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Changing Role of Senior Administrators

Kathleen DeLong
University of Alberta

Julie A. Garrison
Grand Valley State University, garrisoj@gvsu.edu

Marianne Ryan
Northwestern University

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Changing Role of Senior Administrators

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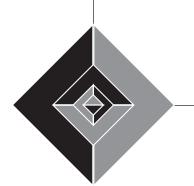
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SPEC Kit 331

Changing Role of Senior Administrators
October 2012

Kathleen DeLong

Associate University Librarian for Human Resources and Teaching/Learning

University of Alberta

Julie Garrison

Associate Dean for Research and Instructional Services

Grand Valley State University

Marianne Ryan

Associate University Librarian for Public Services

Northwestern University

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Kit 331

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SURVEY RESULTS

REPRESENTATIVE DOCUMENTS

SELECTED RESOURCES

SURVEY RESULTS

EXECUTIVE SUMMARY

Introduction

In alignment with ARL's strategic focus *Transforming Research Libraries*, designed to articulate, promote, and facilitate new and expanding roles for ARL libraries that enable and enrich the transformations affecting research and research-intensive education, this study has probed the nature of administrative positions that support accomplishing these objectives. The ongoing evolution within these organizations and the roles of those who work in them is mirrored in the administrative structure of the academic library. Two decades ago, it was largely the library director who managed the organization, perhaps with assistance from an associate in public and technical services, or from a single deputy. The metamorphosis of higher education has put new demands on libraries to be agile, engaged, and responsive in diverse ways. Hernon, Powell, and Young (2001) have described the university library director's role as a position in transition over this same period. The library's chief executive now has additional challenges and responsibilities: defining the strategic direction of the organization, articulating its vision, and participating more explicitly in the academic life of the parent institution. As a result, aspects of library management and leadership are being taken on more fully by members of a senior administrative team possessing a skill set that enables them to manage what once was exclusively director-level work.

This survey focused on the professional, administrative, and management positions that report directly to the library director (or in some ARL member libraries the position that serves as the representative to the association), positions that have not been examined by a SPEC survey since 1984. It explored the responsibilities of these positions, and the skills, qualifications, and competencies necessary for these administrators to successfully lead a transforming 21st century research library. It looked at whether and how position requirements have changed in the past decade, whether the number of direct reports has changed, whether these administrators have assumed new areas of organizational responsibility, and how they acquire the new skills to fulfill those responsibilities. Forty-six of the 126 member libraries responded to the survey between March 12 and April 16 for a response rate of 37%.

Titles and Responsibilities of Senior-Level Positions

The survey asked respondents to identify which senior positions reported directly to the library director in 2007 and in 2012. The positions identified have a variety of titles, including deputy director, associate director, vice provost, and director, manager, or head of a division, department, or branch library. Overall, the number of positions reporting to the director has not changed in the past five years; however, many libraries are changing senior administrative-level responsibilities and the titles of those reporting to the director. All but three of the libraries responding to the survey (95%) have altered senior administrative-level positions or introduced new positions in the past five years. Of those, 25 (58%) have changed half to all of their positions, and 13 (30%) have made only minor changes. There is also a significant elevation in the titles of positions reporting to library directors, moving away from head and assistant titles to associate and director titles, with the number of deputy librarian titles

remaining the same during the 2007 to 2012 study period. Position titles are also being recast anew, using descriptive language such as *digital content*, *collections*, *learning*, *instruction*, and *user services*, rather than the more generic "public services" or "technical services" that were used more frequently as recently as five years ago.

New titles also reflect changes in scope and focus. Positions with responsibility for scholarly communication and publishing have more than doubled during the five-year period studied, and a significant increase in positions with responsibility for digital content and services is apparent. While public and technical services titles seem to be on a downtrend, the survey finds that administrative service roles are being defined more broadly in terms of organizational development and planning, with evidence of a slight increase in positions with direct responsibility for assessment. The majority of positions identified as being redesigned or new since 2007 primarily emphasize the areas of education, user services, scholarly communications, and collections. Positions dealing with collections are now often being paired with other responsibilities such as scholarly communication, user services, or access services. Eight of the 25 new positions identified in the survey have responsibility for scholarly communication, publishing, or copyright.

Seventeen of the responding libraries (44%) have at least one position that took on either supervision of areas or specific functions that were previously under the director's purview. Over half of these stated that other senior-level positions took on primary supervisory responsibilities for areas that previously reported directly to the library director. Other changes included taking on direct responsibility for functions, such as strategic planning, budget, development, and human resources, previously within the director's domain.

Future Plans for Administrative-Level Positions

Almost half of the respondents (19, or 45%) indicated that they anticipate redesigning or creating a new senior administrative position in the next three years. Of those institutions, a few could not foretell the primary area of responsibility for the redesigned or newly created role. Three institutions reported it is simply too

early to know; another three are in the midst of reorganizing or awaiting the arrival of a new library director. Those institutions that could declare primary areas of focus for new senior positions most often mentioned strategic planning, followed by public services, collections, and organizational development. Also mentioned were senior positions in the area of facilities, fundraising and development, planning, assessment, and statistics.

Over three quarters of the respondents (33, or 79%) indicated that if a vacancy in a senior administrative position were to occur, it would prompt a redesign of the position before further recruitment was contemplated. Positions are most often redesigned to meet evolving or unmet needs within the organization, such as changes in service delivery or emerging technologies and their impact on access to information and learning. Redesign of positions is also prompted by changes in and the need to re-align with the strategic planning priorities (both in the library and on the campus) and, in some cases, to balance workloads and capitalize on existing knowledge, skills, and abilities. Only one response indicated that senior portfolios are regularly shifted if vacancies occur. Seemingly, lateral shifts in responsibilities of senior administrative positions are uncommon. While some responses indicated that senior staff members work as a team to ensure smooth internal functioning, there is also the sense that positions are highly specialized. Soft skills, such as communication or the ability to work with change are clearly valued in all senior positions; specialized technical skills still seem to be highly associated with some specific senior roles.

Overall, in the event of a vacancy or the creation of a new senior administrative position, the responding libraries expect to recruit from other research libraries (39, or 91%). Internal candidates are viewed favorably by a majority of institutions (29, or 67%). A few libraries indicated that it really depends upon the position as to whether they would go outside of research libraries (12, or 28%) or even outside the library profession (8, or 19%) in order to recruit into a new senior position. While these findings are not unexpected, it seems clear that the pool of potential candidates for senior-level positions is relatively small and that few research libraries expect to invest in candidates

outside the confines of the research library field. These candidates may also tend to be known quantities and could be seen to lower the risk of making a bad or unsuitable hire.

Necessary Skills and Qualifications

Responses to the open-ended survey question about what skills senior library administrators must acquire to manage the 21st century research library emphasized soft skills and personal competencies, particularly strategic planning, change management, vision, and big picture thinking, aligned with keeping up with trends in libraries and higher education. They stressed the importance of leadership (including campus leadership), as opposed to management, although some respondents also spoke to the need for understanding the complexities of budget, funding, and management of human and material resources, including collections. The need to have excellent communication and interpersonal skills is clearly indicated, along with the need for flexibility and adaptability. Collaboration, internal to the institution and with external partners, was also emphasized, and entrepreneurial skills were highlighted. Respondents mentioned more than once that understanding emerging technologies is necessary, with some references to having an understanding of and leadership in scholarly communication, e-publishing, digitization, and digital management and curation. Respondents also stressed the need for senior administrative staff to view the operation of the library as a whole, to work as a team, and to ensure the internal productivity, operational efficiencies, and alignment necessary to accomplish the library's strategic goals and objectives. Overall, these are demanding and complex responsibilities, and the onus seems to be upon the staff in these positions to (as one respondent summarized) "identify opportunities and challenges and to develop strategic solutions and directions" as well as to work collaboratively to promote and safeguard the organizational health of the whole enterprise.

All but one of the respondents reported that senior library administrators acquired the skills necessary for their jobs through participation in professional developmental opportunities, such as the Research Libraries Leadership Fellows (RLLF) Program,

the Harvard Leadership Institute for Academic Librarians, or the Frye Leadership Institute (though survey respondents were not asked if they had sent staff to an institute or which institute was regarded as most highly desirable.) Reading the professional literature (93%), attending professional conferences (91%), and professional networking (91%) were similarly important. Of the other methods that were described, the most common revolved around practice and on-the-job experience. The importance of mentoring relationships (with other library leaders and campus administrators) was also underscored, as were in-house leadership training opportunities. A few responses also stressed the importance of advanced degrees and graduate coursework. Since research libraries view internal candidates for senior positions favorably, the responses around experiential or on-the-job learning aligned with in-house training opportunities and mentoring are not unexpected and seem to indicate a willingness to develop and promote a strong cadre of internal candidates. Should the demand arise, these candidates are then also available for recruitment into other research libraries.

Necessary Qualities and Attributes

From a list adapted from one designed by Hernon, Powell, and Young (2001) to describe the managerial and leadership attributes of university library directors from the perspective of assistant directors, survey respondents were asked to select specific qualities and attributes that senior library administrators may need to perform effectively in their positions (and that may not be captured in a position description). Overall, there was very high agreement with the qualities and attributes that Hernon, Powell, and Young identified but with a few key differences. *Makes tough decisions* was the most highly rated managerial attribute in this survey as it was in the Hernon, Powell, and Young list, with *Communicates effectively with staff* immediately following in both lists. *Manages fiscal resources/budgets* was also ranked highly in both. Respondents to this survey indicated that *Delegates authority* and *Nurtures the development of new programs and services/refines existing ones as needed* are very important. These qualities and attributes are very much in keeping with the role of senior library administrators who must work through

and with staff to accomplish objectives. *Is results oriented* and *Ensures that planned action is implemented and evaluated* were also associated with the roles and responsibilities of those second in command.

Attributes associated with leadership, such as *Develops a campus visibility for the library*, *Is able to function in a political environment*, *Builds a shared vision for the library*, and *Manages/shapes change* were highly rated in both studies. However, *Changes/shapes the library's culture* appeared near the bottom of the rankings on the Hernon, Powell, and Young list, and was the attribute most highly rated as desirable for senior administrative personnel in this study of qualities and attributes for those who manage 21st century research libraries. The attribute *Is an advocate for the library*, which was highest on the Hernon, Powell, and Young list, was near the middle of attributes for senior library administrators identified in this study. These discrepancies seem to highlight the differences between roles of library directors who have a primarily external focus and those of senior library administrators who work to manage and change organizational culture to support accomplishing the library's internal goals and objectives. However, the high degree of concordance of desirable attributes and qualities for library directors and senior library administrators overall is noteworthy, and seems to validate the perspective that the senior-level roles in research libraries do act as a pipeline to director positions, assuming that the candidate does indeed possess and can demonstrate these characteristics.

A few of the other qualities and attributes that were identified by survey respondents are personal traits focused on setting a tone within the organization. For instance, *Bravery*, *A strong sense of right and wrong*, *High expectations of individuals and teams*, and *The promotion of civility and collegiality within the organization* were all mentioned. These are somewhat analogous to the list of personal characteristics also identified by Hernon, Powell, and Young but not used for this survey's purposes. For example, *Treats people with dignity/respect*, *Is honest*, and *Inspires trust* were all most highly ranked by the Hernon, Powell, and Young respondents. Seemingly, both library directors and senior library administrators are expected to exhibit similar personal characteristics and traits.

Case Studies

The survey asked respondents to select one of the positions that was redesigned or created since 2007 and provide additional information about changes to its responsibilities and scope. The 38 case studies describe a broad range of senior-level positions. The associate university librarian and associate dean level positions are the most frequent. The complete list of levels is below.

Assistant Dean	4
Assistant Director	2
Associate Dean	9
Associate Director	2
Associate University Librarian	11
Associate Vice Provost	1
Deputy Director	1
Director	6
Officer	1
Project Manager	1

The primary areas of emphasis of these positions break down as follows:

Academic Affairs	1
Administrative Services	4
Assessment/Planning	1
Budget/Finance	1
Collections	6
Digital Initiatives	2
Facilities/Branches	2
Information Technology	2
Marketing/Communications	1
Public/User Services	3
Research/Education	4
Scholarly Communication	5

Note, however, that some positions creatively combine multiple areas of oversight, such as administrative services and faculty affairs (Case 24), information technology and finance (Case 26), and public services and facilities (Case 25).

Responses to the question about when the position was created or redesigned indicate that roles were redefined fairly continuously throughout the 2007 to 2012 period. During this period, the critical

mass of position restructuring occurred between 2010 and 2011, which co-incidentally aligns with the Transforming Research Libraries work that was being undertaken by ARL. Library administration reorganization, changes to library operations, and strategic planning were cited as the top three drivers for changing position responsibilities.

	Redesigned	Newly Created
2012	3	—
2011	5	5
2010	8	1
2009	3	3
2008	5	4
2007	—	—
2006	—	1

It appears that there was little change in reporting structure, despite redesign or creation of administrative positions. In 28 of the 38 cases (74%), largely the same units and departments that reported to the original position report to the new one. The number of direct reports to senior administrative positions varies considerably, and it is not clear from the data whether respondents provided the number of direct reports or all reports in a senior portfolio.

A review of the case study data suggests that some trends are emerging in ARL libraries. New positions in traditionally named areas such as public services and technical services seem clearly on the wane, though the dearth of these identifiers could be attributed to the fact that such positions already exist in many of the reporting institutions so are not now being created. The same can be said for information technology, a term used in just four (11%) of the new position titles. Interestingly, however, public services skills and responsibilities are cited as important in five cases (13%) and technical services in eight (21%).

User services is an emphasis in eight new positions (21%). Outreach is a focus of six positions (16%), which include responsibility for communication, public relations, and marketing. Four new positions (11%) have substantial responsibility for teaching and learning; three more (8%) focus on undergraduates. Only one

(3%) mentions distance education. Scholarly communication is a focus of seven positions and digital collections of eight (18% and 21%, respectively). Open access is noted as a responsibility in just three of these cases (8%); e-publishing in just one (3%). Nine positions (24%) include responsibility for strategic planning, policy development, or assessment. Managing data is a component of six positions (16%), though the term "data" is used in a variety of ways. Of those, two positions (5%) include some responsibility for work on grants. Human resources is a focus of five positions (13%), though organizational development, staff development, and staff training are mentioned just once each.

The range of other areas emphasized in senior-level positions seems to suggest that libraries are undergoing much individual transformation and that they are restructuring positions in ways designed to meet local needs and capitalize on in-house talents. For example, a reduction in senior-level administrative positions led to vesting responsibility for all branch libraries in a single branch head (Case 30); a planning and assessment officer was created to centralize operations that had previously been dispersed (Case 38); restructuring to eliminate silos and facilitate succession planning led to increased responsibilities for a senior associate dean position (Case 22). Because case studies by their nature provide specific information that is unique to a particular environment, it is most useful to review the data provided by individual institutions, compiled in the tables on pages 35 through 51.

Conclusion

While it is clear that ARL libraries have been busy rethinking senior administrative positions in the past five years, there is no single trend or direction emerging from the changes reported by survey respondents. Positions are being carefully reviewed as they become vacant or as they are created, and the manner in which the position is filled clearly depends upon the needs and strategic direction of the particular institution. Senior jobs still tend to be highly specialized and there doesn't seem to be evidence of job rotation; administrators continue to be defined by their particular role and seemingly don't move laterally into other senior positions. Organizational structures remain centralized

hierarchies in most organizations. The small growth in the average number of senior positions in ARL organizations may be indicative of growth in the size of the organization or simply reflect new ways of viewing and describing responsibilities within organizations. It may indicate the effect of the economic downturn on library budgets. Senior roles now emphasize soft skills and some, such as facility with change management, are particularly critical; yet these are challenging to identify in recruitment.

It is clear that research libraries view effective leadership of senior-level administrators as essential to the success of the organization. As libraries continue to transform and adapt to fulfill their 21st century mandate, it is important that a well-developed senior administrative team is ready to map strategic priorities, shape the library culture, and manage change. Investment in training and other professional development opportunities is key to the agility of those in senior-level roles.

SURVEY QUESTIONS AND RESPONSES

The SPEC Survey on the Changing Role of Senior Administrators was designed by **Julie Garrison**, Associate Dean for Research and Instructional Services, Grand Valley State University, **Kathleen DeLong**, Associate University Librarian for Human Resources and Teaching/Learning at the University of Alberta, and **Marianne Ryan,** Associate University Librarian for Public Services at Northwestern University. These results are based on data submitted by 46 of the 126 ARL member libraries (37%) by the deadline of April 16, 2012. The survey's introductory text and questions are reproduced below, followed by the response data and selected comments from the respondents.

In 2000, SPEC Kit 256 *The Changing Roles of Library Professionals* examined how job descriptions had been redesigned to address technological advances, changes in libraries' focus, and redefined institutional goals. The environment continues to change for libraries and the users they serve, and research libraries are implementing strategies to ensure their workforce has the skills and competencies to further the mission of their libraries and institutions. To support these efforts, ARL is focusing on the "next generation" workforce and the new skills required to design and manage the 21st century research library.

This survey focuses on the professional, administrative, and management positions that report directly to the library director (or in some ARL member libraries the position that serves as the representative to the association), positions that have not been examined by a SPEC survey since 1984. These positions have a variety of designations, including deputy director, associate director, vice president, and director, manager, or head of a division, department, or branch library. For the purposes of this survey, these will be referred to as senior administrative positions and the incumbents as senior library administrators.

