

Library Council Implementation Team (LCIT)

Framing and Background, Summary of Feedback, and Library Council Final Proposal

Submitted on October 13, 2022

Framing and Background

Recommendation 1 from the Library's [Inclusion in Governance Task Force Report](#), submitted to the Dean of the Library and to the Executive Committee (EC) on December 22, 2021, was to "Charge a task force composed of Library Civil Service, Academic Professionals, and Faculty to draft a new Administrative Council (AC)". EC charged the [Library Council Implementation Team \(LCIT\)](#) to forward a proposal to "*form a new Library Council meant to replace and/or subsume the existing Library Administrative Council.*" Below, please find a Summary of Feedback we received and responded to in the course of drafting our proposal followed by the Library Council Proposal itself.

The next steps in the process would be:

- for the Library Staff Support Committee (LSSC), the Library Committee of Academic and Civil Service Professionals (LCP), and EC to seek an advisory vote, inclusive of all employment groups and ranks, on whether to approve the proposal for a Library Council,
- in the event of the recommendations moving forward, for the Bylaws Committee to evaluate the changes necessary for this council to adopt the duties as described, and submit those changes to a vote.

Following a formal approval process is critical to achieving buy-in for the proposed changes to administrative structure. The statutes allow for allocating certain responsibilities through methods determined by the faculty, which both an advisory vote and bylaws changes would ensure. Finally, having a formal feedback process makes it clear that the members of the college have been involved in the process to update the administrative and advisory structure.

Summary of Feedback

In the course of preparing to draft a proposal for a new Library Council, the Library Council Implementation Team spent May to September 2022 gathering feedback from many individuals, from the Library's EC, and from the Dean of the Library. Feedback was incorporated

using a continuous process of information gathering, allowing for incremental adjustments to be made to the proposal throughout the various stages of its development. The final feedback session was the Library Hangout on August 24, 2022. Several members of the task force resigned after the final session (co-chairs John Laskowski and Mara Thacker, committee member Joe Lenkart) with the remaining members of the task force moving forward to incorporate remaining feedback into the final proposal. This summary contains sections of the final proposal as well as descriptions of the substantive changes made in the final iteration of the proposal.

As per the charge of LCIT, feedback was specifically sought from EC to help:

- A. clarify areas of responsibility for the Library Council,**
- B. reconcile the role of Divisions and Division Coordinators in AC,**
- C. identify areas of potential overlap, and**
- D. propose procedures for meeting in joint session should doing so be occasionally advantageous to the University.**

Other feedback helped address specific tasks outlined in the charge of LCIT including the need to address the following considerations:

- I. The number and allocation of seats including the following employment groups: those represented by LCP, LSSC, and Faculty, create a role for graduate assistant representative(s)**
- II. Election process:**
 - a. Term limits
 - b. Restrictions on eligibility (visiting positions, rank or years of service, etc.)
- III. Consider the role and make-up of Council officers**
- IV. Consider the role of ex-officio members**

Finally, LCIT received substantive feedback that related to items that were out of scope for its charge, but directly pertained to the other two recommendations made by the Inclusion in Governance Task Force in its final report: “Communication” and to “Establish a support system for greater inclusion of Civil Service employees”.

Pertaining to communication were concerns about policy decisions that were made that were not communicated across divisions, units, or the library and also not in either AC or EC. There were concerns expressed about the difference in treatment at the campus level as demonstrated by remote work allowances, and a broad discussion of trust and respect between colleagues.

Regarding the establishment of a support system, there were many concerns expressed regarding the lack of mechanisms in place by which to allow staff participation in committee work generally, and governance work in particular. In the report the Task Force stated:

“Greater emphasis must be placed on the entire Library as an organization without sacrificing the services of the individual units. Library administration can emphasize the need for more CS participation in governance by cross-training staff from different units

or allocating resources for hourly workers if necessary to ensure CS staff and their supervisors are not put under undue stress.”

The proposed Library Council will be very busy with the duties as assigned and a minimum contribution would be 4 hours a month, and much longer for those taking on additional roles such as vice-chair or secretary.

It is the opinion of LCIT that if any attempts to change governance structure are to be successful there must be a plan in place for administration to consistently provide:

- official communication that all civil service staff are eligible to serve
- student hourly, GA support, or cross-training to provide backup for civil service members who are elected to serve
- flexible spaces on site to attend meetings in private should they be online

A. Clarify areas of responsibility for the Library Council

Created a Proposed Charge

The scope of the LC, and the relationship to EC and the administrative team resulted in multiple options being considered for the designation of LC duties before the final version was solidified. The area of administrative reviews was one area of discussion. The Dean directs the performance reviews for the Assistant University Librarians, Directors, and Unit Heads, and the committee felt that LC was a more representative body in administering these reviews moving forward. Leadership of the 5-year review being shifted from EC to LC is another change from current practice, but consistent with the advice in the Statutes - see Statutes, Article III, Section 3.b - the five-year review is conducted “in a manner to be determined by the college faculty.” This change reflects feedback from both EC and individuals that EC must not retain all the same duties and the assigned LC duties should demonstrate trust across employment classifications. Additionally, the Statutes include guidelines for this process that LC will follow, and they may engage other committees as necessary to administer this review. The final version of the shared responsibilities of LC and EC reflects an adherence to the duties of faculty as defined in the statutes but also an opportunity to include broader and more representative input into decision-making.

