



MEMORANDUM

DATE: April 30, 2012

TO: Wayne Aitken
Academic Senate Chair

FROM: Emily F. Cutrer *Emily F. Cutrer*
Provost and Vice President for Academic Affairs

SUBJECT: Senate Resolution about the Library

The resolution regarding the Library, which was passed by the Senate at its April 18 meeting, requested that I report to the Senate about plans to address the situation in the Library. Thus, I am writing to inform you that I met with library faculty and staff on Thursday, April 19. At the meeting, I outlined steps that have been put in place to help resolve the situation and spent time taking questions about those steps and listening to comments. On April 25, I sent a memorandum to all faculty, staff, and administrators in the library confirming the steps outlined on 4/19 and answering some of the questions that had been raised. The memorandum is attached. As you will see, a conflict resolution plan commences on May 2 to be followed by activities designed to develop and safeguard a productive environment in the Library.

EFC/mab

Attachment

cc: Karen S. Haynes, President
Susan Thompson, Chair, Library Faculty



MEMORANDUM

DATE: April 25, 2012

TO: Library Faculty and Staff

FROM: 
Emily F. Cutrer
Provost and Vice President for Academic Affairs

SUBJECT: Library Next Steps

Let me begin by repeating my thanks to each of you for making time on short notice to meet with me last Thursday. As promised at that meeting, I'm writing both to confirm the details of the next steps and to update you on a few details that I did not have at that time.

To summarize, these are the steps that have been put in place:

- 1. Conflict resolution** – Vance Caesar, a highly recommended organizational and leadership facilitator, will begin working with the library on the afternoon of May 2, when he will conduct interviews with individuals and small groups to assess the situation. His current plan is to return to campus on May 14 and meet with constituent groups separately – faculty, staff, administrators – and then with the larger group. Please note that it is possible that the format for the 14th will change, depending upon his assessment. Marcy Boyle and Carol Givens, in my office, will be working with you and Dr. Caesar's office to coordinate these meetings, and I ask that you be as flexible as possible on those two days. I've been in touch with Dr. Caesar about the point that several of you raised about your unavailability on those days, and he agreed to find a way for you to share your perspective. More information on that is forthcoming.
- 2. Administrative structure** – When we met, I indicated that the next step, after we had begun conflict resolution, would be bringing in a consultant to provide recommendations about the library's future administrative structure. I shared with you that I'd been in touch with R2 Consulting, a well-respected library consulting group from the east coast, that is working with the CSU libraries in the LA basin. They are not available to work with us, but they have been generous with their time in locating highly qualified individuals who could provide the perspective we need. Yesterday, I was able to come to an agreement with Katherine Kott, a consultant from the Bay Area, who will be visiting us in mid-June. Within the next few weeks, I will be able to provide you with more detail about timing and process.

Upon the completion of at least the initial steps of conflict resolution and a decision about administrative structure moving forward, we will continue with the tasks I outlined in my March

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memorandum to you: the development of a governance structure and the completion of the strategic planning process.

I'll repeat what I said at our meeting last week. I hope that you can approach these upcoming conversations as a time to reflect, renew, and build, in other words as a kind of extended "retreat," such as those that organizations hold on a regular basis to take stock of where they are and build for the future (recognizing, of course, that the work of the library must go on as we're working through these steps.) I remain confident that if we all—staff, faculty, and administration—approach the next steps in good faith, we can not only resolve the issues facing the library but move beyond them to build an even stronger organization. I very much appreciate the many affirmations from you that you were willing to give it a try.

EFC/mab

cc: Barbara Preece, Dean, Library
Jackie Borin, Interim Associate Dean, Library

Resolution in Support of our Library Colleagues

WHEREAS, The CSUSM community has built a university that strives to be inclusive in every way it can, resulting in a strong tradition of shared governance and clearly articulated campus values; and

WHEREAS, The Library is central to serving all our students and is critical to the campus mission, and the entire campus suffers when the Library is not functioning effectively; and

WHEREAS, Effective academic units are led by administrators who enjoy the trust and respect of the faculty with whom they share governance; and

WHEREAS, The Library is in a state of dysfunction as evidenced by the recent vote of no confidence, appended hereto; now, therefore, be it

RESOLVED, That the Academic Senate of CSUSM urge Provost Cutrer and President Haynes to address the Library dysfunction with utmost urgency in consultation with the Library faculty, staff, and administrators; and be it further

RESOLVED, That the Academic Senate urge President Haynes and Provost Cutrer to report to the Senate by the May 2nd Academic Senate meeting their plan to resolve this critical situation; and be it further

RESOLVED, That the Academic Senate of CSUSM urge Provost Cutrer and President Haynes take a leadership role in safeguarding a healthy environment of shared governance.