

## **AGREEMENT REGARDING THE LIBRARY OF THE CLAREMONT COLLEGES**

### **I. Updating Library Governance**

This document updates the March 1971 agreement that established a central library system for The Claremont Colleges. Its purpose is to ensure that the Claremont Colleges Library is a forward-looking, state-of-the-art resource that is deeply connected to and actively supports the academic programs of each college. Through its governance within the seven-college framework, the library helps to build academic community across the campuses. By doing so, it stands as one of the preeminent academic resources of The Claremont Colleges, and their health depends on the health of the library<sup>1</sup>.

### **II. The Library's Purpose and Scope**

To serve the information needs and knowledge development of students and faculty members, The Claremont Colleges support the Library of the Claremont Colleges as a central academic resource. The members of the consortium have agreed to provide and maintain facilities and services comparable to those found in universities of similar size and scope of instruction and research. The members also aspire to foster a library program capable of helping to bind the academic programs of the colleges together through shared access to the scholarly record and sophisticated support of dynamic, interdisciplinary intellectual inquiry.

The members of the consortium will periodically review and affirm key strategic directions for the library.

### **III. Governance and Administration**

This governance agreement creates a three-part structure for the governance and administration of the library: strategic, executive and administrative. Responsibility for strategic oversight of the library lies with the Joint Governance Committee, a combination of the Academic Deans Committee and the Council of Presidents (See IV.A.). Executive authority rests with the Lead College (See IVB) and the Dean of the Library (See IVC). Responsibility for administration rests with the CUC (See IVD).

Figure One, attached as Appendix One, provides a schematic overview of this division of responsibility.

---

<sup>1</sup> Paraphrased from "Library Governance Principles" (Council of Presidents, Spring 2011).

#### **A. The Joint Governance Committee**

The Joint Governance Committee provides strategic oversight of library programs, services, and collections. The committee consists of the president and chief academic officer of each member institution. The Chief Executive Officer of the CUC and the Dean of the Library will be non-voting members. It meets at least three times per academic year, usually in conjunction with a meeting of the Council of Presidents, to consider or act on strategic matters relating to the library.

Each member institution has one vote on the Joint Governance Committee. Decisions require a super majority (5/7) favorable vote. .

The Joint Governance Committee is responsible for:

- Approval of the library's strategic plan.
- Review of the annual library budget before submission for approval to the Council of Presidents
- Recommending major capital projects for the library to the Council of Presidents.
- Appointment and contract renewal for the Dean of the Library.
- Approval of the Dean of the Library's compensation.
- Approval of a comparison group of libraries for benchmarking library operations.
- Oversight of the periodic updating of the library mission, vision, values, and strategic plan
- Ensuring that the library is included in strategic and advancement plans for the member colleges.
- Recommending a fundraising plan for the library to the Council of Presidents.
- Approval of specific exceptions to CUC Human Resources policies and procedures for library staff.
- Selection of the new lead college as specified in (B) below.

## B. The Lead College

The library will be supervised under a rotating lead-college model. Each member institution will have the opportunity to serve as lead college with primary responsibility for overseeing the library for a term of five years. (The first rotation may be of longer duration.) At the end of each term, the lead position will generally move to another institution. The Joint Governance Committee will select the new lead college at least one-year before the term of the existing lead college expires. The rotation schedule may be adjusted to accommodate leadership transitions or other special circumstances.

The president of the lead college will be the Lead President for the term of the rotation. The chief academic officer (CAO) of the lead college will be the Lead Dean/CAO for the term of the rotation. The Lead President and Lead Dean/CAO provide executive oversight of the Dean of the Library and of library operations so as to insure that decisions align with the strategic goals established by the Joint Governance Committee.

The Lead President is responsible for:

- Convening and developing the agenda for the Joint Governance Committee
- Assuring that the Lead Dean conducts annual performance reviews of the Dean of the Library
- Oversight of the library's annual budget once approved by the Council of Presidents.
- Recommending the Dean of the Library's annual compensation to the Joint Governance Committee.
- Approval and transmission of major documents to external accrediting agencies.

