with the reorg, the new University Librarian (UL) will look at the structure and decide to reorganize. I believe we should postpone the reorganization until after a new UL is hired.

Eight unique individuals who responded “no” made the following comments:

1.	The reorganization should be treated independently of the University Librarian in that position--the decision is whether reorganization will help to better align the library with the needs of its constituents--it is time for those constituents to have the opportunity to comment.
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2.	There is no reason to delay the reorganization. The faculty have been repeatedly consulted and involved in the process. If we believe in faculty governance we should own this reorganization. To delay it for the reason stated above means we CANNOT do this on our own and we need to have some Administrator do it for us.
3.	My vote of "No" is not an endorsement of the reorganization proposal. In fact, I think the proposal that we've seen to date is flawed, the process was flawed and haphazard, and that library administration has failed to make or articulate accompanying decisions that would facilitate reorganization, i.e. which library programs and services will be cut in order to fund the new programs that the reorganization is formalizing?
4.	Reorganization takes forever anyway, so lets get on with it. I am most affected by the Special Research Collections component and I would hate to see that delayed any further...
5.	IF it were possible to see the *current* version (which only library administrators and 5 members of the LSEB have been allowed to see) I might change my answer to Yes. In principle, getting this process over with is preferable to drawing it out any longer. However, in principle it would have made sense to not start the whole process in the first place. It has been a source of anxiety and drama for far too long and detracted from getting "real work" done, esp. since the primary purpose appears to have been to get UL renamed to Dean and AUL renamed to Assistant Dean -- which could have been achieved easily without the needless shibai of rearranging the entire organization.
6.	As long as there is approval for the reorganization of the library by all parties necessary, then the reorganization should go through regardless of the fact that the University Librarian (UL) will be retiring and an interim UL is appointed. If I were the interim UL or even the permanent UL, I would prefer that the reorganization go through prior to my hiring.
7.	Would like to see the revised proposal especially if reorganization goes forward. Support the reorganization going forward.
8.	I don't think the retirement of the interim Univ. Librarian should be the reason why we should postpone reorganization.