B. Reconcile the role of Divisions and Division Coordinators in AC

AC members are appointed as part of the Divisional structure only and by virtue of being Division Coordinators (a role which requires faculty status) rather than being elected from their peers or from a desire to serve on AC. LCIT recognizes that Divisions are not inclusive bodies and participation in Division meetings often excludes staff and students. Due to shifting organizational structures within the Library, some employees are not represented by one of the existing Divisions of the Library. Further, Division Coordinators are always faculty. For these reasons, LCIT believes in order to provide a more balanced governance structure for the Library, the newly envisioned Library Council does not need to have members specifically representing

Divisions. Divisions, unit heads, and all others will have the opportunity to provide feedback and voice concerns in the open session of the meeting.

C. Identify areas of potential overlap

While EC has various roles as defined by the Statutes (Article III, Article VI) LCIT has identified the following areas of governance in which responsibilities should be shared by both the Library Council and EC to provide broad, representative advice and guidance to the Dean. We have included a Venn Diagram as a non-exhaustive list of examples as Appendix A to this report and proposal.

1. Preparation of the Library budget
2. Advises on the proposal and implementation of library-wide program initiatives and policy changes and participates in those revisions.
3. Appointment, reappointment, non-reappointment of positions held by non-faculty personnel
4. Creation and appointment of library-wide committees not exclusively composed of Library faculty

D. Propose procedures for meeting in joint session should doing so be occasionally advantageous to the University

The charge stipulates that “Joint sessions of the Library Council and EC will be regularly scheduled at least once each semester.” There is language to allow for the calling of more joint sessions, but of course the committee itself might propose more frequent standing joint sessions after the implementation.

Other Considerations

Below are responses to the above-noted “other considerations” LCIT was asked to address.

I. The number and allocation of seats including the following employment groups: those represented by LCP, LSSC, and Faculty, create a role for graduate assistant representative(s)

The total number of elected members is proposed to be nine (9), with three (3) each from the following employment groups: Academic Professionals and Civil Service staff represented by LCP, Civil Service Staff represented by LSSC, and Faculty.

The Library Council will be chaired by the University Librarian and include the following ex-officio (non-voting) members: Associate University Librarians, Assistant Deans, and Directors.

A graduate assistant representative will be selected by the Dean of the Library as a non-voting member. This individual will support the secretary and help disseminate relevant information from the Library Council to other student employees within the Library.

II. Election process

The proposal explains the process by which members of the Library Council are elected to serve a two-year term and may serve no more than two consecutive terms. Keeping consistent with current practices in Article III B of the Library Bylaws, elected members must have at least a 50% appointment in the Library and have been employed for a minimum of twelve (12) months.

To bring the LC election process into our current structure, election to the Library Council will be conducted by the Nominations, Elections and Voting Procedures Committee (NEVP) in the spring of each year, with the term of office to begin the following August 16th. Members of the Library Council will be elected by and from the members of all employment groups (Academic Professional and Civil Service staff represented by LCP, Civil Service Staff represented by LSSC, and Faculty).

III. Consider the role and make-up of Council officers

The officer duties mirror those as described on the EC page and charge. One voting member will be elected annually as vice-chair of the Library Council. Duties include chairing sessions of the Library Council in the absence of the Chair and communicating decisions to parties who brought issues to the attention of the Library Council.

One voting member is elected annually to serve as secretary of the Library Council. Duties include providing agendas and minutes for the Library Council sessions and aiding the chair and vice-chair as needed. Ex-officio members will be invited by the secretary to attend a session as appropriate. Others from EC, LCP, and LSSC may also be invited by the secretary to attend a session as appropriate. The secretary will solicit agenda items from Library Council members, Division Coordinators, EC, LCP, LSSC, and the Library at-large. Any Library employee can, and is encouraged to, submit agenda items for consideration by Library Council.

The Library Council may appoint other officers to support their work as needed.

IV. Consider the role of ex-officio members

After receiving more feedback, we extended inviting LSSC and LCP representatives to the joint sessions. Ex-officio members will advise on areas under their purview and collaborate with the Library Council in the execution of the Library Council's work.