The survey explores the responsibilities of these positions, and the skills, qualifications, and competencies necessary for these administrators to successfully lead a transforming 21st century research library. It looks at whether and how position requirements have changed in the past decade, whether the number of direct reports has changed, whether these administrators have assumed new areas of organizational responsibility, and how they acquire the new skills to fulfill those responsibilities. The survey authors will mine the submitted job descriptions, organization charts, and other documents for details on how the role of these positions have changed.

LIBRARY DIRECTOR'S DIRECT REPORTS

1. Please indicate how many senior administrative positions report directly to the library director (or ARL member representative) in 2007 and how many reported to the director today. N=46

	Minimum	Maximum	Mean	Median	Std Dev
2007	1	12	6.39	6.00	2.86
2012	2	12	6.48	7.00	2.71

2. Please list the titles of these positions. N=46

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
1	Deputy Dean of University Libraries	8	Deputy Dean of University Libraries; Associate Dean of Facilities, Access, and Instruction Services; Associate Dean of Scholarly Resources, Special Collections, and Center for Southwest Research; Director of Outreach; Director of eScience Initiatives; Director of Library Information Technology; Director of Learning Spaces Initiatives; Planning & Assessment Officer
2	Assistant Dean; Associate Dean of Budget and Finance	2	Associate Dean of Library Operations; Associate Dean of Budget and Finance
3	Associate Director for Administrative Services; Associate Director for Public Services; Associate Director for Technical Services	2	Senior Associate Dean of Libraries; Associate Dean of Libraries
3	Associate Dean of Libraries for Research and Instruction Services; Associate Dean of Libraries for Collections and Technology Services; Associate Dean of Libraries for Planning and Assessment	3	Associate Dean of Libraries for Research and Instruction Services; Associate Dean of Libraries for Collections and Technology Services; Associate Dean of Libraries for Planning and Assessment

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
3	Associate Dean, Public Services & Collection Development; Associate Dean, Science Libraries; Associate Dean, Information Management Services	3	Associate Dean, Public Services & Collection Development; Assistant Dean for Information Technology & Finance; Assistant Dean, Information Management Services
3	Associate Director, Research Services; Associate Director, Information Systems & Digital Services; Assistant Director, Technical Services	3	Deputy Director; Associate Director, Digital Services; Manager, Discovery Services
3	Assistant Dean, Scholarly Communications; Assistant Dean, On-site Services; Assistant Dean, Technical Services	4	Assistant Dean, Scholarly Communications; Assistant Dean, Resource Delivery Services; Assistant Dean, Digital Library and E-publishing Services; Director, Academic Computing and Network Services
4	AUL for Administrative Services; AUL for Collections; AUL for Public Services; AUL for Technical Services	4	AUL for Administrative Services; AUL for Collections; AUL for Public Services; AUL for Technical Services
4	Deputy Director/Associate Librarian for User Services; Associate Librarian for Information Resources; Associate Librarian for Information Management; Director of Management Services	4	Deputy Director/Associate Librarian for User Services; Associate Librarian for Information Resources; Associate Librarian for Information Management; Director of Management Services
4	3 Assistant Directors; 1 Assistant to the Dean of Libraries	4	3 Associate Deans; 1 Director of Business Operations
4	Associate Dean, Public Services; Assistant Dean, Systems, Technical Services, & Collection Management; Assistant Dean, Administrative Services; Senior Business Manager	4	Associate Dean, Public Services; Assistant Dean, Systems, Technical Services, & Collection Management; Assistant Dean, Administrative Services; Senior Business Manager
4	Associate Dean for Support Services; Associate Dean for Information Services; Director, Special Collections Research Center; Constituency Development Officer	4	Associate Dean for Support Services; Associate Dean for Information Services; Director, Special Collections Research Center; Constituency Development Officer

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
4	Assistant Director for Administrative Services; Assistant Director for Collections, Information & Public Services; Assistant Director for Information Technology & Technical Services; Assistant Director for Special Collections	5	Assistant Director for Planning & Administration; Associate Director for Information Technology; Associate Director for Research & Education; Associate Director for Special Collections & Area Studies; Associate Director for Collections, Technical Services & Scholarly Communications
5	AUL, Library Learning Technologies; AUL, Collections & Facilities; AUL, Teaching, Learning & Research; Budget Officer; Human Resources Consultant	4	AUL, Library Learning Technologies; AUL, Collections; AUL, Library Services; AUL, Organizational Development
5	Deputy Director; Associate Vice Provost for Library Advancement; Assistant Director for Organizational Design and Learning; Associate Director for Materials Management; Assistant Director for Capital Management and External Relations	5	Deputy Director; Director of Development; Associate Director for Materials Management; Associate Director for Organizational Design and Learning; Associate Director for Learning Spaces and Capital Management
5	Associate Dean, Collections & Departmental Libraries; Associate Dean, Organizational Development; Associate Dean, Technology; Associate Dean, Access, Bibliographic and Information Services; Associate Dean, Administration	5	Associate Dean, Collections & Departmental Libraries; Associate Dean, Organizational Development; Associate Dean, Technology; Associate Dean, Access, Bibliographic and Information Services; Associate Dean, Administration
5	Executive Officer; Director of Library Computing Services; Executive Assistant; Associate University Librarian, Collections and Research; Associate University Librarian, Information Services	5	Executive Officer; Director of Library Computing Services; Executive Assistant; Associate University Librarian, Collections and Research; Associate University Librarian, Information Services

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
5	Associate University Librarian; Assistant University Librarian for Collections and Technical Services; Assistant University Librarian for Library Information Technology; Assistant University Librarian for Public Services; Assistant University Librarian for Special Collections	6	Associate University Librarian/Assistant University Librarian for Special Collections; Assistant University Librarian for Collections and Technical Services; Assistant University Librarian for Library Information Technology; Assistant University Librarian for Public Services; Assistant University Librarian for Scholarly Communication, Assessment, and Personnel; Library Controller
5	Assistant Vice Provost; Director, Research and Information Services; Director, Collections Services; Director, Access Services; Director, Thomas J Dodd Research Center	7	Assistant Vice Provost and Director, Library Research Services; Director, Undergraduate Education and Access Services; Director, University Archives, Special Collections, and Digital Curation; Director, Regional Campus Libraries; Director, Information Technology Services; Team Leader, Acquisitions and Financial Services; Team Leader, Public Programming, Marketing, and Communications
5	Director, University Press; Director, Communication and External Relations; AUL, Organization Services; Senior Director, Development; Deputy University Librarian and Associate Dean of Libraries	11	Director, Communication and External Relations; Assistant Dean, Advancement; Assistant Dean, Administration; Director, University Press; Copyright and Information Policy Advisor; Senior Director, Special Collections; Director, Program Management; Director, Library Information Systems; Associate Dean, Access and Resource Management; Associate Dean, Undergraduate Education; Associate Dean, Research, Collections & Scholarly Communication
6	Assistant Dean for Collection Development; Associate Dean for Technical Services; Assistant Dean for Public Services; Director of Systems; Human Resources Librarian	4	Assistant Dean for Collections and Access; Assistant Dean for Research and Education Services; Director of Planning, Assessment & Organizational Effectiveness; Director of Development

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
6	Associate University Librarian & Director, Research & Instructional Services; Associate University Librarian & Director, Collections & Content Development; Associate University Librarian & Director, Library for the Health Sciences; Director, Central Technical Services; Director, Library Information Technology; Director, Human Resources & Diversity Programs	5	Associate University Librarian for Collections & Scholarly Communication; Associate University Librarian for the Library for the Health Sciences & Branch Libraries; Associate University Librarian for Main Library Services; Associate University Librarian for Information Technology; Director, Human Resources and Diversity Programs
6	Executive Assistant; Director of Academic Technology and Instructional Services; Director of Administrative Services; Director of Development; AUL for Collections Services and Director of the Rare Book, Manuscript and Special Collections Library; AUL Public Services	7	Executive Assistant; Director of Academic Technology and Instructional Services; AUL for Information Technology Services; Director of Administrative Services; Director of Development; AUL Collections and User Services; Director of Scholarly Communications
6	Associate University Librarian; Assistant University Librarian for Information Technology; Assistant University Librarian for the Health Sciences; Assistant Director of Library Administration; Director of Advancement; Coordinator of Communications and Marketing	7	Associate University Librarian; Assistant University Librarian for Information Technology; Assistant University Librarian for the Health Sciences; Assistant University Librarian for Administrative Services; Assistant Director of Library Administration; Director of Advancement; Scholarly Communication Librarian
6	Associate Director for User Services; Associate Director for Resources, Collections & Services; Organizational Development Librarian; Manager, Financial and Administrative Services; Advancement Officer	7	Associate Director for Information Systems and Digital Access; Associate Director for User Services; Associate Director for Resources, Collections & Services; Organizational Development Librarian Manager, Financial and Administrative Services; Advancement Officer; Manager, Department of Building Services

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
6	Associate University Librarian- Administrative Services; Associate University Librarian- Public Services; Associate University Librarian- Technology Services; Associate University Librarian- Collection Services; Director of Development	7	Associate University Librarian- Administrative Services; Associate University Librarian- Collection Services; Associate University Librarian- Technology Services; Associate University Librarian- User Services; Director of Communications; Director of Development; Senior Advisor and Legal Director
6	Assistant Dean for Development; Special Assistant External Affairs; Associate Dean & Director Center for Educational Resources; Associate Director for Operations; Associate Director for Library Services; Associate Dean & Director Digital Research & Curation Center	10	Associate Dean External Affairs; Associate Director Finance & Operations; Associate Dean & Director Center for Educational Resources; Associate Dean Digital Curation & Research Center; Head Library Systems; Facilities Project Manager; Associate Director User Services; Associate Director Academic Liaison; Associate Director Scholarly Resources & Special Collections; Associate Director Conservation & Preservation
7	Assistant Dean (or Director), Public Services and Outreach; Assistant Dean (or Director), Collections and Systems Services; Assistant Dean (or Director) for Digital Futures and Technical Services; Area Finance Administrative Officer; Head, Manuscripts, Archives and Special Collections; Development Director	5	Associate Dean of Libraries; Director of Administrative Services; Head, Manuscripts, Archives and Special Collections; Head, Collection Development; Development Assistant Director

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
7	Director of Libraries; Collections; Human Resources and Finance; Facilities; Information Technology Services; Library Financial Systems	7	Associate University Librarian, Human Resource Management/Teaching and Learning Liaison; Associate University Librarian, Research & Special Collections Services; Associate University Librarian, Facilities; Associate University Librarian, International Relations; Associate University Librarian, Information Resources; Associate University Librarian, Bibliographic and Information Technology Services; Associate University Librarian, Public Services and Site Operations
7	Senior Associate Dean; Associate Dean, Development and Advancement; Director, Human and Financial Resources; Head, Auxiliary Library Facilities; Interim Director, Technical Services; Interim Director, Support Services; Administrative Assistant	7	Associate Dean, Scholarly Resources and Research Services; Associate Dean, Technology and Support Services; Associate Dean, Administrative Services and Faculty Affairs; Associate Dean, Development and Advancement; Associate Dean and Director, Health Science Center Libraries; Director, Academic and Scholarly Outreach; Administrative Assistant
7	Associate Dean; Assistant Dean; Human Resources Manager; Budget & Special Projects Officer; Library Support Services Manager; Development Officer; Executive Assistant to the Dean	7	Associate Dean; Director, Human Resources; Director, Financial & Physical Resources; Development Officer; Donor Relations Officer (0.5 FTE); Executive Assistant to the Dean; Organizational Development Specialist
7	Associate Director for Collections; Associate Director for User Services; Associate Director for Technical Services and Library Systems; Head of Branch Library; Head of Human Resources; Head of Building and Finance Secretary	10	Associate Director for Collections; Associate Director for User Services; Associate Director for Technical Services and Library Systems; Head of Branch Library; Assistant Director for Administrative Services; Head of Special Collections and Archives; Administrative Assistant (.5); Administrative Assistant (.5)

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
8	Interim Associate Dean; Interim Assistant Dean; Head, Library Technology Services; Head, Special Collections; Head, Technical Services and Digital Access; Head, Collection Development & Management; Head, Reference and Instructional Services; Development Director	5	Executive Associate Dean; Associate Dean for Collections; Associate Dean for Scholarly Communications and Research Services; Head, Special Collections; Development Director
8	Associate University Librarian for Public Services; Associate University Librarian for Technical Services and Systems; Associate University Librarian for Special Collections; Director of Financial Planning and Administrative Services; Director of Library Development; Director of Library Personnel; Director of Library Communications	8	Associate University Librarian for Collections and Services; Associate University Librarian for Technical Services and Systems; Associate University Librarian for Special Collections; Assistant University Librarian for Financial Planning and Administrative Services; Director of Library Development; Director of Library Human Resources; Director of Library Communications
8	Library Development & Communication Assessment Scholarly Communication Library Systems and Web Management; Associate Director for Collection Services; Associate Director for User Services; Assistant Director for Administrative Services; Assistant Director for Human Resources	10	W.E.B. Du Bois Center; Library Development & Communication; Assessment; Special Collections & University Archives; Scholarly Communication; Five College ILS Coordinator; Library Systems and Web Management; Associate Director for Library Services; Assistant Director for Administrative Services; Assistant Director for Human Resources
9	Assistant to the University Librarian; Associate University Librarian for Collection Management; Associate University Librarian for Information Technology; Associate University Librarian for Public Services; Associate University Librarian for Technical Services; Director of Administrative Services; Director of Development, University Library; Director, Northwestern University Press; Director of Library Public Relations	9	Assistant to the University Librarian; Associate University Librarian for Administrative and Collection Services; Associate University Librarian for Library Technology; Associate University Librarian for Public Services; Associate University Librarian for Special Libraries; Director, Center for Scholarly Communication and Digital Curation; Director of Development, University Library; Director, Northwestern University Press; Director of Library Public Relations

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
9	Associate Dean for Learning; Associate Dean for Scholarly Communication; Associate Dean for Research; Associate Dean for Planning and Administration; Associate Dean for Technology; Director of the University Press; Director of the Copyright Office; Director of Advancement; Director of Financial Affairs	10	Associate Dean for Planning and Administration; Associate Dean for Academic Affairs; Associate Dean for Research; Associate Dean for Digital Initiatives and Information Services; University Archivist; Director of the Press and Head of Scholarly Publishing Services; Director of the University Copyright Office; Director of Advancement; Director of Financial Affairs; W. Wayne Booker Endowed Chair in Information Literacy
10	Associate University Librarian, Planning and Administration; Associate University Librarian, Collections and Technical Services; Associate University Librarian, Client Services; Associate University Librarian, Technology and Scholarly Communication; Director, Archives and Special Collections; Director, Health Sciences Library; Director, Business Library; Director, Law Library; Director, University Press; Director, Nickle Arts Museum	8	Associate Vice Provost, Research Support; Associate Vice Provost, Collections; Associate Vice Provost, Learning; Director, Centre for Scholarly Communication; Director, Administration; Director, Communications and Development; Program Director, Taylor Family Digital Library; Technology Officer, Taylor Family Digital Library
10	Associate Dean for Commonwealth Campuses; Associate Dean for University Park Libraries; Assistant Dean for Scholarly Communications; Assistant Dean for Technical & Collections Services; Director, University Press; Director, Health Sciences Library; Director, College of Law Library; Manager of Human Resources; Director of Administrative Services; Associate Director of Facilities Planning	8	Senior Associate Dean for Undergraduate and Learning Services; Associate Dean for Research and Scholarly Communications; Associate Dean for Collections, Information, and Access Services; Director, University Press; Director, Health Sciences Library; Director, College of Law Library; Manager of Human Resources; Senior Director of Financial and Administrative Services

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
10	AUL for Planning and Organizational Research; AUL for Facilities and Planning; Library Director-Camden; Library Director-Newark; AUL for Tech Services; AUL Collection Development; AUL for Research/Instructional Services; Director for Administrative Services; Senior Administrative Assistant; Director of Library Development	10	AUL for Planning and Organizational Research; AUL for Facilities and Planning; Library Director-Camden; Library Director-Newark; AUL for Tech Services; AUL Collection Development; AUL for Research/Instructional Services; Director for Administrative Services; Senior Administrative Assistant; Director of Library Development
10	Associate University Librarian for Research & Instructional Services; Senior Associate University Librarian; Assistant University Librarian for Organizational Development and Planning; Curator of the Afro-American Collection; Director of Health Sciences Libraries; Director of External Affairs and Advancement; Head of Special Collections; Head of Urban Archives; Director of the Law Library; (secondary dotted line report) Director, University Press	10	Associate University Librarian for Research & Instructional Services; Senior Associate University Librarian; Assistant University Librarian for Organizational Development and Planning; Curator of the Afro-American Collection; Director of Health Sciences Libraries; Director of External Affairs and Advancement; Director of Special Collections Research Center; Director of the Law Library; (secondary dotted line report) Executive Director Computer Services; (secondary dotted line report) Director, University Press
11	Director of Center for Creative Photography; Associate Dean; Team Leaders of: Technical Services and Archival Processing, Fine Arts and Special Collections, Undergraduate Services, Social Sciences, Science Engineering, Document Delivery, Material Access Team, Partners, Digital Library and Information Systems	10	Associate Dean; Assistant Dean of Technology; Director of Center for Creative Photography; Director of Special Collections; Team Leaders of: Instructional Services, Research Services, Access and Information Services, Scholarly Publishing and Data Management, Delivery, Description and Acquisitions, Library Infrastructure

