



UNIVERSITY OF CENTRAL FLORIDA

DEAN OF LIBRARIES

2021 SEARCH FOR DEAN OF LIBRARIES



SEARCH FOR A NEW DEAN

ELEVATING LIBRARIES

The University of Central Florida (UCF) seeks an experienced, innovative, and visionary leader for the position of inaugural Dean of the UCF Libraries. The inaugural Dean will provide thoughtful academic and administrative leadership while identifying future areas of growth and building strong interdisciplinary connections across the Libraries and the University.

In creating the role of inaugural Dean of Libraries, UCF is consciously elevating the role of the University Libraries. This is commensurate with both UCF's increasing research profile and ambitions to be recognized as a top 50 public research university. The University is also determined, as one of the nation's largest and most diverse institutions, to foster the success of students of all backgrounds. The Dean of Libraries will play a critical role as a thought partner to the Provost and close colleague of fellow deans in charting the path forward at a dynamic metropolitan, public research university.

Located in vibrant Orlando, the University of Central Florida is a thriving, preeminent research university that prides itself on providing access and supporting student success. Home to 1,900 outstanding faculty, 12,300 dedicated staff, and almost 72,000 students, UCF is one of the largest and most dynamic universities in the nation, and it leads all universities in Florida in conferring more than 17,000 degrees a year. Research, scholarship, and creative activities have increased rapidly in quality and reputation across the University. The University has an operating budget of \$1.9 billion, and, in fiscal year 2020, UCF researchers received just over \$200 million in funded research. UCF holds the Carnegie Foundation's highest designation in two categories: very high research activity and community

engagement. The University has a strong commitment to the success of its highly diverse population. Nearly a quarter of UCF undergraduates are first in their family to attend college, and nearly half of the students are from underrepresented groups. UCF was recently designated a Hispanic-Serving Institution. UCF is one of only 14 universities nationwide that has both the Carnegie Classification of very high research and the United States Department of Education designation as a Hispanic-serving institution.

Reporting to the Provost and Vice President of Academic Affairs, the Dean will create an environment conducive to academic quality, collegiality, student success, technical innovation, and transparency, while fostering a deep appreciation for diversity, equity, and inclusion. The Dean will oversee libraries with a collection of more than 2 million volumes, 68,000 serials, a depository for government documents and patents, and newly renovated facilities with over 110 dedicated employees. The Dean is responsible for all areas of library administration, including policy and program development, strategic and long-range planning, fiscal management, personnel supervision, integration of emerging technologies, and development of collaborative relationships. The Dean is expected to promote collaboration, team building, and the active engagement of faculty, staff, students, and community partners.

Isaacson, Miller, a national executive retained search firm, is assisting UCF with this recruitment. All inquiries, applications, and nominations for this opportunity should be directed to the search firm, as indicated at the end of this document.

INCLUSIVE EXCELLENCE

Founded in 1963, UCF is ranked by U.S. News & World Report as one of the nation's top 20 most innovative universities. UCF and its 13 colleges provide opportunities to nearly 72,000 students, offering 189 bachelor's and master's degrees, and 32 doctoral programs. Students come from all 50 states and over 147 countries. In Fall 2020, the freshman class had an average SAT two-score of 1320, The Burnett Honors College enrolled 1,998 students, and the number of incoming National Merit Scholars ranked UCF among the top 40 colleges and universities. Twenty years of experience and a strong faculty development program have made the institution a leader in on-line teaching; most undergraduates take courses both on-line and face-to-face.

There is university-wide interest in a leadership at all levels that can support the success of a diverse faculty and staff as well as a diverse student body. The University has strong ties with regional state colleges, leading to a large transfer population that contributes significantly to diversity.



ALEXANDER N. CARTWRIGHT, PRESIDENT

Dr. Cartwright became UCF's sixth president in April 2020. Prior to joining UCF, Dr. Cartwright served as the chancellor of the University of Missouri with an appointment as a professor in the Electrical Engineering and Computer Science Department at the College of Engineering.

