UNIVERSITY OF MICHIGAN

University Librarian and Dean of Libraries
Position Description

The Search

The University of Michigan invites nominations and applications for the position of University Librarian and Dean of Libraries.

The University of Michigan Library is one of the nation’s premier research libraries. It houses world renowned collections, provides cutting-edge digital technologies that enhance information access, offers instructional programs for the campus community, and serves as the primary academic publishing enterprise of the University. An innovative leader in electronic publishing and digital access, the University Library is shaping the future of libraries through initiatives such as the HathiTrust Digital Library partnership and the Google Books digitization project.

The University seeks a strong advocate for the essential role of the library at a leading research university, a person whose vision and character will inspire continued excellence and innovative new efforts. As chief administrative officer of the University Library, the University Librarian and Dean of Libraries reports directly to the Provost and Executive Vice President for Academic Affairs.

The University

The University of Michigan is one of the great public research universities of the United States. Since its founding in 1817 it has served as a national model of a richly diverse and comprehensive public institution of higher learning that supports excellence in research, provides outstanding undergraduate, graduate, and professional education, and demonstrates commitment to service through partnerships and collaborations that extend nationally and internationally.

Originally established in Detroit, the school moved about 40 miles west to Ann Arbor in 1837. The University has two additional campuses in the cities of Dearborn and Flint. Ann Arbor, with about 115,000 residents, is one of the nation’s great college towns. Cosmopolitan and sophisticated, yet friendly and accessible, Ann Arbor perennially ranks in magazine polls as one of the best places in the United States to live and raise a family.
The University’s position of excellence in higher education rests on the outstanding scholarly and creative contributions of its faculty and on the intellectual quality, vitality, and passion of its students and alumni. A founding member of the Association of American Universities (AAU), the University’s nineteen schools, colleges, and divisions are nationally and internationally recognized. According to the 2012 rankings issued by *U.S. News & World Report*, the University has 95 programs ranked in the top 10. The University sustains leading programs in the arts and humanities, social sciences and natural sciences, and in all of the major professional schools, and it serves as home to one of the largest health care complexes in the world. The University is also recognized for its outstanding interdisciplinary institutes and centers.

The University’s Ann Arbor campus has more than 5,000 faculty and enrolls nearly 43,000 students (27,400 undergraduates and 15,300 graduate and professional students). Students come from every state in the Union and from more than a hundred countries.

The University’s operating budget for fiscal year 2012 was $5.8 billion. As of June 30, 2011, the market value of its endowment was $7.8 billion. The university received over $900 million in federal research support during FY12.

Mary Sue Coleman has led the University of Michigan since being appointed its 13th president in August 2002. She is a highly regarded institutional leader, and *Time* magazine has named her one of the nation’s “10 best college presidents.”

Under President Coleman’s leadership, the University has launched and expanded academic partnerships with universities in China, Ghana, Brazil and South Africa, and has developed a groundbreaking partnership between the University and Google. This partnership will enable the public to search the print corpus of the University Library, opening the way to universal access and the preservation of recorded human knowledge.

**The University of Michigan Library**

The University of Michigan Library is a leader among academic libraries, with broad and rich collections and outstanding services designed to support the research, teaching, and learning needs of a large, diverse, and creative campus.

From the birth of the University of Michigan in Ann Arbor, the creation and maintenance of a library was given high priority by the Legislature and the Board of Regents. Audubon's *Birds of America*, the Library’s first purchase, was acquired in 1838 and within a couple of years its collection had grown to over 3,400 volumes. Today, the University Library manages one of the largest research collections in the
nation.

As a publicly funded research institution, the University of Michigan takes seriously its commitment to create and share knowledge in the service of the public good. Current technology enables collaborative ways of creating knowledge and more cooperative ways of sharing it, within the University and across broader communities. The University Library is a leader in this movement, leveraging new technologies along with subject expertise and rich scholarly resources to enhance access, promote innovation, and engage the community, while remaining deeply committed to traditional values of academic excellence.

Consistently well-supported by the university administration, the University Library budget for FY13 is $66.6 million, with $54.5 million from the university general fund. Library services are provided by a staff that includes over 160 professional staff, 300 staff, and some 90 (FTE) student assistants. Staff assist students at every step in their educational career and work closely with faculty and graduate students to support their research needs. The University Library’s investment index currently ranks fourth among members of the Association of Research Libraries.

The University Library is housed in facilities across the Ann Arbor campus. Within each, there are outstanding collections in many languages, subjects, and formats. The Digital Media Commons and the University Press joined the University Library two years ago, reinforcing its mission to enhance teaching and scholarship. Highlights include:

**Buhr Facility** houses a shelving facility, the Department of Preservation and Conservation, the Digital Conversion Unit, and the University of Michigan Press.

**James and Anne Duderstadt Center** is home to the Art, Architecture & Engineering Library and the Digital Media Commons, which provides faculty and students access to a state-of-the-art multimedia facility, visualization and virtual reality technologies, and is a development center for new learning technologies.