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
11	Unit Business Manager; Assistant to the Dean; Associate Dean, Libraries Operations and Director of Ekstrom Library; Associate Dean, Assessment Personnel & Research; Associate Dean, Collections & Scholarly Services; Director, Art Library; Director, Health Sciences Library; Director, Office of Libraries Technology; Director, Music Library; University Archivist and Director, University Archives & Records Center; Endowed Chair for Scholarly Communications	12	Unit Business Manager; Assistant to the Dean; Associate Dean, Libraries Operations & Director of Ekstrom Library; Associate Dean, Assessment, Personnel & Research; Director, Art Library; Head, Collection Management; Head, Special Collections; Director, Health Sciences Library; Director, Office of Libraries Technology; Director, Music Library; University Archivist and Director, University Archives & Records Center; Endowed Chair for Scholarly Communications
12	Head, Music Library; Head, African Studies Library; Head, Management Library; Head, Education Library; Head, Science and Engineering Library; Head, Stone Science Library; Head, Catalog Department; Head, Circulation Department; Head, Reference and Instructional Services; Head, Serial Department; Head, Collections Administration; Head, Electronic Resources	3	Associate University Librarian for Digital Initiatives and Open Access; AUL for Undergraduate and Distance Services; AUL for Graduate and Research Services
12	Associate Director, Collections; Associate Director, Information Services & Systems; Associate Director, Operations & Planning; Head, Management Library; Head, Architecture/Fine Arts/Music Library; Head, Archives & Special Collections; Head, Elizabeth Dafoe Library; Head, Law Library; Head, Health Sciences Library; Head, Sciences & Technology Library; Head, St. John's College Library; Head, Fr. H. Drake (St. Paul's College) Library	8	Associate University Librarian; Manager, Administrative Services; Head, Sciences Libraries; Head, Health Sciences Libraries; Chair, Humanities & Social Sciences Libraries (currently filled by Head, Architecture/Fine Arts/Music Library; therefore I have counted this and the position below as one report); Head, Architecture/Fine Arts/Music Library; Head, Management Library; Head, Elizabeth Dafoe Library; Head, Law Library

Number	Titles of Direct Reports in 2007	Number	Titles of Direct Reports in 2012
12	Assistant Director for Access & Facilities Services; Assistant Director for Technical & Electronic Services; Assistant Director for Collections; Director, Special Collections Research Center; Co-Directors, Science Libraries (2 positions); Co-Directors, Digital Library Development Center (2 positions); Law Librarian; Assistant Director for Administration; Development Director; Communications Director	11	Associate University Librarian for User Services; Associate University Librarian for Digital Services; Associate University Librarian for Collection Services; Assistant Director for Humanities, Social Sciences and Special Collections; Co-Directors, Science Libraries (2 positions); Law Librarian; Assistant Director for Administrative Services; Development Director; Communications Director

3. Of the positions that currently report to the director, please list those whose responsibilities have been substantially redesigned and those that have been newly created since 2007. N=43

Position responsibilities have been substantially redesigned since 2007 N=41

All.

All. We did a complete reorganization in 2010 and then recruited five new leaders, all new hires.

Assistant Dean for Collections and Access; Assistant Dean for Research and Education Services; Director of Planning, Assessment & Organizational Effectiveness.

Assistant Dean, Digital Library and E-publishing Services.

Assistant Director Administrative Services.

Assistant to the University Librarian; Associate University Librarian for Library Technology.

Assistant University Librarian for Special Collections.

Associate Director for Collections and Scholarly Communication; Associate Director for the Digital Library.

Associate Dean of Libraries (formerly three Assistant Deans or Directors); Director of Administrative Services (formerly Area Finance Administrative Officer); Head, Collection Development.

Associate Dean, Access and Resource Management; Associate Dean, Undergraduate Education; Associate Dean, Research, Collections & Scholarly Communication.

Associate Dean, Information Management Services.

Associate Deans for Learning and Scholarly Communication to Academic Affairs; Associate Dean for Technology to Digital Programs and Information Services.

Associate Director for Library Services.

Associate Director User Services; Associate Director Finance & Operations; Associate Dean Digital Curation & Research Center.

Associate Director, Digital Services.

Associate University Librarian; Manager, Administrative Services; Chair, Humanities & Social Sciences Libraries (position currently filled by the Head, Architecture/Fine Arts/ Music Libraries).

Associate University Librarian-Collections Services; Associate University Librarian-Technology Services; Associate University Librarian-User Services.

Associate University Librarian for Collections & Scholarly Communication; Associate University Librarian for the Library for the Health Sciences & Branch Libraries; Associate University Librarian for Main Library Services; Associate University Librarian for Information Technology.

Associate University Librarian for Collections and Services.

Associate University Librarian, Finance and Information Resources; Associate University Librarian, Bibliographic and Information Technology Services.

Associate University Librarian for User Services; Assistant University Librarian for Humanities; Social Sciences and Special Collections (title changes as well as significant changes to responsibilities).

Associate Vice Provost, Collections; Associate Vice Provost, Learning; Director, Centre for Scholarly Communication.

AUL for Collections and Users Services.

AUL, Library Learning Technologies (added responsibility for classroom audio visual, Maps/Data/GIS and the Centre for Digital Scholarship); AUL, Collections (dropped facilities portfolio); AUL, Library Services (Eliminated the Liaison Program. Librarians now distributed throughout organization. Picked up facilities).

AUL for Public Services; AUL for Technical Services.

Deputy Dean of University Libraries; Associate Dean of Facilities, Access, and Instruction Services; Associate Dean of Scholarly Resources, Special Collections, and Center for Southwest Research.

Director, Human and Financial Resources.

Director of Special Collections Research Center.

Executive Officer; Executive Assistant; Associate University Librarian, Collections and Research.

No major redesign since 2007, although a few departments have been traded around. All of acquisitions was moved into Information Systems in 2011. Manager, Department of Building Services was shifted from reporting to the financial and ADM manager to the university librarian in the same year.

None. (4 responses)

Senior Associate Dean for Undergraduate and Learning Services; Associate Dean for Research and Scholarly Communications; Associate Dean for Collections, Information, and Access Services; Senior Director of Financial and Administrative Services.

Senior Associate Dean of Libraries; Associate Dean of Libraries.

Team Leader, Acquisitions and Financial Services; Director, University Archives, Special Collections, and Digital Curation.

Team Leaders for: Library Infrastructure, Delivery, Description, and Acquisitions.

The Assistant Dean was changed to Associate Dean.

The Assistant to the Dean of Libraries was upgraded to Associate Dean (with increased responsibilities).

The University Archivist is no longer directly responsible for responding to Open Records requests, however the function is still managed through that office. We have eliminated the position of Associate Dean, Collections & Scholarly Services.

Positions have been newly created since 2007 N=36

Administrative Assistant.

Assistant Dean for Information Technology & Finance.

Assistant University Librarian for Administrative Services; Scholarly Communication Librarian.

Assistant University Librarian for Scholarly Communication, Assessment, and Personnel.

Assistant Vice Provost and Director, Library Research Services; Director, Undergraduate Education and Access Services; Director, Regional Campus Libraries; Director, Information Technology Services; Team Leader, Public Programming, Marketing, and Communications.

Associate Director Scholarly Resources & Special Collections; Facilities Project Manager; Associate Director Academic Liaison.

Associate University Librarian for Administrative and Collection Services; Associate University Librarian for Special Libraries; Director, Center for Scholarly Communication and Digital Curation.

Associate University Librarian for Digital Initiatives and Open Access; AUL for Undergraduate and Distance Services; AUL for Graduate and Research Services.

Associate University Librarian for Digital Services.

Associate University Librarian, International Projects; Associate University Librarian, Public Services and Site Operations; Associate University Librarian, Research and Special Collections.

Associate Vice Provost, Research Support; Director, Communications and Development; Program Director, Digital Library; Technology Officer, Digital Library.

Assistant Dean of Technology; Director of Special Collections; Team Leader for Scholarly Publishing and Data Management.

AUL, Organizational Development (new portfolio combining HR, budget, marketing, development, assessment).

Copyright and Information Policy Advisor; Director, Program Management.

Deputy Director.

Development Assistant Director.

Director, Academic and Scholarly Outreach; Associate Dean and Director, Health Science Center Libraries.

Director of Communications.

Director of Outreach; Director of eScience Initiatives; Director of Learning Spaces Initiatives; Planning & Assessment Officer.

Director of Scholarly Communications; AUL for Information Technology Services (had been vacant since 2005).

Donor Relations Officer; Organizational Development Specialist.

Du Bois Center; Five Colleges ILS Coordinator.

Executive Associate Dean; Associate Dean for Collections; Associate Dean for Scholarly Communications and Research Services.

Executive Director Computer Services (secondary dotted line report).

No new positions have been created at the top level since 2007, but we anticipate changes in the near future.

None (10 responses)

See above. We did a complete reorganization in 2010.

REDESIGNED OR NEW POSITIONS

4. What were the main drivers behind the decision to redesign or create new positions? Check all that apply. N=39

	Redesigned Position	New Position	N
Due to reorganization of library administration	29	16	31
Due to growth of/changes to library operations	23	13	29
As a result of being identified through strategic planning	22	16	27
As a result of change in focus/role of the library director	14	8	19
As a result of budget decreases	13	4	14
Due to expectations of university administration	6	5	9
As a result of budget increases	1	2	3
Other driver	12	6	16
Number of Responses	36	25	39

If you selected "Other driver" above, please briefly describe the driver.

Redesigned Position

As a result of 21st century realities for research libraries.

Attempt to flatten the organization, move the responsibility further into the organization.

Copyright Policy Advisor: increasing complexity of campus and library issues related to copyright.

Death of a staff member.

Every time an employee leaves, there are opportunities to change and improve functions and roles.

Executive Officer; Executive Assistant; Associate University Librarian, Collections and Research.

New Dean of Libraries: reorganizing administration of the Libraries.

New Dean of the University Libraries who has started to reorganize some of our operations.

New library director plus retirement or resignation of all previous assistant directors.

Reconsideration of roles following an AUL vacancy.

Reflects recommendations of an external consultant. To maintain a balanced budget (neither increase, nor decrease), an associate director position has not been filled and therefore responsibilities needed to be shifted. To achieve more integration of like operations with potential for collaboration and synergies. To pursue greater consistency within the Libraries, to meet users expectations.

The university hired a new dean of university libraries. Also, decreased recruitment activities and increased emphasis on data-driven decision making resulted in the HR librarian position being abolished.

New Position

Executive director of computing services is a university computing services position detailed 1/2 time to supervise library computing activities and support, in order to merge these core hardware support services with those of central computing and realize efficiencies on campus and to improve interchange of information in the academic computing sphere.

Hiring freeze.

Integration of the Health Science Center Libraries with the George A. Smathers Libraries. New Dean of Libraries: reorganizing administration of the Libraries.

One new position, Endowed Chair in Information Literacy, came about through a $2.5M gift to endow this position.

Retirement of a staff member.

See above. New library director plus retirement or resignation of all previous assistant directors.

The planning and implementation of the programs and services of the Digital Library (opened in 2011) were the drivers for creating the positions of Program Director, TFDL and Technology Officer, TFDL.

5. Did any of the positions that were redesigned or newly created take on any responsibilities that formerly belonged to the library director? N=39

Yes	17	44%
No	22	56%

If yes, please specify the position(s) and briefly describe which of the director's responsibilities it took on. N=17

Associate University Librarian, Public Services. Took on the administration of public services throughout all unit libraries, including access services (ILL, shelving).

AUL for Digital Initiatives and Open Access: direct supervision and coordination of cataloging, electronic resources, and campus open access initiative and development of institutional repository. AUL for Undergraduate and Distance Services: role in campus distance services coordinating committee; direct supervision of circulation department. AUL for Graduate and Research Services: direct supervision of branches.

Deputy Director took over the special collections department and administrative services office, as well as a greater role in strategic planning and running the library when the director was absent.

Direct supervision of several department/unit level areas was transferred from the dean to the AD's. Specifically, supervision of archives, records management, manuscripts, and rare books were assigned to the AD for Research and Education Services; supervision of preservation and off-site storage was assigned to the AD for Collections and Access. The AD for Technical Services position was eliminated, with those responsibilities transferred to the AD for Collections and Access.

Director, HR: greater involvement in faculty recruitment and other collegial processes.

Director of Communications: external communications, on and off campus.

Executive Associate Dean: Budget responsibilities, became second for the dean (represented dean in her absence or as assigned), supervision of integrated user services, which had been part of reference and instructional services. Associate Dean for Collections: Took over supervision of technical services, collection development and management. Associate Dean for Scholarly Communications and Research Services: Took over supervision of library technology services (renamed library system), digital library initiatives and scholarly communications (had been part of other departments) and reference services (renamed research services) and head, research and grants. The department heads of the above units had reported to the dean and now report to one of the associate deans. Many of the departments have been reorganized and renamed since 2007 but none report directly to the dean any longer. Special collections is the only exception.

Facilities Project Manager took on planning, implementing, and liaising construction of new library building.

Finance and budgeting.

Oversight of development operations.

Public services, access services.

Research.

Some direct reports moved to the associate dean.

The Associate University Librarian for Digital Services now supervises the director of the Digital Library Development Center, who formerly reported to the director.

The AUL for Special Collections assumed shared responsibility (with the university librarian) for development activities.

The AUL, Organizational Development took on oversight of budget, HR, marketing, and development.

The redesigned Director of Special Collections Research Center assumed supervision of both the urban archives (formerly with its own head reporting to the dean) and of the university art consultant (formerly reporting to the dean).

CASE STUDIES

Please answer the following questions about the senior administrative position identified above that has been redesigned or created since 2007. If more than one position has been redesigned or created, please choose one of the positions.

Please enter the title of the position and the year this position was created.

Please indicate which departments or units of the library and how many individuals reported to the position in 2007 (or in the year it was created) and how many currently report to this position.

Please briefly describe the responsibilities, scope, and/or focus of the redesigned or newly created position, indicating the most significant changes of the redesign and why they were necessary.

Redesigned Positions

Case 1

Assistant Dean for Research and Education Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	University Archives & Records Management; Rare Books; Manuscripts; Reference Department; Health Sciences Library; Fine Arts Library; Music & Dance Library; Center for International Collections; Government Documents & Maps	7	3	1 Administrative Associate	
2012	Arts & Archives; Health Sciences; Government Documents & Maps; Center for International Collections; Reference	5		1 Administrative Coordinator	

The libraries underwent a complete work redesign in 2007, driven by a new strategic plan, reduced staffing levels, and anticipated further reductions. With the elimination of two associate dean positions, connections between units were reviewed, work redistributed, and units reorganized, reporting to the remaining assistant deans.

Case 2

Assistant Dean, Digital and E-Publishing Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Metadata and Preservation Services; Archives and Special Collections; Digital Repositories Services	9	1	8	
2012	Metadata and Preservation Services; Archives and Special Collections; Digital Repository Services	8		8	

E-publishing given new emphasis and folded into the position. A greater emphasis in general on digital services.

Case 3

Assistant Director for Administrative Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Finance Officer; Administrative staff; Mail room		1	5	
2012	Finance Officer; Administrative staff; Mail room		1	5	

The most significant change was to move most of the human resources functions to this position.

Case 4

Assistant University Librarian for Humanities, Social Sciences, and Special Collections

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Special Collections and Preservation	4	2		
2012	Special Collections; Humanities & Social Sciences (bibliographers and support staff)	11			

The position was previously focused on special collections and preservation. Preservation has been reassigned to technical services. This change provides leadership for humanities and social sciences bibliographers. The position also has oversight of librarians who have other primary responsibilities but spend a portion of their time on selection in humanities or social science subjects, for example reference librarians. The reorganization as a whole is intended to focus attention on services to users.

Case 5

Assistant University Librarian for Special Collections

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Assessment; Human Resources; Building Management	4	3		
2012	Special Collections; Conservation Development; All library employees (in absence of university librarian)	2			

In 2008, the Exhibitions Department was moved organizationally. That unit now reports to the Promotions and Outreach Manager. In 2009, the Music/Dance Department was disbanded and employees were transferred to the appropriate functional units across the organization. The AUL for Special Collections kept oversight of only one librarian, the Curator of Music Special Collections. In 2010, this position assumed significant responsibility for development programs. These responsibilities are shared with the university librarian. No direct line reporting is associated with this responsibility since development officers fall organizationally under a foundation rather than under the university. One donor liaison is assigned to the library. This AUL works closely with that person but does not supervise him. Also in 2010, this AUL took on the role of Associate University Librarian. In that role he has full responsibility for the library whenever the university librarian is absent. In 2012, the Records Management Unit was pushed down in the organization. It now reports directly to the university archivist rather than to this AUL position. Ultimate responsibility for Records Management still flows up through this AUL, but direct reporting lines have changed.

Case 6

Associate Director for Collections and Scholarly Communication

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Collection Management; Special Collections Research Center; Preservation; Scholarly Communication Center	4			
2012	Collection Management; Special Collections Research Center; Preservation; Copyright and Digital Scholarship Center; Friends of the Library; Program Planning & Outreach; Exhibits Program	5	2		

This associate director position assumed responsibility for oversight of the friends of the library, program planning and outreach, and the exhibits program after another senior administrator resigned and that position was eliminated. Both

budget reductions and strategic planning/realignment contributed to these decisions. The organizational units added to this portfolio are related to the library collections program, for which this position was already responsible.

