

University Library Cabinet charter

Adopted: 20 May 2020

Team mission

The Cabinet sets policies for and makes high-level strategic and operational decisions on Library-wide matters related to services that support the Library's mission, but are not specifically Library services. Examples of topics include, e.g., merit pay, financial reporting, hiring practices, communications strategies, desktop and IT support. The Cabinet consults with Roundtable and other leaders in the organization to inform its decisions.

Composition and roles

The Cabinet consists of the university librarian, the associate university librarians, the directors of The Bancroft and the C. V. Starr East Asian Libraries, and the directors of development and communications.

The team functions as a group of colleagues. Informed by the perspectives of our individual units, we seek to rise above representing individual units and strive, together, to serve the mission of the University Library as a whole.

Authority and boundaries

Consistent with the policies and mission of the Library, team members have authority to act as they deem appropriate to perform commitments made by the team. We will report regularly to the team on progress on Cabinet goals and commitments.

Agenda

Team members propose to the agenda items they feel will help fulfill the team's mission. Items should be proposed by close of business on the Friday before the upcoming Wednesday meeting (with exceptions as urgent matters arise). The university librarian or designated convener will finalize the agenda by close of business Monday, and may consult with team members about removing items.

- Items may address goals, priorities, policies, position approvals, or high-level operational decisions that affect or implicate goals, priorities or policies.
- We will focus on items that may **require a decision** affecting a

majority of the team (at a current or later meeting), or problems challenging a team member **who may wish to seek advice** from the team before making a decision for his or her unit.

- We will use meeting time efficiently: preparing and making pre-reads available by due date, completing all advance reading, and coming prepared to lead any agenda items assigned.

Decision making

Once the issues have been fully aired and all team members have expressed their views, we will reach decisions. It is our goal to reach consensus. When we don't reach a consensus decision, we will rely on the person most expert, or whose responsibilities are most affected by the issue, or the university librarian to adjudicate the decision. (Note: Our decision making process is under further development.)

Communications expectations

Commitments and decisions and the bases for these may and will be shared with others, except when confidentiality is necessary and stipulated (as in personnel decisions). Regular decision minutes will be made available to both Cabinet and Roundtable; when useful, decisions may be shared more widely.

Cabinet *discussions* are strictly confidential.

Operating principles

As a team, we commit to each other to behave according to some shared principles:

Practice active listening

Focus, listen with an open mind, defer judgement, and ask clarifying questions.

Aim for mutual understanding

Encourage all voices and opinions to be heard, contribute all relevant information and concerns during the meeting, define terms, use specific examples, and challenge your assumptions. To find the best solutions, support the expression of *disagreement*, vigorous as needed, during discussions.

Share responsibility for achieving results

Come to meetings prepared, contribute your energy and expertise, advocate

for what is best for the University Library overall, and affirm group commitments and next steps. Once a decision is made, collectively support the decision.