Library Council Final Proposal

Fall, 2022

Charge

The Library Council serves as an advisory body to the University Librarian regarding the promulgation and implementation of standards and procedures; and the use, improvement, and management of public space, including issues of facility accessibility and inclusion, and events in those spaces. The Library Council drafts and implements operational policies at the behest of the University Librarian, maintains a schedule of policy lifecycles, and notifies the University Librarian of necessary review or revision issues. The Library Council will provide advice on performance of the administrative team as directed by the Dean. The Library Council will lead the five-year performance evaluation of the Dean.

The Library Council, in conjunction with Executive Committee (EC), advises the University Librarian on the preparation of the Library budget, proposals and implementation of library-wide program initiatives and policy changes, appointments, reappointments, and non-reappointments of positions held by non-faculty personnel, and on the creation and appointment of library-wide committees not exclusively composed of Library faculty.

The Library Council performs other advisory functions as may be assigned or delegated to the Library Council by the University Librarian, in consultation with EC, and codified in the Library bylaws.

Membership and Responsibilities

The total number of elected members is nine (9), with three (3) each from the following employment groups: (1) Academic Professionals and Civil Service Staff represented by LCP, (2) Civil Service Staff represented by LSSC, and (3) Faculty.

One voting member is elected annually as vice-chair of the Library Council. Duties include chairing sessions of the Library Council in the absence of the Chair and communicating decisions to parties who brought issues to the attention of the Library Council.

One voting member is elected annually to serve as secretary of the Library Council. Duties include providing agendas and minutes for the Library Council sessions, and aiding the chair and vice-chair as needed. Ex-officio members will be invited by the secretary to attend a session as appropriate. Others from EC, the Library Committee of Academic and Civil Service Professionals (LCP), and the Library Staff Support Committee (LSSC) may also be invited by the secretary to attend a session as appropriate. The secretary will solicit agenda items from Library Council members, Division Coordinators, EC, LCP, LSSC, and the Library at-large. Any Library employee can, and is encouraged to, submit agenda items for consideration by Library Council.

The Library Council may appoint other officers to support their work as needed.

The Library Council will be chaired by the University Librarian and include the following ex-officio (non-voting) members: Associate University Librarians, Assistant Deans, and Directors.

A graduate assistant representative will be selected by the Dean of the Library as a non-voting member. This individual will support the secretary and help disseminate relevant information from the Library Council to other student employees within the Library.

Meetings

Library Council will meet twice per month. Library Council will coordinate with EC to meet on alternating weeks as appropriate.

Agendas will be posted at least two business days prior to the meeting. Library Council will establish a schedule to provide regular updates on its work to the library at-large. Minutes, agendas, and final versions of approved documents will be posted to the Library Council webpage in a timely manner.

Each Library Council meeting will allot a time slot for open session to invite feedback from any library employee. Library Council will reserve the right to go into closed session based on the sensitivity of the agenda items being discussed. Votes will be conducted in closed session with names being withheld from final vote results in order to empower equitable participation from all voting members regardless of classification or rank. Ex-officio members will be dismissed prior to votes.

Joint Sessions

Joint sessions of the Library Council and the EC will be regularly scheduled by LC and EC Secretaries at least once each semester. LSSC and LCP representatives will be invited to the joint sessions. Additional joint sessions may also be called at the discretion of the University Librarian in cooperation with the secretaries of those bodies or by a majority vote of the members of EC or Library Council.

Election Process

Elected members of the Library Council serve a two-year term and may serve no more than two consecutive terms. Elected members must have at least a 50% appointment in the Library and have been employed for a minimum of twelve (12) months.

Election to the Library Council will be conducted by the Nominations, Elections and Voting Procedures Committee (NEVP) in the spring of each year, with the term of office to begin the following August 16th. Members of the Library Council will be elected by and from the members of all employment groups (those represented by LCP, LSSC, and Faculty) by electronic voting means or by mail ballot. A nominating ballot will contain the names of all those members eligible and willing to serve for each classification, with a separate page designating each classification. LSSC and LCP will provide the lists of eligible candidates in the employment groups they represent for the nomination ballot.

The final ballot must contain at least two candidates for each vacancy to be filled. For the nominating and the final ballots, each voter will have as many votes as there are vacancies to be filled. The names receiving the highest number of votes on the Final ballot will be elected.

NEVP will run elections concurrently for open positions. The Final ballot will consist of three pages, one page for each of the following classification groups: (1) Academic Professionals and Civil Service Staff represented by LCP, (2) Civil Service Staff represented by LSSC, and (3) Faculty.

Submitted by the following members of the original Library Council Implementation Team:

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Previous members of the original Library Council Implementation Team:

John Laskowski (co-chair)
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Appendix A