The Lead Dean is responsible for:

- Regular meetings with the Dean of the Library to be informed on library issues and give advice and direction as needed
- Approval of changes in staffing including promotions, position replacements and reallocations, and terminations as proposed by the Dean of the Library
- Consulting with chief academic officers and with advisory groups (See IVA) with respect to library issues and concerns
- Providing an "open-door" for students and library staff to communicate concerns regarding library management
- Working with the CUC and the Dean of the Library to ensure that information technology, administrative support and business services meet the needs of library

operations

- Working with the Dean of the Library to establish specific goals in line with the strategic objectives defined by the Joint Governance Committee
- Leading an annual performance review of the Director of the Library, in consultation with the Joint Governance Committee, to inform the Lead President's recommendation regarding compensation.
- Regular joint meetings with the Dean of the Library and Chief Executive Officer of CUC to discuss personnel strategies and actions that may involve risk and/or liability.

### **C. The Dean of the Library**

The Dean of the Library is the chief executive officer of the Claremont Colleges Library. He/she will be offered a nontenured, coterminous faculty appointment at the Claremont Graduate University and will be an ex-officio member of the ADC and the Joint Governance Committee. The Dean is appointed by the Joint Governance Committee (see IV.A) and reports to a chief academic officer of the Lead College (see IV. B). As the chief spokesperson for the library, the Dean of the Library is assured frequent opportunities for consultation on library matters with the Academic Deans Committee, the Council of Presidents, and other college and college-wide bodies as necessary in the execution of his/her duties. The Dean of the Library will be a non-voting member of the Joint Governance Committee.

The Dean of the Library has the following responsibilities:

- Leadership of strategic planning
- Leadership of the development of library policies with respect to access, collections, and operations
- Ongoing assessment of facilities and information technology needs
- Management and supervision of library staff, subject to the HR policies of CUC
- Proposing and implementing changes in the allocation of library resources so as to achieve strategic goals, subject to the approval of the Lead Dean
- Preparation of annual and multi-year budgets for submission to the Lead Dean, including recommendations for staff compensation
- Assessment of student learning outcomes associated with library services and operations

- Internal and external communication regarding library services, operations and policies
- Negotiation of cooperative agreements with other libraries and with library consortia.

#### **D. The Claremont University Consortium**

The Claremont University Consortium has administrative responsibilities for all library resources. It owns library collections in common for The Claremont Colleges. It owns or contracts for library facilities and equipment and is responsible for their maintenance and upkeep. (See V) CUC provides administrative support for collections and facilities, and for information technology support, business and other administrative services in accordance with service level agreements to be negotiated with the Lead College and Dean of the Library. The CUC oversees any major capital improvements or new construction of library facilities.

All library staff, including the Dean of the Library, are employees of the Claremont University Consortium. All CUC Human Resource policies and procedures will apply, unless the Joint Governance Committee makes a specific exception. Library staff compensation will be based on comparative benchmarks appropriate to each position and a performance review overseen by the Dean of the Library. The CUC is responsible for adherence to state and federal laws with respect to library employees.

The Chief Executive Officer (CEO) of the Claremont University Consortium is a non-voting member of the Joint Governance Committee.

### **IV. The Library and Academic Planning**

The current era of rapid change in library practice and scholarly communication requires a governance model that helps the library continually evolve its methods of anticipating and meeting the needs of the consortium. A key mechanism in this evolution is for the library to become more fully emphasized in strategic planning and advancement efforts by the individual colleges and by the consortium as a whole.<sup>2</sup> Reciprocally, the library must update its strategic plan regularly with the colleges to ensure that it addresses their academic programs and priorities.

#### **A. Library Advisory Groups**

Strategic management of library resources requires that its executive leadership be engaged in ongoing, substantive communication with library users – the faculty and

---

<sup>2</sup> “Library Governance Principles.”

students of the Claremont Colleges. Faculty and students should have a voice in the development of collections policies, in the assessment of library services, and in long term strategic planning. The embedded librarian program (See IVB) will facilitate communication between library staff and faculty on individual campuses. Subject librarians have the responsibility to understand the needs of faculty and students within specific disciplines. In addition, faculty, students and the Dean of the Library will benefit from cross-disciplinary, intercollegiate conversations about the library. To facilitate these conversations, the Joint Governance Committee and/or Dean of the Library may define and create faculty or faculty and student committees to advise it on matters of library policy, facilities improvements, and strategic directions. Currently, the Advisory Board for Library Planning advises the Academic Deans Committee on matters of policy for Library Planning (ABLP).

## **B. Embedded Librarians**

Each member institution will define the position of “embedded librarian.” The primary benefit of embedding librarians within the faculty is improved communication between each college and the Library. The Library serves all seven campuses but is not a part of any and as a result, communication is a challenge. By embedding a librarian within the faculty of each institution, the Library will be able to better understand the priorities of each college’s faculty and to provide the collections and services needed to support both new and existing academic programs.