Case 7

Associate Dean (formerly Assistant to the Dean of Libraries)

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	No departments reported to this position in 2007. This position was responsible for outreach, assessment, accreditation, marketing, and other initiatives supporting the dean, as well as subject librarian responsibilities. It was much more of a project-oriented position with considerable committee leadership on the part of this individual.				
2012	User Experience and Assessment; Faculty Engagement; Marketing and Events Manager; GALILEO Knowledge Repository; Project Manager	7	5		

The new position was created in that the assistant to the dean of libraries was asked to take on responsibility for several new departments: a data curation research librarian, the faculty engagement department, the user experience and assessment department, and the marketing and events manager (a new position related to the new 220,000 square foot learning commons building the library was asked by the provost to manage and operate). The responsibilities were such that the position was raised to the assistant dean level.

Case 8

Associate Dean for Academic Affairs

	Reports	Librarians	Other professionals	Support staff	Other staff
2009					
2012					

Case 9

Associate Dean of Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Technical Services; Distance Education	2			
2012	Branch Libraries; Technical Services; Public Services	6			

The associate dean had far more operational responsibility for the libraries than the assistant dean ever had.

Case 10

Associate Dean of Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Library Instruction; Scholarly Communication Systems; Reference Services; Access Services	7	1		
2012	Scholarly Communication Systems; Reference Services (includes Library Instruction); Access Services; Technical Services	20	1	2	

Reducing from three/four assistant directors (or assistant deans) to one associate dean was a result of budget realities and a desire to make for a less rigid structure. The associate dean has a library-wide focus.

Case 11

Associate Dean, Access and Resource Management

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Acquisitions; Cataloging; Collections; Interlibrary Loan	5		35	
2012	Access & Resource Sharing; Acquisitions and Cataloging; Preservation/Conservation	11	1	51	

Added access services and interlibrary loan to traditional technical services model to reflect integrated nature of collections from selection, acquisition, cataloging, shelving, and retrieval.

Case 12

Associate Director for Collections, Technical Services & Scholarly Communications

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	This is too complicated to answer in our case. Instead, I've attached several documents that we created for our own staff by way of explanation.				
2012	This is too complicated to answer in our case. Instead, I've attached several documents that we created for our own staff by way of explanation.				

Case 13

Associate Director for Library Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	ILS Coordinators; Collection Development; Acquisitions; Cataloging and Processing; ILL/Document Delivery; Image Collection Library	7	1	1	
2012	Access Services; Science & Engineering Library; Information Resources Management; Undergraduate Teaching and Learning; Image Collection Library; Research & Liaison Services; ILS Unit	6	1	1	

Two associate director positions (AD for Collection Services, AD for User Services) were merged into one position (Associate Director for Library Services). This was done primarily for budget reasons but it also was an effort to flatten the organization and improve communication among the department heads.

Case 14

Associate University Librarian

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Acquisitions; Bibliographic Control; Collections Management; Electronic Resources	2		2	1 Administrative assistant/ secretary
2012	Discovery & Delivery Services; Collections & External Relations	2			

The focus of the associate university librarian position is on "Services to Libraries," i.e., primarily our back room, internal operations. The two direct reports are: the Head of Discovery & Delivery Services which includes technical services, digitization, libraries' catalogue systems, document delivery, off-campus access services, usability/assessment, the libraries' storage annex, and, yet to be fully implemented, the policy and technical aspects of circulation; and Head,

Collections & External Relations, which incorporates collections management, archives & special collections, and external relations. The latter is somewhat at arm's length since the position does not report to the libraries. The primary differences in the position are the inclusion of digitization and the catalogue systems, which were formerly part of a technical unit; the inclusion of document delivery, off-campus services and circulation, which were formerly part of a public services portfolio; and the inclusion of usability and archives & special collections. While the associate university librarian does not supervise these areas directly, the librarians reporting to the position do. Change was necessary because an associate director position was not being filled and some responsibilities needed to be redistributed. The stronger motivation for change, however, was the need to be future-oriented and to look more holistically at our systems and how we could organize them in a more integrated, seamless fashion to present to our users the growing number of options for access; and to group activities and initiatives in order to take advantage of synergies and opportunities for collaboration (e.g., collections management and archives & special collections).

Case 15

Associate University Librarian for Collections and Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Collection Development—Humanities, Social Sciences; Collection Development—Global Resources and Area Studies; Branch libraries (Art, Music, Geology, Chemistry, Math/Physics, Biology/Botany, Stone Center for Black Culture and History, City & Regional Planning, School of Information and Library Science); Circulation; Interlibrary Services; Reference; Undergraduate Library	39		42	
2012	Interlibrary Services; Research and Instructional Services; Undergraduate Library; Scholarly Communications Officer	38		47	

Focus on the two most significant aspects of "public service" [the old term], hence the change in title and broadened scope of responsibilities: collections and services. Coincided with a change from traditional reference services to a liaison model.

Case 16

Associate University Librarian, Collections and Research

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Archives and Special Collections; Bibliographic Services; Monograph Acquisitions; Serials & Electronic Acquisitions; Resource Sharing	2	3		
2012	Archives and Special Collections; Bibliographic Services; Monograph Acquisitions; Serials & Electronic Acquisitions; Resource Sharing; Library Accessibility Services	2	3		

In 2009, an electronic resources librarian was added to the bibliographic services department and handles much of the day-to-day collections over sight, assists with the collections budget activities, and, represents the library on consortia purchase negotiations and activities. These were previously handled by the AUL Collections. Thus the AUL has more time for other activities. In 2010 ,the position was assigned "research" to the portfolio of the Associate University Librarian Collections. The incumbent is essentially the Libraries' associate dean for research and represents the university libraries on university research committees, at research meetings and events, etc. She/he in turn provides leadership to help advance the research activity of librarians and (because libraries also support research) to promote our services and collections. In 2010, the position was assigned learning accessibility services as it was believed that the activities of this unit are closely aligned with resource sharing. Both provide students copies of materials (title and/or format) not owned by the library. In 2011, the two acquisition units (monograph acquisitions department and the serials and electronic resources department) were merged into a single acquisitions department. All activities are essentially the same but are under a single professional (non-librarian) manager. Note: The bibliographic services department reports to the AUL Collections. The libraries digital initiatives unit resides within this unit therefore the AUL Collections has oversight of digitization and electronic publishing activities.

Case 17

Associate Vice Provost, Collections

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Acquisitions; Bibliographic Services; Collections Services	5	1	44	
2012	Metadata Development; Discovery Systems; Collections Development	3	1	47	

This position was redesigned as part of the strategic realignment process undertaken in 2010: convergence of libraries, museum, archives, special collections; completion of the Taylor Family Digital Library and the High Density

Library (storage facility); increased emphasis on unique resources and integrated discovery. Metadata Development: cataloguing, metadata creation, and processing. Most significant change: creation of special materials unit (archival, fine arts, and visual materials); preparation of materials for the storage facility. Discovery Systems: operation, enhancement, and ongoing assessment of discovery and delivery systems. Includes support for: integrated library system, inventory retrieval system, remote access to electronic library resources, interlibrary loan and document delivery software, workroom booking system. Collections Development: collections budget management, electronic resources management, selection and ordering of new resources, gifts-in-kind, collection development analysis.

Case 18

AUL for Public Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Reference, Education & Outreach; Access Services; Medical Library; Design Services; Web Services	4	2	1	
2012	Reference, Education & Outreach; Access Services; Medical Library; Design Services; Web Services; Information Technology; Development	4	4		

The libraries' information technology unit was relocated from technical services to public services to facilitate and highlight the increasing role for IT in supporting the libraries' online presence as a public service point. This change also promoted greater integration between IT & web services (which was already located in public services). Development operations were placed under public services to emphasize the role of this unit in leading outreach to all campus and community stakeholders.

Case 19

Director, Financial & Physical Resources

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	None				
2012	Dean's Office clerical/administrative staff		1	3	

The Director, Financial & Physical Resources is responsible for overseeing all of the library's funding sources (including the acquisitions funding), as well as space for our seven physical locations. The redesign was necessary to bring a strategic and comprehensive focus for budgeting and financial management, as well as to put in place robust internal

controls relating to the management of our financial resources. The position now oversees the administrative/clerical group in the dean's office, given the work of this group intersects nicely with the work of the director.

Case 20

Director, Special Collections Research Center

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	Special Collections department	1		3	
2012	Special Collections (formerly a department, now merged into special collections research center); Urban Archives (formerly a separate department, now merged into special collections research center); University art consultant	3	4	5	

We needed to consolidate and standardize the operations of separate special collections and archival units into one in order to realize improved efficiencies in processing, merge two separate reading rooms, adopt uniform standards based on nationally accepted best practices for finding aids, cataloging, etc. It was also thought that by combining the operations under one director, the incumbent would have a better sense of relative priorities for processing fundraising and digitization across the former separate special collections units.

Case 21

Senior Associate Dean for Undergraduate and Learning Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Commonwealth Campus Libraries (20 locations); World Campus (online)	41		59	
2012	Commonwealth Campus Libraries; Knowledge Commons; Library Learning Services; Media & Technology Support Services; World Campus	49		92	

This position now has responsibility, in addition to campus libraries, for University Park departments of importance for undergraduate and learning services (i.e., knowledge commons, library learning services, media tech). Incumbent now does more collaboration with other university administrators, especially in Information Technology Services. Incumbent is considered the "senior" associate dean.

Case 22

Senior Associate Dean of Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2012	Systems; Budget; Personnel; Security; Facilities; Planning & Promotions	2		4	
2012	Libraries IT; Budget; Personnel; Facilities; Access Services; Collection Development; Planning & Promotions	3	1	4	

The position's responsibilities increased as a result of reorganization. We lost one senior position in 2010 to budget cuts and the library was reorganized to better reflect how we work in 2012. Fewer silos, more collaboration. It was also difficult to justify three senior administrative positions in a library of our size. The addition of access services and collection development dramatically broadened this portfolio. Access services was incorporated here because, like other departments in the portfolio, it is essentially an infrastructure service. Collection development was added to bring budgetary operations closer together. The "Associate Deans" are peers but one holds the title of "Senior Associate Dean." This reflects the university's desire to have a clear line of succession and that senior administrative position's more significant role in campus activities (such as faculty affairs and budget).

Case 23

University Archivist & Director, University Archives & Records Center

	Reports	Librarians	Other professionals	Support staff	Other staff
2012	University Archives & Records Center	4	1		
2012	University Archives & Records Center	3	1		

The number of open records request has increased significantly in recent years and legally requires prompt action. In order to ensure the university is in compliance with this requirement, a new staff position was created through internal reassignment to work almost exclusively on open records issues. The university archivist now oversees this function rather than having direct responsibility for responding to requests.

Case 24

Associate Dean - Administrative Services and Faculty Affairs

	Reports	Librarians	Other professionals	Support staff	Other staff
2012	Human Resources Fiscal Services		2	6	
2012	Human Resources Fiscal Services, including Health Science Center; Libraries Grants Management		5	6	

Serves as most senior human resources, financial, and grants management professional, serving as representative to outside entities and the larger university.

New Positions

Case 25

Associate University Librarian, Public Services and Facilities

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Library branch heads	8			
2012	Library branch heads; Access Services head	9			

Directing operations and allocating human/financial resources of the unit libraries. Identifying, coordinating, and resolving service issues amongst unit libraries and the broader user community. Interpreting and implementing library policy and strategic plans at the public services portfolio and unit head level. Determining and coordinating priorities across the public services portfolio to achieve system/local objectives. Mentoring heads of various libraries and the unit management teams responsible for front-line operations. Planning and executing strategic directions, developing system policies, and establishing framework for policy implementation at local level. Establishing budget priorities. Advising senior administrative team (SAT) and chief librarian on matters related to public services and user communities. Acting as backup for other SAT colleagues in their absence.

Case 26

Assistant Dean for Information Technology & Finance

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Computer & Network Services; Digital Initiatives; Applications Group	3	15		
2012	Computer & Network Services; Digital Initiatives; Applications Group; Finance	3	17		

An AD level position was created to focus on information technology. IT roles previously reported to separate AD's who had other responsibilities including public services and collection management. Later, finance and budgeting was added to the position.

Case 27

Assistant University Librarian for Administrative Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2010	None				
2012	Business Office; Human Resources; Facilities; Assessment; Communications/marketing		4	4	

Responsibilities: formulate policies and procedures to improve operations in the library's business office, human resource, and facilities; develop and coordinate library assessment program; develop and deploy internal and external communication program. Many of these responsibilities were transferred from the associate university librarian's portfolio. As the library expanded programs and continued to reorganize staff, a new position was required to absorb some duties.

Case 28

Associate Dean for Scholarly Communications and Research Services

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Head, Digital Library Initiatives; Head, Library Systems; Head, Research Services; Head, Research and Grants	4			
2012	Head, Digital Library Initiatives; Head, Library Systems; Head, Research Services; Head, Research and Grants	4			

The Associate Dean for Scholarly Communications and Research Services was created as a new position following the retirement in 2011 of the interim dean and former head of scholarly communications. When a new dean of libraries was hired he felt the increased emphasis on scholarly publishing, open access issues, combined with a desire to evolve the roles of our research librarians to be more involved in those issues and more embedded with scholars' work, drove the need for a new position at the associate dean level. As part of the dean's new organization, we pulled together research services, library systems, scholarly communications and digital initiatives, and research and grants together worked with this new associate dean.

Case 29

Associate University Librarian for Digital Initiatives and Open Access

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Catalog Department; Electronic Resources Librarian; Institutional Repository	6	1	14	
2012	Catalog Department; Electronic Resources Librarian; Institutional Repository	7	1	14	

Position was created to develop the potential of the catalog department to participate in emerging metadata and other digital opportunities. This division is charged with the development of the university's institutional repository, particularly the open access aspects; also participates in the institution's data management planning. The development of a unified university strategic plan and the new library strategic plan, the library's role in the campus open access initiative, and the 2009 NEASC accreditation study necessitated a major reorganization in senior library administration.

Case 30

Associate University Librarian for the Library for the Health Sciences & Branch Libraries

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	Library for the Health Sciences	9	2	7	
2012	Library for the Health Sciences; All branch libraries	16		16	

Reduced the number of upper level administrators, so several needed to take on additional departments. This position added all branch libraries to current responsibility only for the Library for the Health Sciences.

Case 31

Assistant Dean of Technology Strategy

	Reports
2008	None
2012	None

We needed someone without one responsibility to focus on our technology strategies and work with senior technology people on campus. Also need someone to work with peers in other libraries identifying potential partnerships and collaborations and/or new directions we should pursue.

Case 32

Associate University Librarian, Organizational Development

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Administrative Services (Budget); Assessment; Library Development; Marketing and Strategic Priorities	3	2		
2012	Administrative Services (Budget); Assessment; Information Literacy & Staff Development; Library Development; Human Resources	2	3		

The position's primary focus is strategic planning. In addition, she oversees budget, HR, assessment, development, and instruction/staff training. The new position was necessary to bring these key organization-wide activities together.

Case 33

Deputy Director

	Reports	Librarians	Other professionals	Support staff	Other staff
2009	Three research services departments that comprised 16 libraries, plus two libraries reported directly that had special situations.	31	1	20	
2012	Three research services departments; Two libraries; Administrative Services; Special Collections; Program Coordinator; Preservation Services	39		27	

Special collections, administrative office, and preservation services were moved to the deputy director to allow director more time for fund-raising and because of library reorganization following loss of staff due to a buy-out offer.

Case 34

Director of Communications

	Reports	Librarians	Other professionals	Support staff	Other staff
2008	None			1	
2012	None			1	

Under the general direction of the university librarian, provide strategic leadership in the development and execution of a comprehensive communications and public relations program for the Libraries. Responsible for conceptualizing, planning, and implementing communications strategies and policies to promote and broaden the organization's position and visibility locally, nationally, and internationally. Collaborate and/or direct staff in the development and delivery of activities associated with public relations, marketing, outreach, and internal and external communications.

Case 35

Director of Scholarly Communications

	Reports	Librarians	Other professionals	Support staff	Other staff
2006	Scholarly Communications				.5 intern
2012	Scholarly Communications		1		.5 intern

The Scholarly Communication Officer will coordinate scholarly communication activities for the university by providing leadership and educating the university community about intellectual property issues and their impact on the nature and conduct of scholarly inquiry and instruction. This position reports to the director of academic technology and instructional services. It is a three-year term appointment with the possibility of renewal.

Case 36

Director, Center for Scholarly Communication and Digital Curation

	Reports
2011	Staff of the center are affiliates whose primary job assignments are elsewhere in the organization. The director coordinates the work of affiliates and contributes to their annual evaluations. The model of "affiliates" also allows designating campus faculty or others (IT, general counsel) as being part of the center in a consultative role. Please note that the individual who is the center director is ALSO the head of the digital collections department, in which role she reports to the AUL for LT. The staff of the digital collections department includes three regular librarians, a visiting librarian, two non-librarian exempt staff, several regular non-exempt staff positions, and a continually changing array of student and grant-funded temporary positions.
2012	Same as indicated above (which was only a few months ago), except that one librarian intern position (a one-year term appointment that would go to someone different each year, funded by savings, not a permanent line) has been created, and that position reports to the director of the center.