As a first-generation college student whose journey to higher education was not traditional, Dr. Cartwright understands and prioritizes the need to build successful outcomes for students from all backgrounds. Among his proudest accomplishments from his time at Missouri is the launch of the Missouri Land Grant program, a commitment to helping students who are Pell Grant eligible by covering their tuition and fees. He has since overseen the launch of programs designed to improve retention and graduation rates as well as post-graduation outcomes. Dr. Cartwright previously served as provost and executive vice chancellor of the State University of New York (SUNY) from September 2014 to July 2017. At SUNY, Dr. Cartwright oversaw a broad portfolio, including academic policy, enrollment management and more. Dr. Cartwright holds a doctorate in electrical and computer engineering from the University of Iowa.



MICHAEL D. JOHNSON, INTERIM PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

As the chief academic officer, Dr. Johnson leads UCF's academic programs and initiatives across the University. His responsibilities also include multiple campuses, research centers, and institutes. In addition, he manages UCF's academic operating budget in collaboration with the president's office, vice presidents, deans, and other academic leaders.

Dr. Johnson joined UCF in 1990 and in 2011 became dean of the College of Sciences, where he is also a professor in the Department of Physics. The college spans natural and mathematical sciences, social and behavioral sciences, and communication. As dean, Dr. Johnson oversaw all the college's education, research, and service activities. He earned his Ph.D. in physics from the University of Virginia.





UNIVERSITY OF CENTRAL FLORIDA LIBRARIES

The UCF Libraries includes the John C. Hitt Library and the Curriculum Materials Center on the Orlando campus, as well as branch libraries on the Rosen and Downtown campuses. The main campus library recently completed construction of an Automated Retrieval Center (ARC) and the addition of 53,000 square feet dedicated to student and faculty research and is still undergoing significant and exciting enhancements to the facility.

The Libraries offer a collection of more than 2 million volumes and 68,000 serials and is a partial depository for government documents and patents. The Libraries manage the institutional repository STARS, Showcase of Text, Archives, Research &

Scholarship. Since 2015, the Libraries, in collaboration with faculty and campus partners, have facilitated use of open and library-sourced course materials, in turn potentially saving students over \$5 million. Full-time staffing of 110 individuals includes 46 faculty librarians who are dedicated to serving faculty, students, and the greater Orlando community.

For more information about the UCF Libraries, see <http://library.ucf.edu>.



LIBRARIES

THE JOHN C. HITT LIBRARY

The John C. Hitt Library, named for the fourth president of UCF, is located on the main UCF campus. The Library is undergoing a massive renovation to create the 21st Century Library to allow for updated and technologically advanced additional meeting and quiet-study spaces, new homes for student resource centers, and large multipurpose rooms. This Library is home to 10 of the 13 libraries departments, including: acquisitions, cataloging services, circulation services, interlibrary loan and document delivery services, library administration, research and information services, scholarly communication, special collections and university archives, student learning and engagement, and technology solutions and digital initiatives.

CURRICULUM MATERIALS CENTER

The Curriculum Materials Center is a library that provides representative PreK-12th grade materials for preview, analysis, and circulation to the students, faculty, and staff of UCF and the Florida community at large. The CMC plays a unique role in empowering learners with information literacy skills, providing an open space for creativity and collaboration, and shaping superior future educators.

ROSEN LIBRARY

The Universal Orlando Foundation Library, known as the “Rosen Library,” serves the research needs and interests of the Rosen College’s students, staff, and faculty, as well as the needs of the greater UCF community. The Library also serves as an information resource center for the hospitality industry in Central Florida. The 9,000 square-foot branch Library is an integral component of the **UCF Rosen College of Hospitality Management**.

DOWNTOWN CAMPUS LIBRARY

The Addition Financial Downtown Campus Library is located on the 2nd floor of the Dr. Phillips Academic Commons. The Library provides information resources, integrated services, and technology to a diverse community of students, faculty, staff, and local residents. Through academic, professional, and community partnerships, the Library supports student success, life-long learning, scholarly research, and teaching excellence. The Library houses a collection of print materials, provides access to all of UCF Libraries’ online resources, with a welcoming study atmosphere.

UCF CONNECT LIBRARIES

Through partnerships with state college libraries, a small team of **UCF Connect librarians** provides library users at regional campuses with the information and help they need to succeed in learning, teaching, and research. These Connect campus partnerships directly support UCF's longstanding and highly successful **DirectConnect to UCF® program**, in which students who earn an associate degree from a partner institution can transfer seamlessly to UCF.