**Harlan Hatcher Graduate Library** houses the primary research collection for the humanities, social sciences and international studies. Building highlights include:

**Asia Library** is one of the most comprehensive research resources outside of Asia for Chinese and Japanese studies,

**Stephen S. Clark Library** for Maps, Government Information, and Data Services, established in 2011, contains the largest collection of
printed maps in the state of Michigan,
**Papyrology Collection** is the largest collection of papyrus in the country, and the fifth largest in the world,
**Special Collections Library** is a renowned archive of books, ancient and modern manuscripts, posters, photographs, and pamphlets. The Special Collections Library is especially noted for its collections of early manuscripts, transportation history, book arts, and social protest and radical literature.

**Harold T and Vivian B Shapiro Library** includes:
- **Askwith Media Library** contains feature films, documentaries, and instructional programs available for checkout or on-site viewing,
- **Shapiro Science Library** is a central research center for astronomy, biology, chemistry, geology, natural resources, mathematics, physics, and statistics,
- **Shapiro Undergraduate Library** is a highly popular study and collaborative work place for undergraduates and home to Bert's Café and Study Lounge.

**Fine Arts Library**, located in Tappan Hall, serves the students and faculty of the History of Art Department and supports the research and curatorial functions of the University of Michigan Museum of Art as well as the Kelsey Museum of Archaeology.

**Museums Library**, located in the Ruthven Museums Building, serves the principal literature needs of curators and researchers in the Museums of Anthropology, Natural History, Paleontology, Zoology and the University Herbarium.

**Music Library**, located in the Moore Building, supports the performance, teaching, and research activities of the School of Music, Theatre & Dance.

**Taubman Health Sciences Library**, located in the A. Alfred Taubman Building, serves the academic health sciences schools, basic and clinical research, bioinformatics and clinical translational science, and the University of Michigan Health System. In September 2012, a new service point opened in the North Campus Research Complex.

In addition to the University Library, the campus is home to five independent libraries (the Bentley Historical Library, Clements Library, Gerald R. Ford Presidential Library, Kresge Business Administration Library, and the Law Library) and a variety of departmental libraries.
The University Librarian and Dean of Libraries

Leadership

The University of Michigan Library shares with the libraries of other leading research universities the challenge of defining and positioning itself in a time of rapid transformation of the information management landscape. Changes in the nature of scholarly communication, the mechanisms of information storage and retrieval, the orientation and expectations of students, faculty, and researchers when seeking information, even the uses of library buildings as spaces for instruction, learning, and community building, are all being addressed imaginatively and successfully by the University Library.

The University Library is internationally renowned for the vision and innovation with which it is harnessing new opportunities made possible by advances in technology. Since the early 1990s, the University Library has been a leader among research libraries in efforts to digitize its vast collections: developer of JSTOR, creator of The Making of America, and driving force in the Google library partnership. The University Library was a founder of the HathiTrust, a large-scale collaborative repository of digital content from research libraries, and provides its administrative leadership.

Dr. Paul Courant, University Librarian and Dean of Libraries since 2006, has been a particularly prominent spokesperson for the issues being addressed by academic libraries today and the centrality of their resolution to the mission of the university in the future. His background of academic and administrative leadership within the University, including serving as Provost from 2002-2005, was unique. Together with the strength of the University Library’s senior leadership and staff, and sustained financial support from the University, the University Library expanded its reputation for excellence and leadership in the field over the last six years.

The University seeks in its University Librarian and Dean of Libraries someone who will build upon this history of leadership, serving not only the University but playing a significant role external to the institution as well.

Management

The forefront issues of scholarly publishing and the changing nature of information acquisition and knowledge dissemination are significant to society. At the same time, fundamental operations and services of the libraries must be managed well, and responsibilities to its constituencies must be met. Along with nationally visible leadership, the University Library has a history of innovative and substantive service to the University, its faculty, and its students.

The size and public nature of the university, together with the independence of its deans and schools, presents a challenge to the leader of a resource that, like the
University Library, is central to a diverse set of constituencies. The management of this enterprise at Michigan is especially complex. In recognition of this complexity, the Provost requested that the University Librarian, the Chief Information Officer, and the Associate Vice President for Research Cyberinfrastructure develop an IT governance structure for addressing issues that cross many functions and entities at the university, resulting in the appointment of four information technology “Domain Stewards” – for Teaching and Learning, Patient Care, Research Cyberinfrastructure, and Knowledge. The University Librarian currently serves as Domain Steward for Knowledge.

The university seeks a University Librarian who can manage successfully in a large and complex academic environment, engaging effectively with other institutional leaders and constituencies to advance the mission of the university as a whole.

Resources

Staff.