The creation of the Center for Scholarly Communication and Digital Curation was necessary not only to manage the growing pressure from our user community for support and services, but also to make manifest the leadership role the library is playing and must play in the context of the university as a whole. The center provides a structure for leadership and coordination of scholarly communication and digital creation activities that take place in many units of the library. The director of the center acts as administrative director of the center, coordinates the work of affiliates on specific projects and initiatives, and works closely with library liaisons, specialists, the digital collections department, and

the scholarly communication committee to develop center programs and referral services. Articulates a vision for the development of all aspects of an effective scholarly communications program, including outreach programs and events, internal training and awareness programs for library staff, advising faculty on policy issues including copyright and funder mandates, and promoting relevant open access publishing initiatives. Plays a key leadership role in developing and sustaining services for retention and curation of important digital content from the campus community, including research data, publications, visual and media resources, technical reports, field notes, presentations, and gray literature and other born-digital ephemera of enduring value. Participates in digital publishing, e-science, and digital humanities initiatives and plays a leadership role in development of digital content curation services. Fosters effective relationships with key library and university partners including but not limited to faculty, academic units, information technologists, the university press, and the office of research.

Case 37

Facilities Project Manager

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	Support Services			3	
2012	Support Services			9	

In addition to overseeing construction of the new library building, this position took on supervision of the entire department. Previously there was a cumbersome reporting structure within the department. The redesign has all staff reporting to one person.

Case 38

Planning & Assessment Officer

	Reports	Librarians	Other professionals	Support staff	Other staff
2011	None. Position did not exist.				
2012	None. This is an administrative leadership position with no supervisory responsibility.				

Prior to the creation of the position of Planning & Assessment Officer, no one person was responsible for either planning or assessment. Responsibilities were either scattered across the administration and the library or non-existent. This position has the following responsibilities: Analyze and synthesize data to inform university libraries decision-making and to facilitate strategic planning. Facilitate implementation of strategic priorities. Evaluate progress toward strategic priorities. Track national trends. Review library policies. Make connections between libraries and student success. Gather data and user input on library resources and services. Conduct web usability studies. Develop and implement performance measures. Administer LibQUAL+® and collect and report annual statistics to ARL, ACRL, and NCES. Serve as portfolio manager for library projects. Coordinate in-service training.

6. As the responsibilities, scope, and/or focus of their positions change, what are the skills that senior library administrators most need to acquire to manage the 21st century research library? N=42

Ability to assess and implement new and emerging technologies and resources that may be of value for university faculty and students. Ability to manage change and engage staff to move in new directions. Ability to identify new sources of funding/support, e.g., grants or private funds, and to pursue these resources successfully.

Ability to identify trends in librarianship and higher education Ability to let go of traditional approaches to collections and services while holding on to traditional values Ability to see the big picture. Ability to tolerate ambiguity.

Ability to manage a diverse (in its broadest sense) workforce; not only planning strategically but making sure the library supports the institution's core mission. Ability to collaborate across silos, etc. Ability to secure resources. Ability to navigate in an increasingly complex technical environment.

Ability to partner beyond the libraries with other campus leaders. Ability to be campus leaders. Flexible and very agile. Be able to articulate services and initiatives to non-librarians very effectively. Adept at space planning and planning "virtual" spaces. Be scholars and visible in the profession in their own right.

Ability to think beyond the local institution and collaborate regionally and nationally. Knowledge of digital scholarship and new forms of scholarly communication. Flexibility, creativity, willingness to experiment.

Analytical skills. Good judgment. Flexibility. Planning skills. Management skills, generally.

Awareness of national trends in education; scholarly communication, and information access. Vision. Focuses on the big picture; strategic planning skills. The ability to lead teams and to make decisions that shift directions. Skill in developing professionals and employing their talents. Ability and professional credibility to fully engage with campus, and talent for collaborating on and beyond campus, and a commitment to including to including all professionals within the library as equal partners in shaping the future.

Better understanding of the technology and data management. Ability to work with fewer resources and to think more strategically. Ability to collaborate outside of the libraries.

Big picture focus; strategic thinking. Ability to collect and interpret information from multiple sources for decision-making rather than relying on personal expertise. Ability to build internal and external partnerships.

Breadth of understanding of library and higher education issues. Strategic visioning. Ability to engineer partnerships with academic programs and professorial faculty

Builds shared vision for the library. Changes/shapes library culture. Effective communicator. Leads in a shared decision-making environment. Manages/shapes change.

Change management skills. Excellent communication skills. Campus collaboration and engagement. Ability to be nimble and to create nimble departments.

Change management, human relations, technology, leadership.

Change management, perseverance, understanding of trends, and clear strategic agenda.

Comfort with ambiguity and a desire to position flexibility and innovation. A better connection to the wider university. Ability to work in collaborations, locally, regionally, nationally, etc.

Data management skills. Soft skills. Leadership skills. Coaching skills. Project management. Business competencies.

Enterprise-wide focus: the ability to think about the organization as a whole (rather than a designated slice/portfolio). Strategic focus: the ability to focus actions and conversations on preferred futures / transformational change. Flexibility: the ability to turn on a dime, to adapt to new environments... Communication skills: more than just the oral and written skills. Includes the emotional intelligence to understand the implications of words and actions on others. Commitment to ongoing personal development.

Entrepreneurship. Horizoning. Disruption analysis.

Excellent interpersonal/communication skills. Ability to delegate. Flexibility. Excellent organization skills. Keeping abreast of the changing environment for 21st century libraries.

Flexibility, adaptability, vision, creativity, collaboration, resourcefulness.

How to align the library with campus goals and anticipate how we can contribute. Data collection and analysis skills. Leadership/how to maximize human and fiscal resources. Focus on customer.

In addition to the skills senior level administrators have always needed, people who are in these positions now need to be more flexible in their own assignments and able to lead constant change in the work and staffing patterns of the units reporting to them. In the context of need to focus more outside the organization, delegation skills and the ability to develop subordinate managers become increasingly important. The ability to be entrepreneurial and proactive about possible projects with external partners is critical (including relationships with consortial institutions, vendors, and other campus units).

Innovative thinking, ability to collaborate, advocacy for universal access to knowledge and information, flexibility.

Interpersonal and communication skills remain paramount in managing change. A detailed understanding of technology and the analytical ability to understand its application in the development of library resources. Ability to adapt to the changing environment of higher education.

Interpersonal, change management, facilitation, technological.

Leadership. Multitasking. Prioritization. Communication.

Leadership and communication skills, ability to manage large portions of the organization, ability to articulate a vision.

Leadership and management. Decisiveness. Vision, risk taking, expertise in some portion of their portfolio.

Leadership skills. Personnel management skills. Planning skills. Communications skills. Interpersonal skills. Organizational skills. Budget management skills. Ability to work as a team player. Mentoring skills. Flexibility. Innovation skills. Vision.

Leadership, persuasion, multi-tasking, collaboration, knowledge base.

Need to be entrepreneurial. Visionary, strategic, and able to bring others on board. Articulate, outgoing, confident; ethical. Life-long learners. Good at building partnerships. Persuasive. Excellent fund raisers. Innovative. Risk takers without fear of failure. Open-minded. Good judgment, e.g., makes good personnel choices. Able to prioritize and delegate responsibly. It also helps to be nice to other people.

Outcomes assessment, data analysis, strategic budgeting, engagement at university level in development of strategic priorities, political savvy, broad and deep communication skills.

Project management and delegation skills, change leadership skills, budgeting and political savvy. Tolerance for entrepreneurial experimentation with occasional failures if one is not entrepreneurial oneself. Also, senior library administrators now need a certain amount of IT knowledge, in particular a mindset accepting mass or bulk acquisition (and ingest), processing and discovery systems that will scale well for future research libraries.

Real systems knowledge. New methods for collection management and storage.

Recruiting and managing a diverse staff to serve increasingly diverse student and faculty populations. Fundraising and marketing. Managing legacy print collections as well as the preservation of electronic collections. Operating the library as place and virtual use of library materials. Keeping the library relevant to university research and instruction.

Senior library leaders require strengths in: strategic planning; leadership; the ability to build a shared, compelling, and credible vision of the future. The ability to initiate, implement, and support innovation and institutional change, and enhance programs and services. Possess a results orientation. Possess strong communication and interpersonal skills; and be credible.

Significant management experience. Scholarly communications. Demonstrated success managing people, projects and budgets. Demonstrated ability to articulate priorities and values across a diverse constituency. Familiarity with emerging trends and technologies. Grant writing and/or grant management experience.

Strategic planning. Entrepreneurial. Strong management skills. Effective interpersonal and communication skills. Global perspective. Resource management.

Technology. Knowledge of digital curation, scholarly communications proficiency, fundraising, political skills, leadership within the university.

The ability to empower staff to innovate, experiment, and collaborate. Strategic planning and allocating budgets strategically. Managing new younger staff with different attitudes toward work.

Transformational leadership skills. Strategic and entrepreneurial thinking. Ability to adapt to different roles and functions. Assessment and evaluation.

Understanding of digitization, epublishing, and digital stewardship activities. Understanding of open access and scholarly communications. Demonstrated expertise in not only collecting and analyzing qualitative and quantitative date, but in applying the findings to improve and direct services. Demonstrated expertise in strategic planning and strategic management (i.e., aligning budget allocations and redesigning workflows) to support new and growing areas while reducing activities in others. Understanding changes in higher education, not just changes in the library. Understanding changes in learning and teaching, not just information literacy. Understanding changes in research methodology, not just research collections. Being a visionary. Knowing labour contexts well so changes can be properly managed.

Understanding of evolving technology and the ability to use it creatively, and understand how our users are using it, whether directly or through others. Leadership skills, communication skills, entrepreneurial skills, an understanding of assessment, and a very high level of people skills.

7. How do senior library administrators acquire these 21ˢᵗ century skills? Check all that apply. N=45

Professional institutes (RLLF, Harvard, Frye, etc.)	44	98%
Reading the professional literature	42	93%
Professional conferences	41	91%
Professional networking	41	91%
Other method	31	69%

Please describe other method.

Advanced degrees.

All of the above, plus professional coaching.

Connecting with campus and national leaders outside the profession.

Consistent engagement with campus and higher education initiatives.

Experience.

Experience and increasing responsibility over time; and mentoring and observation.

Formal courses when applicable.

Graduate coursework in business, higher education administration, technology management.

In-house training and development opportunities. Attending leadership conferences. Enrollment in a managerial/ leadership program.

In-house training and development programs.

Institutional committee membership, training.

Leadership training within the institution.

Learning from campus leadership opportunities and from other campus leaders beyond the library.

Meetings with other library administrators twice per month to learn from one another.

Mentoring. On-the-job experiences.

Mentoring relationships.

Mentoring with other senior administrators. Reading higher educational literature.

Observation of experienced successful colleagues in action.

On the job.

One-on-one training, and all too often, learning on the job.

Participate in non-library conferences and networking.

Performance evaluations. Feedback. Modeling. Learning on the job.

Practice.

Reading higher education materials.

Regular personal reflection.

Take advantage of opportunities at your institution; stay in tune with your home institution.

The "school of hard knocks" that we get in day-to-day experience. Willingness to take on and pursue assignments or projects that will stretch one. Targeted professional development leaves. Engaging in the intellectual rigor of scholarly writing and presentation. Broad reading beyond the professional literature to include the literature of higher education and of leadership itself. Keen observation of other leaders (both good and bad). Self-awareness (of both thought and behavior). Asking for and actively seeking to profit from feedback (from superiors, peers, and subordinates).

Through direct experience, and through modeling and mentoring by other administrators and leaders at the institution and in local consortia and the statewide professional community.

University courses, advanced degrees.

Working with systems designers and vendors to better learn technology architecture and functionality and design.

Workshops. Mentoring.

QUALITIES AND ATTRIBUTES OF SENIOR LIBRARY ADMINISTRATORS

8. Below is a list (adapted from one developed by Hernon, Powell, and Young, 2001) of qualities and attributes that senior library administrators may need to perform effectively in their positions and that may not be captured in a position description. Please indicate which of these qualities and attributes would be desirable for those who manage your 21st century research library. Check all that apply. N=44

Changes/shapes library culture	43	98%
Functions in a political environment	42	96%
Makes tough decisions	42	96%
Collaborative	41	93%
Delegates Authority	41	93%
Develops campus visibility for the library	41	93%
Effective Communicator	41	93%
Leads and participates in consortia and cooperative endeavors	41	93%
Manages/shapes change	41	93%
Nurtures the development of new programs and services/refines existing ones as needed	41	93%
Builds a shared vision for the library	40	91%
Develops and fosters partnerships	40	91%
Manages fiscal resources/budgets	40	91%

Mission focused	40	91%
Promotes professional growth in staff	40	91%
Implements and evaluates planned actions	39	89%
Leads in a shared decision-making environment	39	89%
Networks effectively	39	89%
Results oriented	39	89%
Thinks "outside the box"	39	89%
Brings issues of broad importance to the university community	38	86%
Committed to service	38	86%
Facilitates a productive work environment	38	86%
Resolves conflict	38	86%
Advocates for librarians' role in higher education	37	84%
Builds consensus	37	84%
Committed to staff diversity	37	84%
Engages in fund-raising and donor relations	37	84%
Entrepreneurial	37	84%
Facilitates the group process	36	82%
Develops various sources of funds	34	77%
Other quality or attribute	13	30%

Please specify other quality or attribute.

Ability to facilitate change.

Ability to think strategically.

Able to lead and support a technology-rich research environment.

All of the above are important in different proportions and at different times.

Bravery, comfort with conflict, energy, strong sense of right and wrong.

Builds trust. Technologically literate. Flexible.

Innovation skills.

Interprets trends and the changing operational environment.

It was impossible not to select all of these!

Making decisions based on data.

Promotes civility and collegiality.

Sets high performance and "campus focused" expectations and holds individuals and teams accountable.

Visionary.

9.   If a vacancy occurred in a senior administrative position, do you anticipate that it would be redesigned before a search began? N=42

Yes	33	79%
No	9	21%

If yes, in what way would the position be redesigned? N=33

A reevaluation of departmental reporting lines to that position, recognizing shifting lines of departments reflecting the changing nature of the work.

Any position would be evaluated if not redesigned. Changes in service delivery (virtual reference, intensified research consultations, embedded librarians, librarians who are part of clinical hospital teams) are gaining importance within the scope of what a library does. Administrative positions may be directing more external/outreach functions rather than being dedicated to improving internal efficiencies.

As a matter of course, we review every vacancy we have to make sure that the way our work is organized reflects whatever current or envisioned reality we see. So, yes we would look carefully at one of these senior administrative positions to make sure that it promised the best return as described or change it so that it did.

Assess the greatest needs in terms of the priorities identified in our strategic plan and consider the position from that perspective.

Can't comment at this time, not public information.

Certain positions would be redesigned to emphasize evolving information needs and modalities such as emerging technologies and impact on access to information and learning.

Depends on the position but would involve consultation with faculty and duties would be linked to needs anticipated over the next five years.

Every position that is filled in the libraries is reviewed to ensure that its responsibilities are aligned with our very new strategic plan.

Every time we have a vacancy, we determine our needs and make adjustments to positions as necessary. There is rarely an opportunity that passes where a position is not changed in some way.

Examine current needs of the organization and redesign position to include those needs where possible.

In the context of existing positions and of new or unmet needs.

It is very difficult to predict. Typically it involves balancing the workload among administrators.

It would be reviewed as a matter of process to determine if changes were appropriate. Changes could, but would not necessarily, include department/staff reporting and functional oversight.

"Redesigned" might be too formal a word. The responsibilities would certainly be closely examined and perhaps reconsidered and redistributed.

Position would be reconsidered in light of current needs; redesign may result.

Research and Digital Scholarship would be added to Collections. Teaching/Learning/Academic might be added to the Associate University Librarian for Information Services.

Responsibilities may be redesigned in accordance with our strategic objective.

Review for potential elimination or selective reassignment of duties.

Skills, workload, and ambitions of other senior administrators and capabilities of rising stars would probably be considered and taken into account before beginning a search.

The position would be reviewed and redesigned as necessary to align closely with the university's new strategic vision, foundational commitments and academic priorities.

The redesign would depend upon the position vacated and the library needs at the time.

There is a chance that there would be some reorganization that could result in changes in any of the senior administrative positions.

To be more clearly aligned with campus goals and to focused on strategic thinking/planning.

To be responsive to budget reductions and new information-seeking, teaching, and learning modalities.

Uncertain but we always consider changes in a position when it comes open.

Unsure; depends on the position.

Vacancy in senior administrative position would lead to redesign. What would happen would depend on what vacancy it was.

Virtually any position would be carefully re-examined to ensure it had the greatest impact on the library and conduced to effective patterns of workflow and service. Depending which senior administrative position became vacant, there might be a reconsideration of which of the remaining administrators had what interests, strengths, and experience in order to rejigger some areas of responsibility. This may depend heavily on how strong the middle managers (department heads) are in the various functional areas.

We expect to examine our organizational structure carefully with two vacancies announced within the next eight months and anticipating retirement of two others within the next three years. We will likely shift responsibilities of all six senior administrators within that time frame. That being said, see "additional comments" below for further clarification on the timing of such changes.

We review all positions on vacancy. The changes would be determined by the actual position being vacated. We routinely shift portfolios of senior administrative team on the event of a vacancy.

We would look for organizational changes that needed to be made to bring units closer together in alignment. We have recently merged with our health sciences library, so there may be additional reorganization to bring like business units together to find additional efficiencies.

We would reconsider the need for the position, and whether organizational structure changes and reporting relationships would be desirable.