THE 21ST CENTURY LIBRARY

Since 1968, the University of Central Florida Library building housed a dream, an exciting new idea: that a great university would grow in Central Florida.

A 21st Century Library is now being created to further that dream by providing areas designed around student needs and promoting collaborative scholarship and individual research. It will also provide immediate access to Library resources in all forms, from technology to Library and technical assistance. It will house future changes in technology and collections, with the overarching goals to increase the amount of user space and seating in various configurations, and rebuilding the Library's system infrastructure.

This project is being developed in multiple phases. The University has completed the latest phase, which connects the new Automated Retrieval Center (ARC) with the existing Library building. The expansion contains a new primary entrance, increased seating capacity of 1,055 public seats, two new instruction rooms, seven new group study rooms, a large reading room with 235 seats, a new circulation desk centrally located to deliver Library materials stored in the ARC, a large multipurpose assembly room, a Special Collections and University Archives exhibition space to display art, rare collection material and archival materials, and additional computer work stations.

Another area just completed for students is the 5th Floor Quiet Study Zone, a quiet area dedicated to individual study, research, and reflection. In response to students request for a silent study space, this is the first area of the new Library to open for student use. The space accommodates 170 seats, 85% of which will be within an arm's length of electrical power. Each seat is designed for individual work, to preserve an atmosphere of quiet, as there will be no group seating.

The next phases of the renovation include dedicated spaces for graduate students and shared space for campus partners such as the Writing Center and the Student Academic Resource Center.





LIBRARIES

AUTOMATED RETRIEVAL CENTER

Construction of the four-story ARC building has been completed on the north side of the Library building. The ARC contains 1.25 million volumes of the Library's print collection, placed in bins three stories high, for retrieval by robotic cranes. Books can be requested with the click of a button on the computer screen. Each volume will be available for pickup in minutes.

The transfer of books into the ARC has freed up space for up to 1,600 additional user seats. In the next phase of the 21st Century Library project, a building connecting the ARC to the existing Library building has recently been completed.

The fourth floor of the ARC building houses a beautiful new space for students, a reading room surrounded by windows, overlooking the plaza in front of the Student Union.

THE ROLE OF THE INAUGURAL DEAN

The President and the Provost have signaled the integration of the Libraries into UCF academic affairs with the Dean reporting to the Provost. The Dean will work with Libraries' staff and faculty and others from across campus to help shape the Library's vision in support of UCF's future as a leading metropolitan research university supporting a highly diverse community. The Dean will administer all strategic and operational aspects of the University Libraries; engage with other Deans and academic leaders, the faculty, donors, community stakeholders, and professional organizations to elevate the Libraries' profile and impact; develop and implement a vision and strategic plan in support of UCF goals; develop philanthropic efforts in support of this vision; and nurture the Libraries' culture of empathy, collaboration, honesty, and service.

OPPORTUNITIES AND CHALLENGES

The Dean will address the following opportunities and challenges:

PROVIDE VISION, INNOVATION, AND STRATEGIC LEADERSHIP TO THE LIBRARIES

In creating the role of inaugural role of Dean of Libraries, UCF is consciously elevating the role of the University Libraries. This is commensurate with both UCF's increasing research profile and ambitions as well as seeking to ensure the success of a diverse faculty and student body. The Dean of Libraries will be a critical thought partner to the Provost and the other Deans in plotting the future course for the University. With the 21st Century Library renovation project in its next phase, the table is set for the Dean to lead the formulation of the next phase of the Libraries' growth and vision. The Dean will bring to UCF innovative ideas to enhance the value of the Libraries within the context of UCF's mission and strategic priorities, particularly faculty research and student access and success. The Dean will be responsible for developing a clear vision and strategic plan that supports resources, and expands facilities and the organizational structure while meeting the needs of a rapidly growing research institution. This strategic plan will ensure that the Libraries provide the UCF community with excellent and relevant programs, services, collections, technologies, and learning spaces.



