

Appendix A: General overview of leadership responsibility structures and related issues

Preamble and background context

In University parlance, the Library functions as an undivided college: there are no formally recognized subdivisions/departments within the Library overseen by department chairs or department heads with first level review roles in promotion and tenure processes, as is common in larger colleges and which are governed by specific provisions in Statutes. Given that the Library is a unit with university-wide responsibility for library and information services to all academic units of the university except Law, the head of the Library carries the title ‘University Librarian,’ or the librarian to the entire university, and the next level of senior academic leadership reporting to the UL are ‘Associate University Librarian’s . Given that librarians have significant and unique roles and expertise directly connected to the core academic mission of the university, they are faculty and enjoy the same privileges and responsibilities as faculty in other parts of the university. The head of the Library, therefore, also carries the title of Dean, as is typical of the senior academic leader in a college, and the next level of senior academic leadership are ‘Associate Dean’s.

One critical way in which the Library’s academic role is unique is the specific application of accumulated knowledge and training for the purpose of creating new knowledge. In the other colleges, a primary expression of this is teaching activities leading to the conferral of a degree. The specific content of these teaching activities varies by discipline of course, but in their overall structure and function there is a high degree of necessary uniformity, as class offerings must be aggregated and accumulate in such a way that they can be grouped into programs and conferral of degrees. This lends itself to a predictable set of internal activities such as admissions and curriculum committees that tend to be common across colleges, and which therefore enjoy additional support from various higher-level offices, including the Office of the Provost and specific Vice Provosts portfolios within (undergraduate learning, enrollment management, graduate education, etc.)

In the Library, however, the array of specific academic functions led by faculty is more specialized and most of the higher-level support and oversight is unique and internal to the organization, translated and represented to higher level academic leadership (peer Deans, Provost and Vice Provosts, Chancellor and Vice Chancellors) in part through the specific actions of the Dean/UL, including to the Senate Committee on the Library. Teaching activities led by library faculty often closely resemble those of their academic peers: course-integrated instruction, supplementary instruction, academic skills workshops and

related activities will look very similar to courses, though typically of a more focused nature and of shorter duration¹. All other academic programs and functions led by the Library are unique at the university. Reference and research consultations, knowledge arrangement and description, collections development and curatorship, library-specific applications of technology and methods are a few examples.

Given that there must be clear and strategic oversight of all of these unique functions, the Library must arrange itself in such a way that program administration and leadership is clearly articulated and delegated from the Dean outwards. Given that library work is very dynamic, with forms and functions in a state of almost constant change over our history, it is likely that the internal administrative structure will change more frequently than disciplinarily structured departments in colleges will. Indeed, a look back across the library's history shows a structure in almost constant flux. In addition, to best facilitate the extensive levels of collaboration above the campus and to engage most productively in standards development and other such field- and discipline-shaping activities, it is usual for research libraries to have some similarity in how they are internally structured so that peers at other libraries can identify and collaborate with each other. Historically, we have done this through Associate University Librarians and unit heads, and will continue to in this reorganization.

As we approach the implementation phase of a reorganization, a number of questions have arisen about the expected roles of AULs and unit heads and whether the reorganization represents a significant structural shift in either role. Briefly stated, it does not, as will be explained in further detail below.

Associate University Librarians/Associate Deans have these core roles:

- Direct responsibility for the mentorship and supervision of unit heads in their reporting lines; indirect responsibility for these and related personnel functions for individuals not reporting directly to them. *This is not a change from current and longstanding practice, except that the recent revision to the faculty annual evaluation involves the AUL in more intentional formative and summative evaluations of faculty unit heads.*
- Significant strategic and budgetary responsibility in one or more areas of library programming and unit support. *This is not a new concept for the AUL head role, but it articulates the expected responsibilities more explicitly and in such a way that there are neither gaps nor redundancies library-wide unless intentionally designed*

¹ As a matter of Library policy, library faculty do not serve as the instructor of record for courses offered through other colleges and units without a specific arrangement approved by the Dean, most often an overload (Service In Excess).

to be shared or collaborative leadership responsibilities. Generally speaking, the AUL will most often be the individual who commissions and approves work (the A in RACI terms), but direct leadership responsibility for the work is delegated to unit heads or individuals (the R in RACI terms). These individuals are expected to involve others in the work itself (the C – contribute to or be consulted on—in RACI terms) and inform a broad array of faculty and staff who need such awareness to carry out their own work (the I in RACI).