Well, all positions need to be redesigned - constantly.

Other comments N=9

It is likely, but not a certainty. Each vacancy is evaluated prior to reposting to determine if a different organizational structure makes more sense.

It really depends on the position, but most of the senior management positions are functioning at capacity at the moment.

Not at this stage. New leaders have just been on board for one year. But once we are further out from this reorganization the answer would likely be "yes."

SIL just went through a redesign and probably would continue with the results as it relates to senior level positions.

The answer to this question is "maybe." It would depend on the position that is vacated.

Traditional functions such as collection development and technical services are particularly prone to changing skill sets.

We have worked hard over recent years to achieve a high functioning administrative structure.

We will be posting one of these positions in the next few months. It won't be redesigned but we will indicate some things about being flexible for the future.

We would review the position to ensure that we were able to most effectively utilize it in the future.

10. Do you anticipate redesigning or creating any new senior administrative position in the near future (1 to 3 years)? N=42

| Yes | 19 | 45% |
| No | 23 | 55% |

If yes, what would be that position's primary area(s) of responsibility? N=19

Associate Dean, Public Services.

At present the Assistant University Librarian for Organizational Development and Planning is vacant. An incoming dean of libraries (recruitment for dean expected to occur in 2012) would likely reconfigure that AUL position to include an emphasis on assessment and statistics.

Can't comment publicly.

Collection development, facilities.

Collections and technical services.

Depends on the opening that might occur.

Development / fundraising is an area of need but for which we need additional campus support.

Four of our six top administrators will be retiring soon; massive reorganization is anticipated.

Higher level strategic planning, assessment, and financial analysis.

New director of libraries as I retire.

Not known at this time, because it would depend on which positions became vacant.

Not sure—it is too early to know.

Organizational Development.

Public services, special collections, liaison/outreach, scholarly communication, possibly collection development. MANY changes are coming within one to three years. See the "additional comments" below.

Strategic planning, assessment, staff engagement.

User services.

We are actively planning for such an opportunity. The primary areas of responsibility would be planning, assessment, and statistics. The creation of such a position would require the redistribution of some other responsibilities among other senior or middle management level staff.

We are planning major reorganization.

Will be determined by the new library director coming in July.

11. **If there was a vacancy or a new senior administrative position was created in your library, where would you expect a successful hire to come from? Check all that apply. N=43**

Within another research library	39	91%
Within our organization	29	67%
Within another type of library	12	28%
Outside the library profession	8	19%
Other, please explain	6	14%

Any type of library background,

Director: external. Associate University Librarian: practice is hiring internally.

I believe that we may fill a number of high-level positions from multiple venues.

It depends on the position.

This depends very much on the type of position.

This is difficult to answer, as it would depend on the type of position we were advertising for. If our Director, Financial & Physical Resources position became vacant we would recruit someone with a finance/accounting background, not librarianship.

Please enter any additional comments about future changes to senior administrative positions. N=10

An Executive Officer needs to have at least a Certified Management Accountant qualification.

I am stepping down effective September 1, 2012. One of the current AULs is stepping down effective January 1, 2013. Two more of the AULs will retire by September 1, 2015, at the latest. Because of this last fact, we have determined to advertise the current AUL position as it exists. Doing so will provide a measure of stability until the new university librarian is on board and has a hand in selecting this first AUL replacement; including indicating to the finalists that the focus and scope of the position could change in the future. The subsequent two retirements will provide an excellent opportunity to rethink the library's structure and administrative organization.

I think the level just below is the one more in flux at the moment, with new skills needed by managers and other professionals to deal with new roles such as data curation, creating new digital tools, social media, etc.

It is unlikely we would change in the next 1–3 years because with the transition to a new dean in 2011/2012 we have realigned our senior administration and our organization in recent months. Until new influences come into play, such as our retirements or the impact of trends on our strategies and use of resources, we would not expect changes to occur that would disrupt the new continuity in our organization.

Ongoing emphasis on developing the research library of the 21st century will have an impact on these positions

The dean would like to also create a position focused on high-level leadership of space planning (including collections shifts, strategic changes in service, and high-level facilities management). Whether or not that position reports directly to her, the realization of that vision will likely be created by re-purposing a vacancy at a middle management or even at a non-managerial level.

The redesign of the Libraries is now pretty much complete.

There will be fewer senior administrative positions (at the associate director/dean level) as budgets become tighter and more focus on "user facing" librarians and other professionals.

University pressure to continue to eliminate positions and downsize, even to eliminate senior administrative positions.

We have just completed a strategic planning process and are in the process of determining the impact on our organizational structure and specific positions. Until this process is completed, it is difficult to respond in any detail about how positions might change. Some of the principles that will guide any future reorganization are greater alignment of positions with the strategic plan, operational efficiency, better communication throughout the organization; and reducing the number of direct reports to the dean.

ADDITIONAL COMMENTS

12. Please enter any additional information that may assist the authors' understanding of senior administrative positions at your library. N=15

A key issue is managing the time of the dean; it is difficult if there are too many direct reports, since those can include not only the AULs, but also categories like development officer, public relations, and even occasionally office

administrative staff (though we have successfully moved that away from the dean's direct oversight). At the same time the dean does not like too many intervening layers through the organization since it creates genuine communication problems and a sense of lack of connectedness. Currently, she is leaning towards more department-level units, reporting to the same number of AULs (4), even though we probably could justify –as we planned for a while and then retracted – going to 5. It is critical for the AULs to be able to work together as a team and to understand, at a good level of detail, the workings of all of the divisions and not just their own. Too often one needs to temporarily reassign because of unexpected vacancies or new projects, and if top-level managers are too siloed, we are very hampered.

Although there have been no major changes since 2007, adjustments have been ongoing. Our organizational chart has been consistently fluid and representative of our changing environment and user needs.

It's been necessary for some time to have a senior administrator other than the library director to oversee the day-to-day workings of the library.

Our libraries have been in a major state of transition during the period surveyed. We have had three deans during this time, one of whom was an interim. In December 2007, we had a major reorganization that impacted senior administration and department heads as well as most of our staff. Between 2008 and 2011, we have seen our dean resign to take another position and retirement of two associate deans. We had an interim dean in 2010/2011 who retired following the appointment of the new dean. Obviously the transition at the top of our organization has greatly influenced reporting relationships and we have had four different organizational structures since 2007. So as it influences the completion of this survey, we may not be a typical example.

Our libraries reorganized away from the traditional branch library model in the late 1990s and brought all research and instruction librarians under one umbrella AUL. Therefore, significant reorganization had already been achieved by 2007.

The consultants we used for our libraries' review recommended a few options for reorganization, including one with a 2nd AUL focusing on public services. However, for budgetary reasons we have not created the position, and therefore proceeded with a different option for reorganization.

The current configuration of senior administrative positions reporting directly to the vice provost is made up of three kinds of appointments: 1. Associate Vice Provosts (research support, collections, learning) and Directors (centre for scholarly communication, administration) are held by academic staff with administrative appointments, renewable following a review every three years; 2. Program Director and Technology Officer, Taylor Family Digital Library are held by academic staff, seconded to these positions throughout the planning and implementation phases of the TFDL; 3. Director, Communications and Development is held by a member of the management and professional staff. Promotion and tenure requirements for senior administrative positions: Please note: 1. senior administrative positions do not have separate promotion and tenure requirements; 2. our current faculty guidelines have not yet been approved by the university provost; the edition provided as part of the accompanying documentation does not reflect changes in organizational name and position titles

The dean of libraries is also VP for IT, so academic computing is now a unit within the libraries.

The libraries' senior administrative team works collaboratively across all programmatic areas to identify opportunities and challenges and to develop strategic solutions and directions. Special attention is devoted to recruiting and retaining a highly talented staff.

The members of the executive group (AUL IT, AUL Collections and User Services, Director of Administrative Services, Director of Development, and Director of Instructional Technology and Academic Services) meet twice weekly with the university librarian as a group to discuss issues of strategic and operational importance. The group reviews and contributes to the development of the annual budget. The appointments are not subject to the Librarian Continuing Appointment and Promotion standards used for librarians in non-senior administration positions in the libraries.

The senior administrators here and at other places have the most demanding and challenging positions in research libraries; more so than deans and directors.

The three senior AUL positions are designed to mirror the organization of the office of the provost, providing efficiency in communication and coordination in planning.

RESPONDING INSTITUTIONS

University of Alberta

University of Arizona

Boston University

Brigham Young University

University of Calgary

University of California, Irvine

University of California, San Diego

University of Chicago

University of Colorado at Boulder

Colorado State University

University of Connecticut

Dartmouth College

Duke University

University of Florida

Georgia Institute of Technology

University of Illinois at Chicago

University of Iowa

Johns Hopkins University

Kent State University

University of Louisville

McMaster University

University of Manitoba

University of Massachusetts, Amherst

University of Nebraska–Lincoln

University of New Mexico

University of North Carolina at Chapel Hill

North Carolina State University

Northwestern University

University of Notre Dame

Ohio University

Ohio State University

Oklahoma State University

Pennsylvania State University

Purdue University

University of Rochester

Rutgers University

University of Saskatchewan

Southern Illinois University Carbondale

University at Albany, SUNY

Syracuse University

Temple University

University of Tennessee

Washington State University

Washington University in St. Louis

York University

Smithsonian Institution

REPRESENTATIVE DOCUMENTS

Organization Charts

Vice President (Academic)

Vice Provost (Libraries and Cultural Resources) and University Librarian

| Associate University Librarian for Planning and Administration | Associate University Librarian for Collections and Technical Services | Associate University Librarian for Client Services | Associate University Librarian for Technology and Scholarly Communication | Director Archives and Special Collections | Director Health Sciences Library | Director Business Library | Director Law Library | Director UC Press | Director The Nickle Arts Museum |

Associate University Librarian for Planning and Administration
- Finance
- Human Resources
- Development

Associate University Librarian for Collections and Technical Services
- Acquisitions
- Bibliographic Services
- Collection Services

Associate University Librarian for Client Services
- Circ/Reserve DDS
- Facilities
- Information Commons
- Fine Arts and Visual Resources
- Arts, Social Sciences and Humanities, Liaison Services
- Science and Technology Liaison Services

Associate University Librarian for Technology and Scholarly Communication
- Systems
- Networks
- Maps, Academic Data, Geographic Information Centre
- Research Data Centre

Director Archives and Special Collections
- University Archives
- Special Collections
- Canadian Architectural Archives
- Military and Strategic Studies

Director Health Sciences Library
- Public Service
- DDS
- Health Knowledge Network
- Health Information Network

2007

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                                    ┌──────────────────────────────┐        ┌────────────────────┐
                                    │  Vice President (Academic)   │        │ Program Director,  │
                                    └──────────────────────────────┘        │ Taylor Family Digital │
                                                                            │ Library            │
                                                                            └────────────────────┘
┌────────────────────┐    ┌──────────────────────────────────────┐        ┌────────────────────┐
│ Office of the Vice-│    │ Vice-Provost (Libraries and Cultural  │        │ Technology Officer,│
│ Provost            │    │ Resources) and University Librarian    │        │ Taylor Family Digital │
└────────────────────┘    └──────────────────────────────────────┘        │ Library            │
                                                                            └────────────────────┘
                                                                            ┌────────────────────┐
                                                                            │ Director,          │
                                                                            │ Communications     │
                                                                            │ and Development    │
                                                                            └────────────────────┘
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Associate Vice-Provost Research Support	Associate Vice-Provost Collections	Associate Vice-Provost Learning	Director, Centre for Scholarly Communication	Director, Administration
- Arts and Culture - Commerce Society and Public Policy - Health Sciences - Science and Engineering - Spatial and Numeric Data Services	- Acquisitions - Collections - Library Systems - Metadata Services	- Access Services -Collaboration with Student Success Centre - Instruction, Information Literacy and Reference Coordination - Learning Commons	- Digitization Services - Institutional Repository - Open Access Initiatives - Property Rights Management - Synergies Project - University Press - Copyright - Imaging Services	- Finance - Planning and Administration - Special Projects

2012

UCSD Libraries Organization Chart

University Librarian
Brian E. C. Schottlaender

Senior Advisor and Legal Director
Julie Conner (60%)

Campus Web Site Manager
(in recruitment)

Director, Development
Barbara Brink

Director Administrative Services
Maureen Harden

- Department of Business & Finance — V. Zimmerman
- Facilities Department — M. Mogelinski
- Human Resources Department — M. Din
- Safety and Security — N. Relaford

Associate University Librarian Collection Services
Martha Hruska

- Acquisitions Department — T. Harvell
- Collection Management/Preservation Officer (proposed recruitment)
- Metadata Services Department — L. Barnhart

Associate University Librarian User Services
Catherine Friedman

- Arts Libraries — L. Abrams
- Biomedical Library — A. Witkowski
- Medical Center Library — C. Haynes
- Center for Library & Instructional Computing Services — K. Lucas
- International Relations & Pacific Studies Library — J. Cheng
- Mandeville Special Collections Library — L. Claassen
- Science & Engineering Library — M. L. Bergstrom
- Social Sciences & Humanities Library — T. Dearie
- Scripps Institution of Oceanography Library — P. Brueggeman

Associate University Librarian Technology Services
Luc Declerck

- Digital Library Program Office (in recruitment)
- Digital Technology Outreach — A. Kozbial
- Information Technology Department — D. Fleming
- Web Managing Editor — S. Wieda

Rev: 2007 06 21

UNIVERSITY LIBRARIAN
Brian E. C. Schottlaender

EXECUTIVE ASSISTANT & LAO MANAGER

DIRECTOR, DIGITAL PRESERVATION INITIATIVES (40%)

CHIEF TECHNOLOGY STRATEGIST (20%)

DIRECTOR, LEGAL SERVICES (10%)

DIRECTOR, DEVELOPMENT

DIRECTOR, COMMUNICATIONS & OUTREACH PROGRAMMING

ASSOCIATE UNIVERSITY LIBRARIAN INFORMATION SERVICES
Martha Hruska

- Director, Archives & Special Collections
- Director, Content Acquisition & Resource Sharing
- Director, Digital Library Program Management
- Director, Information Resources Development & Management
- Director, Metadata Services & Archives Processing
- Director, Research Data Curation

ASSOCIATE UNIVERSITY LIBRARIAN ENTERPRISE SERVICES
Tammy Dearie

- Director, Business & Finance
- Director, Facilities Services
- Director, Human Resources
- Director, Internal Communication
- Director, Safety & Security
- Director, Technology Services (80%)

ASSOCIATE UNIVERSITY LIBRARIAN ACADEMIC SERVICES
Catherine Friedman

- Director, Academic Assessment & Analysis
- Director, Academic Liaison Services
- Director, Access Operations
- Director, Digital User Services
- Director, Learning Services
- Director, Learning Spaces
- Director, Reference & Research Advisory Services

REVISED Proposed
UC San Diego Library
Organization
7/2012

BECS
2012.01.12

last revised 10/2007

The University of Chicago Library Organizational Chart

University Provost

Board of the Library

[Assistant to the Director]

Visiting Committee to the Library & The Library Society

Library Director
(Judith Nadler)

[Admin. Assistant to the Director]

Budget, Personnel and Staff Development
(Denise Weintraub)
- Budget
- Personnel
- Training & Development

Communications
(Rachel Rosenberg)

Law
(Judith Wright)
- Public Services
- Foreign & International Law
- Technical Services

Access Services & Facilities
(Jim Vaughan)
- Access Services & Assessment
- Bookstacks
- Facilities
- Harper
- Library Addition Project

Science
(Andrea Twiss-Brooks & Barbara Kern)
- Crerar
- Eckhart

Collections
(Sem Sutter)

Humanities and Social Sciences
- Anthropology, Geography & Maps
- Art & Cinema
- Classics & Ancient Near East
- Divinity & Philosophy
- East Asia
- Education, Psych. & Lib. Sci.
- Electronic Text Services
- English & Romance Languages
- Harper
- History, Pol. Sci. & Sociology
- Middle East
- Music & Recordings
- Reference & Business Info. Ctr. (RBIC)
- Slavic & Linguistics
- Social Services Administration (SSA)
- South Asia

Development
(Judy Lindsey)

Special Collections & Preservation
(Alice Schreyer)
- Special Collections Research Center (SCRC)
- Archives & Manuscripts
- Reader Services
- Rare Books
- Preservation & Exhibitions
- Preservation
- Conservation
- Binding
- Preservation Reformatting

Digital Library Development Center (DLDC)
(Charles Blair & Elisabeth Long)

Technical & Electronic Services (TES)
(Jim Mouw)
- Cataloging & Metadata
  - Original Cataloging & Piece Prep.
  - DB Mgt., Copy Cat., Shelf Prep.
  - Serials & Digital Res. Cataloging
- Acquisitions
  - Acq. Admin
  - Electronic Resources
  - Periodicals & Gov. Docs
  - Monograph Ordering & Receiving
  - Serial Ordering & Receiving
  - Budget & Payments
- Integrated Library Systems (ILS)
  - Admin. & Desktop Services (ADS)

Standing Committees:

Access Committee
Administrative Committee (AdCom)
Cataloging Forum
College Instruction and Outreach (CIAO)
Collection Development Steering Committee
Committee on Collection Development
Committee on Reference
Copyright Group
Integrated Library Systems Advisory Committee (ILSAC)
Reference Advisory Subcommittee (RASC)
JRL Floor Coordinators
Library Computing Council (LCC)
Library Council (LC)
Public Services Steering Committee (PSSC)
Staff Development and Training Committee (SDTC)
Virtual Access Committee (VAC)

Current Working Groups:

Accessibility Taskforce
ASRS Processing Group
Bibliographic Management Tools Group
Early Google Group (EGG)
Faceted Browsing Implementation Group (FBIG)
Faceted Browsing Communication (FBIC)
Hidden Collections Working Group
LibQUAL+ Survey Group
Non-MARC Metadata Group
Obsolete Media Working Group
Outreach and Instruction Committee (OIC)
Privacy Taskforce
Shelving Advisory Group
Retrospective Digitization Group (RetroDig)

External Related Bodies:

Board of the University Library (Library Board)
Visiting Committee to the Library
The Library Society
Library-Student Resource Group

Library Board Members:

Randal Picker, Chair
Clifford Ando
Rachel Fulton
Susan Gal
Jan E. Goldstein
Philip Lloyd
Armando Maggi
Patchen Markell
Martin Stokes
Noel Swerdlow
Christian Wedemeyer

Ex officio:
University President
University Provost
Associate Provost for Research and Education
Chief Information Officer
Director of the University Press
Library Director

Board of the Library

Provost

Visiting Committee to the Library

Director & University Librarian (Judith Nadler)

Asst to the Director

Admin Asst to the Director

Director's Council

AdCom

Communications (R. Rosenberg, Director)

Development

Administrative Services (D. Weintraub)

Budget

Human Resources (E. Backe, Director)

Facilities (J. Pitcher, Head)

Digital Services (Elisabeth Long, Assoc Univ Lib)

E-Research & E-Outreach Services (Scholarly Comm, Data Services, etc.)

