



# **Library Councils in Canadian Academic Libraries:**

## ***Scanning the Literature***


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Eva Revitt (MacEwan University)



# Collegial Governance

A decorative network diagram in the top right corner, consisting of various sized circles (nodes) connected by thin lines (edges). Some nodes are solid grey, while others are hollow with a grey outline. The connections form a complex, interconnected web.

The structure and processes by which decisions are made:

- ◎ Complex/contextual
  - ◎ Distinct from management/leadership
  - ◎ Dimensions of authority, power differences
  - ◎ Negotiations, decision-making
  - ◎ Accountability
- 
- A decorative network diagram in the bottom left corner, similar to the one in the top right, featuring a cluster of interconnected nodes and lines.

The C.A.U.T. Bulletin

A Publication Of The CANADIAN ASSOCIATION OF UNIVERSITY TEACHERS OF UNIVERSITY TEACHERS

THE C.A.U.T. BULLETIN

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Brief to the Commission on Post-Secondary Education in Ontario

Ombudsmen in Universities

Primer on Tenure — Qu'est-ce que la Permanence ?

Canadian Universities: Problems and Solutions

VOLUME 20 TOME NUMBER 3 NUMÉRO

CANADIAN ASSOCIATION OF UNIVERSITY TEACHERS / ASSOCIATION CANADIENNE DES PROFESSEURS D'UNIVERSITÉ

CAUT/ACPU BULLETIN

OCTOBRE/OCTOBRE 1963 VOL. 12, No. 2

CAUT Council begins on a note of sadness

Delegates to the 1963 CAUT Council met in Ottawa, Ontario, Oct. 25. There were 116 members...

Fourth Concordia professor dies

CAUT will receive that Professor D. Zepos of Concordia University and his wife...

Concordia: décès d'un quatrième professeur

L'ACPU a l'honneur d'annoncer que le professeur D. Zepos de l'Université Concordia est décédé le 21 septembre...

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Les délégués de la 116e assemblée du Conseil de l'Association des professeurs d'université du Canada se réunissent à Ottawa, Ontario, le 25 octobre...

Le Conseil commence ses travaux dans la tristesse

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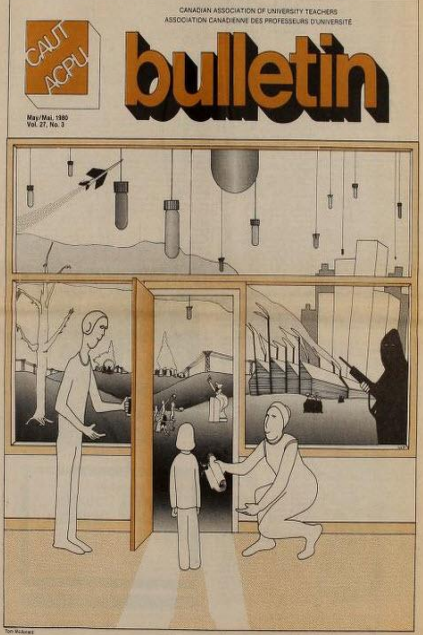
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The Mikaloff

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BULLETIN

canadian association of university teachers association canadienne des professeurs d'université

Academic Freedom and Curriculum La mérite et l'argent

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ACADEMIC FREEDOM FUND Faculty Association Donors

Table listing donors and amounts for the Academic Freedom Fund Faculty Association.

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Quebec's tuition hikes panned

Students and parents in Quebec are protesting against the proposed tuition increases for the next academic year...

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Bibliothécaires (Page 10)

Landmark decision (Page 8)

Accord Debated (Page 7)

Academic Freedom and Curriculum La mérite et l'argent



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“All librarians should be members of a Library council which is chaired by the Chief Librarian. The Council should have responsibility for the development of policies and procedures for the operation of the library as a whole and should be **responsible to the senate or equivalent body**”

Section V, [CAUT/CACUL Guidelines on Academic Status for University Librarians \(1976\)](#).



“

Furthered our role as an “...integral part of the educational process”

Lillian MacPherson, [“Rank or Classification for Librarians?”](#) *CAUT Bulletin* 26/4 (1977): 10



“

“...those of us wishing to be academic  
LIBRARIANS and those of us wishing to be  
ACADEMIC librarians and those of us wishing to  
be, simply, academic librarians”

Leona Jacobs. [“Library Councils in Canadian Academic Libraries: A Summary of Responses.”](#) (2008): 15.



“

“...to have a library staff also reporting, through a Council, directly to Senate as is suggested...  
**would lead to anarchy”**

Margaret Beckman, [“Library Governance.”](#) *CAUT Bulletin* 24/5 (1976): 22.



“

- ◎ 4:1 support staff to librarians
- ◎ Librarians need to be managers and do not have time
- ◎ Librarians required to function as a team in a way that faculty rarely were

Tom Eadie, [“Librarians and Collective Bargaining.”](#) *CAUT Bulletin* 25/7 (1978): 14.



# 1977: Library Council Functions

## York University

- Deliberate on library policy
- Advise the Director of Libraries
- Legislate committee policies and procedures

## Laurentian University

- Make recommendations on the affairs of the library
- Chief Librarian was an ex officio member of who generally accepted Council's recommendations

Vivienne Monty. [“Professional Librarians at York.”](#) *CAUT Bulletin* 26/4 (1977): 10, Ashley Thompson, [“C.A.U.T/C.A.C.U.L. Document at Laurentian.”](#) *CAUT Bulletin* 26/4 (1977): 10-11.