- Lead/direct/supervise the organization in the absence of the Dean and University Librarian and collectively administer the library in collaboration with other members of the Senior Administrative Team (SAT).
- The above is not intended to materially alter any of the provisions of the [‘Unit Heads and Associate University Librarians: Appointments, Evaluation and Administrative Components of Salary’](#) guidance that has been in practice for many years. As a practical matter, however, it has not been updated since 2001, and is likely due for a refresh and update to capture a variety of adjustments that have been made over time. The primary change underway in the current reorganization is to update the portfolios of the AULs to ensure complementarity of roles, reasonable division of administrative responsibility, and to fill any gaps in leadership for major library functions.

Unit heads have these core roles:

- Responsible for personnel and administrative aspects of their unit and ensuring that appropriate applicable policies and procedures are effectively implemented. Depending on the size and internal complexity of the unit, such responsibilities may be further divided and delegated to others in their reporting line, but the unit head maintains higher level responsibility in these areas, including to represent them in budget, personnel, planning, and other such activities in conjunction with peers across the library and in partnership with AULs, the Dean/UL, and other senior library leaders. Supervise and evaluate all faculty and staff in the unit, directly or indirectly. *This is not a change from current and longstanding practice, except that the recent revision to the faculty annual evaluation involves the unit head and other faculty supervisors in more intentional formative and summative evaluations of faculty.*
- Carry one or more areas of library-wide responsibility, which includes the obligation to meaningfully engage colleagues and other units who have a role in such programs or services. *This is not a new concept for the unit head role, but it*

articulates the expected responsibilities more explicitly and in such a way that there are neither gaps nor redundancies library-wide unless intentionally planned to be shared or collaborative. Depending on the number and complexity of these responsibilities, such responsibilities may be further divided and delegated to others in their reporting lines, but the unit head maintains higher level responsibility in these areas, including to represent them in planning and strategy activities in conjunction with peers across the library and in partnership with AULs, the Dean/UL, and other senior library leaders.

- May function as a practitioner or expert (individual contributor, etc.) in one or more areas. Given the overall scope of Library responsibilities and programs, as well as the varied size of Library units and budget realities, there is no one size fits all approach to determining the specific non-library-wide leadership functions that the unit head will also be responsible for. Given the importance of strong library-wide leadership, engagement in collaborative strategic planning and prioritization, and ensuring that the Library has strong collaborative relationships with leaders in other colleges and academic units, these functional responsibilities should take precedence over others whenever possible. *This is not a new concept for the unit head role, but it emphasizes the importance of practitioner activities that are best suited to a senior leader such as a unit head.*
- The above is not intended to materially alter any of the provisions of the '[Unit Heads and Associate University Librarians: Appointments, Evaluation and Administrative Components of Salary](#)' or the '[Unit Head Responsibilities Guidelines](#)' that have been in practice for many years. As a practical matter, however, neither has been updated since 2001, and is likely due for a refresh and update to capture a variety of adjustments that have been made over time. The primary change underway in the current reorganization is to update the portfolios of the units to ensure complementarity of roles, and to fill any gaps in leadership for major library functions.
- As reorganization has progressed, some specific questions about the unit head appointments have arisen, including:
 - Do the changes of the reorganization impact the unit head's faculty role and appointment vis a vis their ability to participate in Academic Senate and related activities? In a word, no. As is discussed elsewhere in this appendix, the changes underway with reorganization do not change the base faculty

appointments or the administrative apportionments of unit heads in any way expected to impact eligibility to serve in Senate².

- Budgetary responsibilities and funding provisions. The Library has long operated under a model where vacated positions return to the center and refilling any positions are considered in light of overall priorities and budget capacity. The reorganization does not in and of itself alter any of these understandings. However, as has been recognized multiple times in multiple settings, the current annual processes for requesting funding for preprofessional graduate assistants and hourly employees is not ideal and should be revised. There are two important activities that should take place before these budget processes are redesigned:
 - Under the leadership of the Assistant Dean for Business and Human Resources, unit heads, AULs, and other supervisors collaborate to complete an hourly wage standardization structure
 - Under the leadership of the AUL for Operations and Services, all libraries with public services (possibly excepting RBML and University Archives, who are simultaneously engaged in their own public services refresh) must complete work underway to articulate a standard framework for public service staffing that is consistent library-wide and demonstrably linked to evidence of use/need and responsive to other core concerns such as personal and collections safety and security.