Grant Support

Digital Library Development Center (DLDC) (C. Blair, Director)

InfoTech (C. Blair, F. McNamara)

User Services (James Vaughan, Assoc Univ Lib)

Stacks Management (D. Bottorff, Head)

Special Projects (D. Borycz)

Reference Instruction Outreach (J. Archer, Head)

Access Services & Assessment (D. Larsen, Head)

Dissertation Office (E. Bryan, Head)

Collection Services (James Mouw, Assoc Univ Lib)

ILS/ADS (F. McNamara, Director)

Technical Services

Collections Support

Preservation (S. Byrne, Head)

Electronic Resource Management

Hum, SocSci & Spec Coll (A. Schreyer)

Hum, SocSci & Area Studies Collections

Special Coll Research Center (D. Meyer, Director)

Sciences (B. Kern & A. Twiss-Brooks)

Law (J. Wright)

UNIVERSITY OF COLORADO AT BOULDER
LIBRARIES ORGANIZATION CHART

Provost & Executive Vice Chancellor for
Academic Affairs
(Moore - Interim)

Dean of Libraries
(Williams) (151160)

Boulder Faculty Assembly Library Committee

CU Foundation

Friends of the Libraries

Library Development Advisory Board

Assistant to the Dean
(Campbell) (151230)

Administrative Assistant II
(Black) (692932)

Administrative Assistant III
(Harkness) (106183)

Associate Director, Administrative Services
(Culshaw) (684543)

Budget/Finance

Mail/Supplies Room

Personnel

Planning & Promotions (Fink)

Facilities

Copy Services

Security

Libraries Information Technology
(Majors)

Strategic Planning

Associate Director, Public Services
(Larsen - Interim) (158783)

Archives (Montgomery)

Business (Hayworth)

Access Services (Austin)

Collection Development (Fong)

Earth Sciences & Maps (Lage - Acting)

Engineering (Maness)

Gifts (S. Williams)

Government Information (Jobe)

Math/Physics (Maness - Acting)

Music (Sampsel)

Glenn Miller Archive
(Cass)

Research & Instruction (Knievel)

Science (Losoff - Acting)

Special Collections (Hollis)

Associate Director, Technical Services
(Hill) (158765)

Acquisitions (Kellsey)

Cataloging and Metadata Services
(Wakimoto)

Preservation (DeVries - Acting)

Liaison relationship indicated with blue box

2010jul20, rev 2010sep02

Libraries Overview

4/2/2012

Jim Williams
Dean of Libraries

Mary Jane Campbell
Asst to the Dean

Linda Harkness
Admin Asst III

Barbara Black
Admin Asst II

John Culshaw
Senior Associate Dean

- Access Services
- Budget
- Collection Development
- Facilities
- Libraries IT
- Personnel
- Planning & Promotions

Suzanne Larsen
Associate Dean

- Humanities
- Metadata Services
- Social Sciences
- Special Materials
- STEM

Key

Orange: Dean of Libraries
Green: Associate Dean
Purple: Director
Yellow: Head
Pink: Manager
Blue: Vacant Position

PERKINS LIBRARY SYSTEM

Deborah L. Jakubs
Rita DiGiallonardo Holloway
University Librarian
Vice Provost for Library Affairs

Executive Assistant
Lynne Grossman

Academic Technology and Instructional Services
Lynne O'Brien
Director & Director of the Center for Instructional Technology

- CIT – Faculty Services
Amy Campbell
Asst Dir of CIT/Head
- CIT – Applications
Neal Caidin
Head
- CIT – Instructional Media & Language Technology Services
Samantha Earp
Head
- Scholarly Communications
Kevin Smith
SCO
- Digital Projects
Debra Hanken Kurtz
Head
- Program Evaluation
Yvonne Belanger
Head

Administrative Services
Ann Elsner
Director

- Building Services
Ashley Jackson
Building Manager
- Shipping & Receiving
Charles Beck
Supervisor
- Business Services
Ann Elsner
Head
- Information Systems Support
Ed Gomes
Head
- Library Human Resources
Kim Burhop-Service
Manager

Collections Services
Robert Byrd
Associate University Librarian for Collections Services & Director of the Rare Book, Manuscript and Special Collections Library

- Assoc Director RBMSCL/University Archives
Tim Pyatt
- Technical Services
Steve Hensen
Head
- Research Services
Linda McCurdy
Head
- RBMSCL Collection Development
Andrew Armacost
Head
- Acquisitions
Nancy Gibbs
Head
- Cataloging
Ros Raeford
Head
- Collection Development
Ginny Gilbert
Head
- Preservation
Winston Atkins
Head
- Digital Production Center
Tina Kirkham
Manager

Library Development
Tom Hadzor
Director

- Communications
Ilene Nelson
Director

Public Services
Tom Wall
Associate University Librarian for Public Services

- Access & Delivery Services
Michael Finigan
Head
- Library Services Center
Marvin Tillman
Head
- Public Documents & Maps
Ann Miller
Head
- International & Area Studies
Kristina Troost
Head
- Music Library
Kirstin Dougan
Interim Head
- Lilly Library
Kelley Lawton
Head
- Biology and Environmental Sciences Library
Teddy Gray
Interim Head
- Marine Library
David Talbert
Head
- Vesic Library
Linda Martinez
Head
- Reference
Margaret Brill
Head
- Instruction and Outreach
Emily Werrell
Head

1 Sept 2006

Duke University Libraries

Deborah L. Jakubs
Rita DiGiallonardo Holloway
University Librarian
Vice Provost for Library Affairs

Executive Assistant
Lynne Grossman

Kevin Smith
Scholarly Communications Officer

Collections & User Services
Robert Byrd
Associate University Librarian

Rubenstein Library
Naomi Nelson
Director

RL Collection Development
Andrew Armacost
Head

RL Research Services
David Pavelich
Head

RL Technical Services
Katherine Stefko
Head

University Archives
Valerie Gillispie
University Archivist

Collection Development
Aisha Harvey
Head

Digital Scholarship and Production Services
Liz Milewicz
Head

DPC

International & Area Studies
Kristina Troost
Head

Winston Atkins
Preservation Officer

Conservation
Elizabeth Doyle
Head

Access & Delivery Services
Michael Finigan
Head

DUML

Data & GIS
Joel Herndon
Head

Lilly Library
Kelley Lawton
Head

Music Library

Research Services
Jean Ferguson
Head

Development
Tom Hadzor
Director

Communications
Aaron Welborn
Director

Administrative Services
Ann Elsner
Director

Business Services
Ann Elsner
Head

Library Human Resources
Kim Burhop-Service
Director

Library Services Center
Marvin Tillman
Head

Logistics & Operations
Charles Beck
Supervisor

Ashley Jackson
Project Manager

Information Technology Services
Molly Tamarkin
Associate University Librarian

Digital Exp Svcs
Debra Kurtz
Asst Dir of ITS/Head

Discovery and Core Services
John Little
Head

Acquisitions
Nancy Gibbs
Head

Cataloging and Metadata
Ros Raeford
Head

Electronic Resources and Serials Mgmt
Beverly Dowdy
Head

Academic Technology and Instructional Services
Lynne O'Brien
Director & Director of the Center for Instructional Technology

CIT – Faculty Services
Amy Campbell
Asst Dir of CIT/Head

CIT – Applications
Neal Caidin
Head

Assessment and Planning
Yvonne Belanger
Head

Instruction and Outreach
Diane Harvey
Head

2007

JOHNS HOPKINS UNIVERSITY LIBRARIES
KNOWLEDGE · SERVICE · INNOVATION

Sheridan Dean of University Libraries
Winston Tabb

Special Assistant External Relations

Assistant Dean for Development

Associate Dean and Director, CER

Associate Director for Operations
Ken Flower

Business Office
Entrepreneurial Library Program
Human Resources
Support Services

Associate Director for Library Services

Access Services
Govt. Pubs/Maps/Law
Preservation
Research Services
Special Collections
Technical Services

Associate Dean and Director Of the Hodson Digital Research & Curation Center

Library digital Program
Digital Knowledge Center
Library Systems

The Sheridan Libraries encompass the Milton S. Eisenhower Library and its collections at the Albert D. Hutzler Reading Room, John Work Garrett Library and the George Peabody Library at Mt. Vernon Place.

2012

Johns Hopkins University Libraries and Museums

University Libraries and Museums
Sheridan Dean

External Affairs	Finance & Operations	Center for Educational Resources	Digital Curation & Research Center	Library Systems	Facilities and Support Services	User Services	Academic Liaison	Scholarly Resources & Special Collections	Conservation & Preservation
Assoc. Dean	Assoc. Dir.	Assoc. Dean & Dir.	Assoc. Dean	Head	Facilities Project Manager	Assoc. Dir.	Assoc. Director	Assoc. Director	Assoc. Director

Effective 12/08/11

University of Manitoba Libraries
September, 2007

Vice President (Acad) & Provost
Kerr

Director of Libraries
Presser

Associate Director Collections
Breyfogle

Acting Associate Director Information Services & Systems
Michaud-Oystryk

Associate Director Operations and Planning
Brown

Acquisitions
Ward

Bibliographic Control
Partington

Electronic Resources

Collections Management
Horner

Information Literacy
Braaksma

LETS

Document Delivery
Bennell

Administrative Services

MIS and Planning

Organizational Development

AD Cohen Management Library
Felbel

Architecture/ Fine Arts & Music Libraries
Lochhead

Archives & Special Collections
Sweeney

Elizabeth Dafoe Library
Blanchard (Acting)

EK Williams Law Library
Eaton

Neil John Maclean HS Library
Ducas

Sciences and Technology Library
Harper

St. John's College Library
Ellis

Fr. H. Drake (St. Paul's) Library
Lewis

E.G. Music Library

FIPPA

Icelandic Collection
Distance Education

Concordia Hospital Library
Crane Memorial Library
Grace Hospital Library
Health Sciences Centre Library
Misericordia Health Ctr Library
Riverview Health Centre Library
Seven Oaks Hospital Library
St. Boniface Hospital Library
Victoria Hospital Library

DW Craik Engineering Library
WR Newman Agriculture Library

University of Manitoba
Libraries
March 2012

University Librarian

Executive Assistant

Associate University Librarian Services to Libraries

Head, Collections and External Relations
- Collection Management
- Archives & Special Collections
- External Relations

Head, Discovery & Delivery Services
- Technical Services
- Library Systems
- Digital Services
- Document Delivery
- Off-Campus Access Services
- Circulation
- Libraries Annex
- Usability/ Assessment

Manager, Administrative Services
- Finance
- Human Resources
- Training & Professional Development
- Facilities
- Technical Support and Infrastructure
- Storekeeper

Head, Health Sciences Libraries
- Neil John Maclean Health Sciences Library
- Carolyn Sifton-Helen Fuld Library
- Bill Larson Library
- Concordia Hospital Library
- J.W. Crane Memorial Library
- Seven Oaks Hospital Library
- Misercordia Health Centre Library
- Victoria General Hospital Library

Head, Sciences Libraries
- Sciences and Technology Library
- Donald. W. Craik Engineering Library
- William R. Newman Agriculture Library

Co-Chairs Humanities & Social Sciences Libraries
- Architecture/Fine Arts/Music Library
- Albert D. Cohen Management Library
- E. K. Williams Law Library
- Elizabeth Dafoe Library
- Fr. Harold Drake Library
- St. John's College Library

June 2007

Director of Libraries
Jay Schafer

Senior Management Group

Staff Council

SMG Executive Committee
(includes 1 at large SMG member from Collection Services & User Services)

Assessment
Gordon Fretwell
Rachel Lewellen

Scholarly Communication and Special Initiatives
Marilyn Billings

Human Resources Services
Assistant Director
Dianna Williams

Library Office

Staff Development

Director of Library Development & Communications
Emily Silverman

Administrative Services
Assistant Director
Terry Warner

Business Office

Facilities and Building Operations

Senior Management Group

SMG Executive Committee

Systems and Web Management
Coordinator
MJ Canavan

User Services Division
Associate Director
Anne C. Moore

Liaison Council

Research & Instructional Services
(Includes Reference, Instruction, Info Desk, Documents, Remote Users)
Beth Lang, Head

Learning Commons
Coordinator
Emily Alling

Access Services
(Includes Circulation and Stacks Management)
Coordinator
Anne L. Moore

Reserve, Media & Microforms
(Includes Music Reserves Lab)
Aaron Nichols, Head

Special Collections & University Archives
(Includes Maps)
Robert Cox, Head

Integrated Sci & Eng Library
Head
Cecilia Mullen

Collection Services Division
Associate Director
Leslie Button

Collection Development Council

ILS Coordinators
Mike Allard
Mary Ann Stoddart

Collection Development Department
SMG Representative
James Kelly

Acquisitions Department
Head
Scott Stangroom

Cataloging & Processing Department
Head
Gary Hough

ILL/Document Delivery Department
Head
Kathryn Leigh

Image Collection Library
Head
Brian Shelburne

UMass Amherst Libraries Organization
June 2011

Director of Libraries
Jay Schafer

Staff Council

Senior Management Group

SMG Executive Committee

W.E.B. Du Bois Center
Director of Development
Brooks Fitch

Library Development & Communications
Director
Carol Connare

Special Collections and University Archives
Head
Robert Cox

Assessment
Rachel Lewellen
Gordon Fretwell

ILS Coordinator
Steven Bischof

Scholarly Communication
Head
Marilyn Billings

Systems and Web Management
Head
MJ Canavan

Library Services
Associate Director
Leslie Button

Administrative Services
Assistant Director
Terry Warner

Human Resources
Assistant Director
Dianna Williams

Access Services
Head
Kathryn Leigh

Undergraduate Teaching & Learning Services
Head, Sarah Hutton

Business Office

Library Office

ILL/Document Delivery
Head
Kathryn Leigh

Learning Commons
Coordinator
Carol Will

Facilities & Building Maintenance

Human Resources

Circulation, Stacks, Reserves & Media
Manager
Thomas Paige

Science & Engineering Library
Head
Maxine Schmidt

Image Collection Library
Head
Brian Shelburne

Senior Management Group

ILS Unit
Manager
Mike Allard

Research and Liaison Services
Head
Beth Lang

Information Resources Management
Head
Gary Hough

Acquisitions
Coordinator
Scott Stangroom

Bibliographic Access and Metadata
Head
Meghan Banach

Electronic Resources
Coordinator
Linda Matson

Materials Management
Coordinator
Laura Williams

Organizational Charts NCSU Libraries

2008

North Carolina State University Libraries Organizational Chart
(18 January 2008)

University Library Committee

Vice Provost and Director of Libraries
Susan K. Nutter

Assistant to the Director

Friends of the Library Board of Directors

NOTE: The two AD positions at the left actually reported to the Deputy Director.

Associate Director Collections and Scholarly Communication
Greg Raschke
- Collection Management
- Special Collections Research Center
- Preservation
- Scholarly Communication Center

Associate Director The Digital Library
Kristin Antelman
- Digital Library Initiatives
- Information Technology
- NC LIVE

Associate Vice Provost and Deputy Director
Carolyn Argentati
- Natural Resources Library
- Veterinary Medicine Library
- Textiles Library
- Design Library
- Digital Publishing Center
- Research and Information Services
- Planning and Research

Associate Vice Provost Library Advancement
Suzanne Weiner
- Director of Development
- Friends of the Library

Assistant Director Organizational Design and Learning
Wendy Scott
- Personnel Services
- Diversity Initiatives
- Staff Development and Training

Associate Director Materials Management
David Goldsmith
- Finance and Business
- Acquisitions
- Metadata and Cataloging
- Access and Delivery Services
- Offsite Operations

Assistant Director Capital Management and External Relations
Jeanne Hammer
- Facilities and Space Planning
- External Relations

2012

NCSU Libraries Organizational Structure

Note: These positions have administrative responsibility across the library system for all of these areas.