“

“Chief Librarians still maintain great autonomy  
and **Library Councils analogous to Faculty  
Councils have been slow to develop**”

Victor Sim. [“Librarians Discuss Advancement Difficulties at Western Conference.”](#) *CAUT Bulletin* 26/6 (1979): 6.



“

1. Library council of all academic librarians on staff **consider all matters of academic policy** & develop policies to be considered by senate
2. Senate library committee to work more like other senate committees; charged with ensuring proposed academic policies are in line with existing ones
3. Increased presence of rank and file librarians to senate would further **embed the library into wider university governance structures**

Richard H. Ellis, [“Putting Policy in the Stacks: Could a Library Council Be the Answer?”](#) CAUT Bulletin 27/5 (1980): 9-10.



“

“...most Library Councils represent a **weak form of collegiality** or of governance by rank and file librarians.”

Robert Moore, [“Library Councils Offer Weak Form of Collegiality, Governance.”](#) *CAUT Bulletin* 35/5 (1988): 18.



“

- ◎ [Library Councils] should function similarly to faculty councils
- ◎ Chief librarian occupy the role of a dean
- ◎ Venue where budget proposals are first discussed & debated
- ◎ Not merely an advisory body

Canadian Association of University Teachers. *Governance & Accountability: The Report of the Independent Study Group on University Governance*. Ottawa, ON: Canadian Association of University Teachers, 1993.



“

“It is not, therefore, surprising that some of them see this attitude as a form of discrimination against women. University libraries should be operated in a fair and constitutional manner, just as faculties ought to be”

Canadian Association of University Teachers. *Governance & Accountability: The Report of the Independent Study Group on University Governance*. Ottawa, ON: Canadian Association of University Teachers, 1993: 49.



“

“[if] the library council does not function productively as a collegial governance body within the library, **then the librarians should work to change it**”

Ruth Sheeran, ["An Active Role for Librarians"](#) *CAUT Bulletin* 45/5 (1998).



“

“A failure to distinguish between the two [management and governance] functions can result in problems if the administrators fear that the library council will encroach on their managerial responsibilities”

Canadian Association of University Teachers. "CAUT Librarians' Committee Discussion Paper on Library Councils" (1999; revised 2007).



## Jacobs (2008)

2008 Survey revealed:

- 13/25 respondents had library councils
- More common in flat organizational structure
- Majority chaired by UL
- Only 5 report to senate

Leona Jacobs. [“Library Councils in Canadian Academic Libraries: A Summary of Responses.”](#) (2008)



“

“is the idea behind the concept of a library council about the emulation of faculty structures so that they will accept us as academic staff? OR is it about a structure that truly has merit for determining and accomplishing the goals of the library? **Can it be both?”**

Leona Jacobs. [“Library Councils in Canadian Academic Libraries: A Summary of Responses.”](#) (2008): 15.



“

Institutional theory attempts to explain why organizations in **field** tend to look and act the same.

*J.A. Miles. "Jossey-Bass business and management reader: Management and organizational theory " (2012).*



“

“...forces one unit in a population to resemble other units that face the same set of environmental conditions”

DiMaggio & Powell. “The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields.” *American Sociological Review*, 48 (1983):149.

# Three Isomorphic Pressures:

1. **Coercive** isomorphism is the pressure exerted by governments, laws or other organizations
2. **Mimetic** isomorphism is when organizations, model themselves after others perceived more successful
3. **Normative** isomorphism stems from the networks, standards and established practices of professional groups

DiMaggio & Powell. "The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields." *American Sociological Review*, 48 (1983):149.



“

“ . . .filtered by a common set of attributes, they will tend to view problems in a similar fashion, see the same policies, procedures and structures as normatively sanctioned and legitimated, and approach decisions in much the same way”

DiMaggio & Powell. “The iron cage revisited: Institutional isomorphism and collective rationality in organizational fields.” *American Sociological Review*, 48 (1983):153.

# Collegial Governance

Is it effective?



Does it matter?



# Effective Collegial Governance

## University of Maryland

- Lost 20% of its budget
- Eliminated 29 programs, 7 departments and 1 college
- Capable of bleeding their own ranks for the sake of institutional welfare

## Eckel (2000) Case studies of 4 universities

- Faculty willing and able to make difficult decision to cut programs for the benefit of the university

Robert Griffith. "Budget cuts and shared governance: An administrator's perspective." *Academe*, 79/6 (1993):15-17.

Peter D. Eckel. "The role of shared governance in institutional hard decisions: Enabler or antagonist?" *Review of Higher Education*, 24/1, (2000):14-40.






BERLINER  
PHILHARMONIKER



- Have input into how the orchestra is managed
- Vote to select new musicians and chief conductor



# Strengthened Governance Processes & Fostering Collegiality:

1. Attract and retain top academic talent
  2. Are more important than dissatisfaction with salary
  3. Positively correlated with institutional financial performance
- 



“

“... leadership may sometimes be as significant (if not more significant) for the damage it causes as for the benefits it brings in its wake”

Alan Bryman. “Effective leadership in higher education: a literature review”. *Studies in Higher Education*, 32/6 (2008): 707.



“

“The faculty’s role in governance . . . is the foundation for academic freedom”

Janet Wallach Scott. “The critical state of shared governance”. *Academe* 88/4 (2015): 42.



“

- ◎ “participation of academic staff in governance structures”
- ◎ Expression of a diversity of views & opinions
- ◎ No inappropriate advantage
- ◎ Ensure inclusiveness



# Thanks!

## Any questions?

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