While the precise role will depend on the governance structure of the different colleges, the embedded librarian should participate in appropriate faculty meetings, faculty listservs, college committees, task forces, or strategic planning processes so as to ensure ongoing library participation in discussions about teaching and learning, new programs, research initiatives, accreditation, and other topics relevant to library planning and services. The embedded librarian assigned to an institution will meet periodically with the institution’s chief academic officer or his/her delegate. Individual librarian appointments will be for a minimum of two years.

The embedded librarian is responsible for communicating the academic priorities of his/her host institution with the Dean of the Library and other library staff.

## **C. Responsibilities of Member Institutions**

Each institutional member of the Claremont College consortium agrees to include the library in its strategic planning and advancement efforts. Before a member institution launches a new degree-granting program, it has a responsibility to engage the Dean of the Library in the planning process and in the development of a funding mechanism for new resources required to support the program.

Each member institution has the responsibility for advanced communication of plans to create or expand autonomous library collections (See V) and of plans for withdrawal from central library membership (See VII).

Each member institution commits to the integration of its “embedded librarian” (See IVB) into academic planning processes on its campus.

In addition to the embedded librarian, other library personnel may have assignments to member institutions for inclusion in the academic community (e.g., invitations to opening receptions, convocation, commencement, etc.)

## **V. Ownership and Responsibility for Property**

Currently the central library facilities consist of the Honnold/Mudd Library and a leased facility for the storage of lesser-used print materials and for housing some members of the library staff. (Currently, the leased facility is shared with the CUC Records Center.) The library’s resources include print collections amassed over many decades, a rapidly growing digital collection available through campus computing networks, equipment, and a trained library staff that manages these materials and supports the work of students and faculty members.

Given the centrality of the Claremont Colleges Library to the consortium, member institutions have agreed not to create or expand in Claremont a library building or collection (either print or digital) separate from the central library without extensive advanced communication with the Joint Governance Committee concerning the merits of an autonomous vs. shared resource. The creation or expansion of autonomous library resources will not reduce the member institution’s financial obligation to the Claremont Colleges Library.

The Claremont University Consortium owns or contracts for library facilities and owns collections in common for The Claremont Colleges. Books and other library materials are owned and administered as a single coherent collection. However, the collection shall be administered in recognition of the fact that over the years leading up to the formation of a central library in 1971, many gifts of money for the purchase of books, as well as books themselves, have been presented to individual member institutions. The conditions accompanying such gifts shall be respected. Any consideration of sale of such materials will be undertaken in full consultation with appropriate officials of the library, the Claremont University Consortium, and the individual institutions.

The CUC is responsible for facilities maintenance (including custodial services, routine upkeep, and minor repairs and alterations); for the renovation, repair, alteration, and enlargement of library facilities; and for the provision, repair, and replacement of

equipment and furnishings. Utilities (including gas, water, electricity, heat and internet infrastructure), minor equipment, and expendable supplies are provided by the CUC.

## **VI. Financial Support**

All approved budget expenses will be distributed among the member institutions according to a formula based on objective factors to be agreed upon by the Joint Governance Committee. The current budget formula is based on a three year rolling average of faculty and student FTE head count.

The Joint Committee will review and possibly adjust the funding mechanisms to consider the following concerns:

- *Special allowances for new member institutions.* The 1971 agreement specifies that the formula may make special allowances for new member institutions with the expectation that such new institutions will regularly increase their shares until, not later than their tenth year, they will carry their full share.
- *Incremental Costs for New Academic Initiatives.* A new academic program may require significant investments in new resources and materials. An institution that initiates a new program has a responsibility to plan and coordinate financial support for the associated incremental costs for the library.
- *Incentives for institutions to raise external funds on behalf of the library.* The funding formula should provide an incentive for individual institutions to fund-raise on behalf of the library, but maintain a net positive impact of library resources.

## **VII. Withdrawal**

A participating member institution may give notice that it will withdraw from membership in the central library at the end of a college year specified in the notice, which year shall end not less than three years after the notice is given.

If the withdrawing member continues its operations in Claremont, the provision of any library service to its students and faculty must be negotiated with the Joint Governance Committee.

## **VIII. Effective Date**

This agreement will go in effect as of October 1, 2012.

## **IX. Provision for update and amendment**

This agreement will be reviewed by the Council of Presidents every ten years and is subject to amendment by a super majority (5/7) favorable vote of the Council.

# APPENDIX ONE

## Library Governance Overview