ADVOCATE FOR THE LIBRARIES AND COLLABORATE ACROSS THE UNIVERSITY OF CENTRAL FLORIDA CAMPUS

The Dean will be an effective communicator and tireless advocate for the Libraries, generating excitement across campus about their relevance and importance, and building campus awareness of the Libraries' resources, services, and its capacity to support the teaching, research, and creative activities of the community. The Dean will need to maintain strong channels of communication to determine the best ways to support students in their studies and projects, faculty in their teaching and research, and work closely with the UCF Library Advisory Committee to understand the needs of its academic clientele.

GROW, SUPPORT, AND LEAD A TALENTED TEAM

The Dean will inherit a talented, collaborative, service-oriented group of librarians and staff. Although the university has seen a doubling of enrollment and significant increases in faculty, graduate students, and new programs in the last two decades, the staffing levels in all library services have remained static. The Dean will look strategically and creatively on how and where to grow staff and create organizational depth, while providing outstanding leadership to the existing team through accessibility, clarity of purpose, transparency, and ongoing opportunities for training and development. The Dean will be a strong advocate for the Libraries staff and build upon their expertise to enhance the service culture of the Libraries.

LEVERAGE RESOURCES IN A BUDGET CONSTRAINED ENVIRONMENT

The Libraries' budget requires strategic and prudent management in the face of constrained resources. The Dean will have the financial acumen to proactively leverage resources to keep pace with the escalating costs of electronic resources and subscriptions, increasing enrollment growth, the needs of growing academic programs, research endeavors and student success initiatives. In the current fiscal climate of budget cuts, resources must be used wisely and thoughtfully. The Dean should be talented and skilled in the judicious use of existing funds and will need to continually make strategic budget decisions to ensure the most effective use of the university's resources.

SEARCH FOR A NEW DEAN

SECURE RESOURCES AND FORGE EXTERNAL PARTNERSHIPS TO ENSURE THE CONTINUED GROWTH AND SUCCESS OF THE LIBRARIES

To ensure the continued growth of the Libraries and support of changes to infrastructure, the next Dean will be creative in generating revenue streams, including participating in fundraising activities, to help secure funds outside the standard budget. The Dean will partner with the UCF Foundation to present a clear and compelling vision for the Libraries and identify prospective donors, raise private funds, and establish mutually beneficial relationships with donors, alumni, supporters, and community partners. As a recognized Carnegie Classified Community Engagement Institution, the Dean will be an ardent supporter of programs and services gauged toward the greater Orlando metropolitan area.

FOSTER A COLLABORATIVE, INNOVATIVE, AND INCLUSIVE CULTURE IN THE LIBRARIES

Critical to UCF's mission is its service and dedication by faculty and staff to educate a highly motivated and aspirational student population that is highly diverse. The Dean will create strategies and initiatives that enable the Libraries to effectively support the University's multicultural and inclusive student body, consistent with the institution's culture and core values. The Dean will demonstrate active collaboration in working between staff, specialists, and librarians to contribute to the inclusive, service-oriented environment in the Libraries.





QUALIFICATIONS AND EXPERIENCE

The successful candidate will possess many of the following skills, qualities, competencies, and personal qualities:

- Master of Library Science or an equivalent degree from an ALA-accredited institution
- Demonstrated successful leadership and administration in an academic Library at a doctoral-granting research university
- Demonstrated experience developing a welcoming and equitable community for students, faculty, and staff from diverse backgrounds
- Evidence of successful accomplishments that improved some aspect(s) of services, collections, facilities, culture, etc.
- Demonstrated willingness to innovate and experiment in support of research and learning requirements of faculty and students
- Extensive knowledge of Library technology, systems, software and an understanding of the current challenges in scholarly publishing, preservation, and dissemination of knowledge
- A proven ability to attract external funding through grants or philanthropy
- Demonstrated record of effective interpersonal and communication skills, and of the ability to be a spokesperson and advocate for the Libraries' vision
- The ability to view issues from an institution-wide perspective, foster teamwork across departments and divisions, and stimulate cross-functional collaboration within the Libraries
- A deep commitment to providing creative, flexible, efficient, and high-quality services and resources that support the instructional and research goals of the institution