Unit head appointment details and special cases

- Most unit heads will have base faculty appointments, in keeping with the identity and function of the Library as a central academic unit, the university-wide expectation that faculty lead academic work, and recognizing the obligation to mentor and supervise other faculty. In the Library, the unit head appointment is made at the discretion of the Dean/UL as a supplement to the base appointment and is generally for a term, typically a five-year term, with a significant review between any subsequent or renewed appointments. There is typically an administrative stipend accompanying this appointment, but such an appointment does not translate into a formal administrative percentage in university compensation and tracking terms. The Dean/UL remains the only individual

² Periodically, tenure system faculty at the University of Illinois Urbana-Champaign (UIUC) consider the question of whether or not to form a union (collective bargaining unit)s, and those explorations are once again underway. If T/TT faculty do achieve recognition as a collective bargaining unit, there could be an alteration in the status of unit heads vis a vis non unit head faculty.

appointed in the library with both a base faculty and a formal administrative appointment. *This is not a change from current and longstanding practice.* The Senate Constitution³ and the Senate Election Rules for the Senate Electorate⁴ both have passages addressing these issues in more detail:

- Constitution Article II section 1 reads in part: “The faculty electorate shall consist of all persons of the campus non-visiting academic staff, excluding persons holding administrative appointments in excess of one-half time” . Only the Dean/UL has an administrative appointment that meets this criteria (note that the Dean/UL is an ex officio member of the Senate as articulated in Article V Section 1 of the Constitution)
- Election Rules 3.3 read “*Department Heads*. If an institute, school, or other academic unit is freestanding and separate from any college, then its director or chief administrative officer is not a member of the faculty electorate. This position is like that of a dean. If the academic unit is a subordinate part of a larger college, then the director or chief administrative officer is like a head of a subordinate department, in which case the person is a member of the faculty electorate.” Although this language specifically uses the ‘Department Head’ language (which does not apply to unit heads in the library) the other criteria indicate that the standard for being excluded from the electorate is high and requires independence from a larger academic unit.
- There are faculty currently serving as unit heads or AULs without a separable unit head appointment who have been ‘grandfathered in’ because they were hired before the Library shifted to the unit head appointment scheme described above. Where the individual’s fundamental role is not changing through the reorganization, there may not be a need for any change, though changes can of course be considered once reorganization implementation passes the internal unit head search phase and specific areas of responsibility are under discussion between unit head and faculty, with involvement of the relevant AUL and general oversight of the Dean/UL (and every year thereafter as part of the annual review, and/or when other significant changes in conditions or programmatic focus occur). Where the individual is continuing as a unit head but does not receive the administrative stipend such an appointment carries for peers, change may be needed both to address any pay inequities and to implement an understanding of a periodic major review, and will likely involve a set of conversations and arrangements unique to the individual. In

³ <https://senate.illinois.edu/constitution.asp>

⁴ https://senate.illinois.edu/electrule_faculty.asp

general, the desire is to create as little disruption as possible to individuals' base appointments and pay, while also being mindful of equity issues across the organization. Where the individual is no longer serving as unit head, other conversations will be appropriate. Additional practice and guidance such as the 'Head, Coordinator, and Assistant in Faculty Job Titles: Definitions and Use'⁵ will also be relevant, while noting that this document, too, has not been updated in many years and may require attention and revision.

- Some unit heads with no faculty supervisory responsibilities may carry Academic Professional appointments rather than base faculty appointments. In these cases, they usually have only a single appointment, but recognizing the need for periodic assessment, will receive a significant periodic review, normally on the same five-year cycle as their unit head peers. This will likely require additional documentation, as this is not currently articulated for all such individuals.
- *In very rare cases*, AP unit heads may supervise faculty with approval and consent of both parties and the approval of the Office of the Provost. This may be considered when the majority of the individuals in a unit are APs or Civil Service staff, but where the commonality of focus and/or the need for the leadership and supervisory capacities of a specific unit head make this desirable for the organization as a whole. Where this happens, an agreement will be developed capturing all expectations and understandings. These unit heads will mentor, supervise and evaluate the individual faculty on their day-to-day work, but in keeping with the current annual faculty evaluation process, depend on the Faculty Review Committee (FRC) for the bulk or totality of the evaluations of research and service. Circumstances will vary; where higher-level academic oversight is appropriate, such unit heads may work closely with their AUL to provide such support to the faculty in their reporting line. *This is not expected to be a common arrangement.*
- Job descriptions for the newly created unit head positions will be developed and shared as soon as possible.

⁵ <https://wordpress.library.illinois.edu/staff/head-coordinator-and-assistan-in-faculty-job-titles-definitions-and-use/>