The successes of the University Library are a reflection of a talented and high achieving staff committed to providing the best services possible. Known for their skill, effectiveness, innovation, and adaptability, librarians and staff are agile in moving beyond traditional cataloging, organization, and reference services into the leadership roles increasingly required in academic libraries – contextualizing content for users, providing instruction for digital resources and learning technologies, and promoting resources in support of campus interests and programs. Specific examples include: services such as the Faculty Exploratory, Knowledge Navigation Center, and Tech Deck focused on promoting learning about how to use technology in coursework, teaching, and research, creating new services such as the Scholarly Publishing Office, re-imagining positions such as the clinical outreach librarian and data specialist librarian, developing Deep Blue (UM Institutional Repository), transforming spaces such as the Clark Library, to name a few. The University Library has and continues to reshape its service models and infrastructure to best fit the changing needs of users. It has done so through investment in staff, which in turn has enabled it to actively engage, remain agile, and contribute expertise to the campus and broader academic community.

Importantly, a culture of collaboration has been developed that is reflected in a recent reorganization of senior leadership within the Library: the traditional Associate University Librarian (AUL) roles such as public services and technical services have been by replaced with cross-cutting functions such as Learning and Teaching, Library Operations, and Research. Other AUL positions include those for Collections, Library Information Technology, and Publishing. The Director of the Taubman Health Sciences Library and the Chief Business & Financial Officer round out the administrative team. This reorganization provides a platform for the Library to engage more effectively with campus needs (e.g. video content management,
etextbooks, eportfolios, next generation learning systems, digital storage, research data services, copyright, academic publishing, etc).

The University Library has long been a national leader in diversity initiatives, both internally within the University and externally in the field. It has invested in diversity in many ways including through its collections, services and the composition of its staff. Examples of this commitment are found in the Library's Diversity Council, comprised of staff from throughout the library system and advisory to the Dean, the Peer Information Counseling Program, a model diversity outreach program that has been replicated in dozens of libraries across the nation, and dedicated positions such as the Student Enrichment Librarian, the Multicultural Studies Librarian and the Librarian for Diversity Initiatives and Programs.

The university seeks a University Librarian and Dean of Libraries who will work effectively within this value system, providing support for the continuing professional development of staff, fostering collaboration within the University Library and across the university, and developing the diversity of its staff.

Funding.

The University Library is funded centrally, through the Office of the Provost, from the general funds available to university administration. This support has been strong and consistent. The FY 13 allocation is $54.5 million of the University Library's total budget of $66.6 million. The remaining $12.1 million is largely external revenue ($8.9 million from the University of Michigan Press, Hathi Trust, and other services; $1.3 million from endowment distributions; and less than $1 million each from gifts and grants.) A University Library Office of Development strengthens the University Library's fund-raising capacity. Such support has already proved significant, enabling, for example, the creation of the Stephen S. Clark Library and Bert's Cafe and Study Lounge.

The university seeks someone who is comfortable and experienced in engaging with potential donors and who is willing and able to seek funds to support the mission of the University Library.

In the words of the incumbent University Librarian and Dean of the Libraries:

"The Library is...connected to every one of the University's schools, programs, departments, and communities. It contains within it ideas, data, theories, stories, and perceptions from almost every time, place, style of thought, and way of knowing that has ever been...All of this makes the Library the nucleus of the University, a place so dense with information and energy that it presents infinite possibilities for creation and discovery."

The University of Michigan seeks the next leader of this nucleus of the university.
Qualifications

The university desires that the successful candidate will bring:

Leadership experience in the academic and international scholarly communities. A proven capacity to develop and sustain relationships with administrators, deans, faculty, staff, and students;

Public presence and the ability to represent the University effectively for purposes of outreach, development, and inter-institutional cooperation;

Knowledge of emerging digital technologies and their potential within the domains of scholarship and scholarly communication;

An understanding of the major challenges facing academic research libraries, such as collection development, technology integration, space planning and utilization, and the need for effective staff and organizational development to support rapidly changing user needs and expectations;

Proven managerial ability in a complex organizational setting, including the capable management of fiscal, human, and physical resources;

Eagerness to collaborate with a diverse constituency of faculty, students, and staff to understand their specific concerns, recognize their common grounds, and realize their shared and distinct goals;

A successful history of staff development and team building, including a demonstrated commitment to building and supporting a diverse staff;

The ability and willingness to seek out and obtain resources for the development of the University Library;

Academic credentials appropriate to the leadership of a modern research-intensive library; a doctoral or equivalent terminal degree is desirable.

Demonstrated leadership in diversity within organizations, with evidence of support and accomplishment.

The University Librarian and Dean of Libraries is appointed by and reports to the Provost of the University of Michigan.

To Apply

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A cover letter and curriculum vitae should be submitted in electronic form to:
August E. Evrard, Search Committee Chair
ulib.search.chair@umich.edu

The University has retained the services of Isaacson, Miller to assist with this search. Inquiries may be made to:

Alan Wichlei, Vice President & Director
awichlei@imsearch.com

or

Beverly Brady, Senior Associate
bbrady@imsearch.com

Isaacson, Miller
263 Summer Street
Boston, MA 02210
(617) 262-6500

The University of Michigan is an equal opportunity/equal access/affirmative action institution. Women and minorities are encouraged to apply.