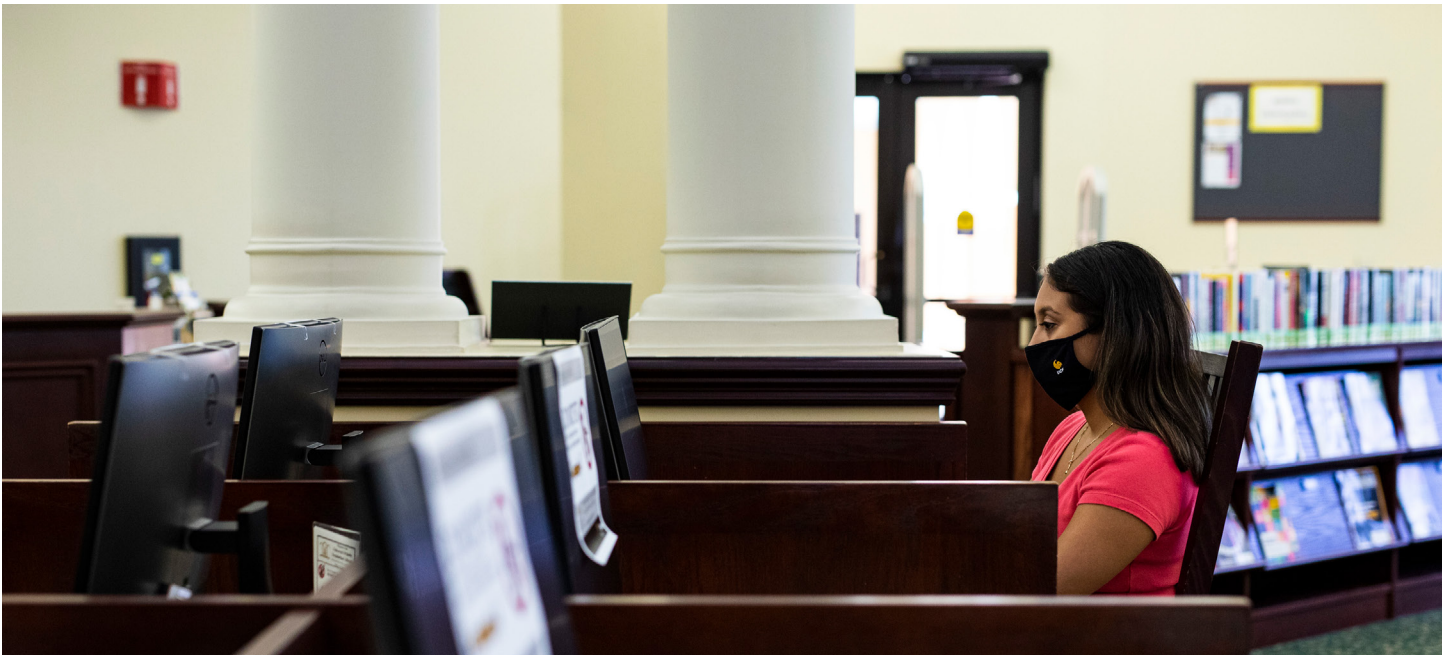


APPLICATIONS, INQUIRIES, AND NOMINATIONS

The State of Florida has a Public Meeting Law and a Public Records Law. All meetings of the Search Committee are publicly announced and conducted. All documents submitted to the Committee are treated as open materials with the exception of evaluative documents specific to the performance of the faculty of the State University System of Florida. Please feel free to reach out to Isaacson, Miller with any questions before submitting a formal application.

ALL INQUIRIES, NOMINATIONS/REFERRALS, AND RESUMES WITH COVER LETTERS, SHOULD BE SENT ELECTRONICALLY TO:

Sean Farrell, Partner
Robin Dougherty, Senior Associate
Isaacson, Miller
<http://www.imsearch.com/7856>



EQUAL OPPORTUNITY EMPLOYER

As an equal opportunity/affirmative action employer, UCF encourages all qualified applicants to apply, including women, veterans, individuals with disabilities and members of traditionally underrepresented populations. UCF's Equal Opportunity Statement can be viewed at: <http://eeo.ucf.edu/documents/PresidentsStatement.pdf>.

As a Florida public university, UCF makes all application materials and selection procedures available to the public upon request.





PRODUCED BY THE OFFICE OF THE PROVOST AND ACADEMIC AFFAIRS