1. NC LIVE is a statewide online library service with a governing board that consists of the Presidents of the UNC System, the North Carolina Community College System, the Public Library Directors Association, and the North Carolina Independent Colleges and Universities, and the Secretary of Cultural Resources. The NCSU Libraries acts as fiscal agent and operational home for NC LIVE.

rev 2011-11-03

University Library Committee

NC LIVE Governance Council

NC LIVE 1

Friends of the Library Board of Directors

Vice Provost and Director of Libraries
Susan Nutter

Development

Assistant to the Director
Terry Hill

Deputy Director of Libraries
Carolyn Argentati

Associate Director Materials Management
David Goldsmith

- Finance and Business, Contracts and Grants
- Access and Delivery Services
- Learning Commons

Associate Director Organizational Design and Learning
Wendy Scott

- Personnel Services
- Student and Faculty Advisory Groups Liaison
- Library Faculty Recruitment and Retention

Associate Director Learning Spaces and Capital Management
Patrick Deaton

- Hunt Library
- Building Services
- Learning Spaces Planning

Associate Director Digital Library
Kristin Antelman

- Digital Library Initiatives
- Information Technology
- Kuali - OLE Development
- Technology Planning and Development
- Metadata and Cataloging
- Content Acquisitions and Licensing

Associate Director Collections and Scholarly Communication
Greg Raschke

- Collection Management
- Special Collections Research Center
- Preservation
- Copyright and Digital Scholarship Center
- Friends of the Library
- Program Planning & Outreach
- Exhibits Program

- Veterinary Medicine Library
- Natural Resources Library
- Textiles Library
- Design Library
- Research and Information Services
- Planning and Research
- External Relations

Northwestern University Library
Reporting Lines of Senior Administrators
Before FY08 Reorganization

University Librarian

- Asst. to UL
- Personnel Libn.
- Facilities Manager
- Dir. Lib. Development (In U. Devel.)

AUL Tech. Srvcs.
- Digital Projects Coordinator
- PR Director
- Financial Manager
- TS Dept. Hds.

AUL IT
- IT Dept. Hds.

AUL Coll. Man.
- Bibliographers, CM Office Staff
- Curators

AUL Pub. Srvcs.
- Adm. Office Staff
- PS Dept. Hds.

Northwestern University Library

University Library Committee

Provost

NU Press Board

Library Board of Governors

Dean of Libraries University Librarian

NU Press

Assistant to the University Librarian

Public Relations

Development

Center for Scholarly Communications and Digital Curation

65.5 Administrative & Collection Services

30.5 Library Technology

59 Public Services

55 Special Libraries

Acquisitions & Rapid Cataloging

Digital Collections

Access Services

Herskovits Library of Africana

Administrative Office

Enterprise Systems

Branch & Off-Campus Services

Art Collection

Bibliographic Services

Technology Support

Research & Information Services

Music Library

Business & Finance

Web Technologies

User Experience

Preservation

Electronic Resources & Collection Analysis

Special Collections & Archives

Facilities Operations & Stacks Management

Transportation Library

Oak Grove Library Center

Personnel

February 1, 2012

ORGANIZATION CHART AS OF MARCH 2009

Hesburgh Libraries
Director of Libraries

Office of the Director

Financial & Admin. Services
Business Mgr

Building Services
Supervisor
--Building Services
--Monitors

Organizational Development
OD Librarian

Library Advancement
Adv Officer

Information Systems and Digital Access
Associate Director

Electronic Resources & Serials Access
ERSA Dept. Head
--Electronic Services Librarian

--Serials: Pay, Receiving, Cataloging
--Licensing & Serials Order
--Electr. Resources

Library Systems Department
LSD Dept. Head
--Systems Librarian

Desktop Computing & Network Services
DCNS Dept. Head

Digital Access & Info. Architecture
DAIAD Dept. Head

Documents Access & Database Maint.
DADM Dept. Head

--Catalog & Database Maint.
--Gov't Documents Technical Services

Mahaffey Business Information Center
BIC Dept. Head
--Asst. BIC Librarian

Resources and Collection Services
Associate Director

Special Collections
Dept. Head

--Medieval Institute Library
--Byzantine Studies

Collection Development
Dept. Head

Preservation
Dept. Head

--Conservation
--Commercial Binding
--Reformatting

Monograph Cataloging
Dept. Head

--Humanities
--Social Sciences
--Other

Monograph Acquisitions
Dept. Head

User Services
Associate Director

Info., Research & Instr. Services
Dept. Head

--Reference
--Current Periodicals/ Microtext

Resource Access & Delivery
RAD Dept. Head
--Resource Delivery Librarian

--Circulation
--Stacks Maint.
--Reserves
--Interlibrary Loan
--Resource/ Document Delivery
--Kellogg/Kroc Information Center

Arts, Architecture & Media
Dept. Head

--Architecture Library
--Audio-Video Learning Center
--Art Image Library

Engineering Library
Dept. Head

Chemistry/Physics Library
Dept. Head
--Radiation Lab Reading Room

O'Meara Mathematics Library
Dept. Head

Hesburgh Libraries
University of Notre Dame

Edward H. Arnold
University Librarian
Diane Parr Walker

Senior Administrative Assistant
Michele Wolff

Organizational Development Librarian
Joanne Bessler

Library Advancement Office
Katharina Blackstead

Associate Director
Resources and Collections Services
Gay Dannelly

Associate Director
Information Systems and Digital Access
Carole Pilkinton

Associate Director
User Services
Denise Shorey

Financial and Administrative Services Department
Kelly McNally

Building Services Department
Ross Fergerson

Resources and Collections Services
- Preservation Department
- Art, Art History and Design
- Music & Media Services Department
- Architecture Library
- Cataloging Department
- Special Collections Department
- Collection Development Department

Information Systems and Digital Access
- Digital Projects Librarian
- Acquisitions Resources and Discovery Services Department
- Web and Information Technology Systems
- Catholic Research Resources Alliance Digital Projects Librarian
- Desktop Computing and Network Services Department
- Digital Library Applications Services Department
- Documents Access & Database Management Department

User Services
- Chemistry/Physics Library
- Information Research and Instructional Services
- Social Sciences Liaison Team
- Resource Access and Delivery Department
- Mahaffey Business Information Center
- Engineering Library
- O'Meara Mathematics Library

Organizational Chart in 2010

UNIVERSITY LIBRARIES

University Vice President & Provost

Library Faculty Planning & Policy Committee

Staff Advisory Council

Director of Libraries

Executive Committee

Council on Libraries & Information Technology

Assistant Director for Administrative Services*

- Administrative Support
- Business Operations
- Fiscal Management
- Accounting
- Business Office
- Mail Services/Ohio LINK
- Supplies/Copy Services
- Communication
- Friends of the OSU Libraries
- Facilities/Security
- Human Resources

- Assistant to the Director
- Development Officer*
- Preservation Officer
  - Bindery Preparation
  - Center for Book Arts
  - Collections Maintenance
  - Conservation
  - Digital Imaging

Assistant Director for Collections, Instruction & Public Services

- Collection Development
- Public Services
- Instruction

- Coordinator for Circulation
- Coordinator for Collections
- Coordinator for Interlibrary Services
- Coordinator for Outreach & Engagement
- Coordinator for Research & Reference
- Coordinator for Teaching & Learning

- Architecture
- Biological Sciences/Pharmacy
- Book Depository
- Fine Arts
- Food, Ag. & Environ. Sciences
- Geology
- Humanities, Social Sciences
- Music & Dance
- Veterinary Medicine

Assistant Director for Special Collections & Archives

- Cartoon Library & Museum
- Glenn Archives
- Hilandar Research Library
- Historic Costume Collection
- Polar Archives
- Rare Books & Manuscripts
- Theatre Research Institute
- University Archives

Assistant Director for Information Technology & Technical Services

- Computer Services & Support**
- Web Implementation Team
- IT Catalog Support
- IT Reference Liason
- Cataloging
- Monographs
- Serials, Elec. Resources & Rights Mgmt.
- Special Collections Cataloging
- Scholarly Resources Integration

Also serves as Liason to Regional Campus Libraries

- ATI, Wooster
- OARDC, Wooster
- OSU Lima
- OSU Mansfield
- OSU Marion
- OSU Newark

(administered separately)

Departments or Units

Positions

* Vacant Position

** Partnership with the Office of Information Technology

The Moritz Law Library and the John A. Prior Health Sciences Library (including the Children's Hospital Library and the University Hospitals East Library) are administered separately.

rev. 12/09

OHIO STATE UNIVERSITY LIBRARIES

2012

Director of University Libraries

Strategic Themes

Services
Develop and refine user-centered services which integrate libraries and library faculty and staff into environments where users work and interact

Collections
Manage the evolution of the Libraries' information resources to match the needs and behaviors of users, and to reflect changing technologies and practices in publishing, research and teaching

Library as Place
Enhance the Libraries' place as a cultural, social and intellectual magnet — a gathering place for cultivating intellectual inquiry and the development of critical thinking skills, promoting academic discourse, and fostering lifelong learning and knowledge enhancement

Infrastructure
Foster a supportive, respectful and diverse work environment that utilizes and develops the best talents of the Libraries' faculty and staff

Associate Director for Collections, Technical Services and Scholarly Communications	Associate Director for Research and Education	Associate Director for Special Collections and Area Studies	Assistant Director for Information Technology	Assistant Director for Planning and Administration
• Collection development, policies and budget allocation	• Reference services	• Special Collections	• Desktop Services	• Executive support to the Library Administration
• Collection management	• Research services	• Cartoon	• Web Development	• Event Coordination
• Acquisition of content	• Teaching and learning	• Hilandar	• Systems and Discovery Services (including ILSO)	• Finance
• Discovery of content (cataloging)	• Subject librarians except: area studies, special collections, archives	• Ohio Congressional Archives	• Digital Asset Management	• Mail Services
• Preservation of content	• Outreach and engagement	• Polar Archives		• Supplies
• Scholarly communication initiatives (KB, e-publishing, and copyright)	• Departmental libraries	• Rare Books and Manuscripts		• Copy Services
• Storage of print collections (including depository)	• Liaison to regional campuses	• Theatre Research Institute		• Communications and marketing
• Circulation		• University Archives		• Graphic Design
• E reserves		• Area Studies		• Human Resources
• Resource sharing and document delivery		• Chinese and Korean Studies		• Project Management
		• East European and Slavic Studies		• Facilities
		• Japanese Studies		• Security
		• Jewish Studies		• Assessment and statistics
		• Latin American Studies		• Strategic Planning
		• Middle Eastern Studies		

all will report to the Director

• Development
• Assistant to the Director
• Executive Committee

rev. 10/13/10

Organization Chart

August 2007

PENNSTATE

UNIVERSITY | LIBRARIES

Dean, University Libraries and Scholarly Communications

- Development
- Financial Officer
- Digital Library Technologies
  - Dickinson
  - Hershey
- Human Resources
- Facilities
- Director of Administrative Services
  - Business Office

Assistant Dean for Technical and Collections Services
- Cataloging and Metadata Services
- Serials and Acquisitions Services
- Monograph Acquisitions
- Serials Acquisitions
- Electronic Resources and Copyright
- Information Technologies

Associate Dean for Commonwealth Campus Libraries
- Outreach/Distance Education and Penn State Online
- Penn College
- Collection Development Council
  - Abington College
  - Altoona College
  - Behrend College
  - Berks College
  - Capital College
  - Great Valley
- University College Libraries
  - Beaver
  - Delaware County
  - DuBois
  - Fayette
  - Greater Allegheny
  - Hazleton
  - Lehigh Valley
  - Mont Alto
  - New Kensington
  - Schuylkill
  - Shenango
  - Wilkes-Barre
  - Worthington Scranton
  - York

Associate Dean for University Park Libraries
- Public Services
  - Architecture
  - Arts & Humanities
  - Business
  - Earth and Mineral Sciences
  - Education and Behavioral Sciences (PaCFTB)
  - Engineering
  - Life Sciences
  - Maps
  - News and Microforms
  - Physical and Mathematical Sciences
  - Social Sciences
- Access Services
- Special Collections
- Library Learning Services
- Media and Technology Support Services
- Public Relations and Marketing

Assistant Dean for Scholarly Communications
- Office of Digital Scholarly Publishing
- Digitization and Preservation
- Scholarly Communications Services

Director, Penn State Press

Organization Chart
July 1, 2012

PENNSTATE
UNIVERSITY | **LIBRARIES**

Barbara I. Dewey
Dean, University Libraries and Scholarly Communications

Patrick Alexander
Director, Penn State Press

Cynthia Robinson
Director, Penn State Hershey, Health Sciences Library

Steve Hinckley
Director, Dickinson School of Law Library

Robert Harris
Manager of Human Resources

Marcus Fowler
Rick Janac
Development

Mairéad Martin
Digital Library Technologies

Kimlyn Patishnock
Senior Director of Administrative and Financial Services

Assessment
Business Office
Facilities
Financial Officer
Public Relations and Marketing

Lisa German
Associate Dean for Collections, Information and Access Services

Access Services
Cataloging/Metadata Services
Collection Development
Information Technologies
Reference, Collections, and Research (UP Subject Libraries)
Serials and Acquisitions Services

UP Subject Libraries:
Architecture
Arts and Humanities
Business
Earth and Mineral Sciences
Education and Behavioral Sciences (PaCFTB)
Engineering
Life Sciences
Maps
News and Microforms
Physical and Mathematical Sciences
Social Sciences

Mike Furlough
Associate Dean for Research and Scholarly Communications

Content Stewardship
Copyright
Digital Curation
Digitization and Preservation
Grant Processing
Publishing (ODSP)
Research Commons
Scholarly Communications Services
Special Collections

Jack Sulzer
Senior Associate Dean for Undergraduate and Learning Services

Commonwealth Campus Libraries
Information Commons (CCL)
Knowledge Commons (UP)
Library Learning Services
Media and Technology Support Services (MTSS)
World Campus

Commonwealth Campus Libraries:
Abington   Harrisburg
Altoona   Hazleton
Beaver   Lehigh Valley
Berks   Mont Alto
Brandywine   New Kensington
DuBois   Schuylkill
Erie   Shenango
Fayette   Wilkes-Barre
Great Valley   Worthington Scranton
Greater Allegheny York

UNIVERSITY OF SASKATCHEWAN LIBRARY
ORGANIZATIONAL STRUCTURE (Effective July 1, 2007)

Dean

SERVICES TO CLIENTS

Associate Dean

- Education Library
- Engineering Library
- Health Sciences Library
- Law Library
- Murray Library
- Natural Sciences Library
- Veterinary Medicine Library

SERVICES TO LIBRARIES

Dean's Office

- Human Resources
- Organizational Development
- Fundraising and Development
- Budget and Planning
- Library Support and Services

Assistant Dean

- Bibliographic Services
  - -Monographs
  - -Metadata Services
  - -Digitization
- Electronic Resources
- iPortal
- Library Systems and Technology
- Serials Bindery
- Senior Technical Services

Last Modified: June 20, 2008, JM

UNIVERSITY LIBRARY
Dean's Office
ORGANIZATIONAL STRUCTURE

Executive Assistant
to the Dean
(A. Barlow)

Organizational
Development
Specialist
(J. Clarke – 0.75 FTE)

Human Resources
Manager
(J. Mierke)

Dean
(V. Williamson)

Director, Financial and
Physical Resources
(TBD)

Temporary Project
Positions

Office Manager
(T. Homung)

Truck Driver
(B. Smith)

Dean's Office Clerical
Assistants
(N. Barlow, E.
Johnson, TBA)

Library Development
Officer
(E. Warrington)

Associate Dean
(K. Ladd)

Assessment Analyst
(TBD)

Last Modified: March 2, 2011, JM

Syracuse University Library

2007

Suzanne Thorin
University Librarian and Dean of Libraries

Kim Belanger
Senior Administrator

Pamela McLaughlin
Director
Communications and External Relations

Gregory Griffin
Senior Director
Development

Cynthia Cost
Associate University Librarian
Organization Services

- Business Services
- Organizational and Staff Development
- Personnel
- Security and Facilities
  Tom House

William Garrison
Deputy University Librarian and Associate Dean of Libraries

Bobbi Gwitt
Associate University Librarian
Academic Resources

- Acquisitions
  vacant
- Cataloging
  Charles Tremper
- Collections
  vacant
- Interlibrary Loan
  Dorcas MacDonald

Lisa Moeckel
Associate University Librarian
Academic Services

Learning Commons

- Access and Preservation Services
  Marty Hanson
- Instruction and Outreach Services
  Abby Kasowitz-Scheer
- User Support Services
  Brandi Porter

DeAnn Buss
Associate University Librarian
Digital Programs and Systems

- Library Information and Technology Services
  Yuming Tung
- Digital Library Development
  vacant
- Web Development
  Angela Ramnarine-Rieks

Sean Quimby
Director
Special Collections Research Center

Nancy Turner
Senior Program Officer
Research and Analysis

Alice Pfeiffer
Director
SU Press

Faculty Liaison

- Arts and Humanities Research Services
  Melinda Dermody
- Science and Technology Services
  Janet Pease
- Social Sciences Research Services
  Lesley Pease

Belfer Archive

New York Center for the Book
Director
Tasha Cooper

January 31, 2007

Syracuse University Library
August 2012

Suzanne Thorin
Dean of Libraries and
University Librarian

Kelley Parker
Executive Assistant

Pamela McLaughlin
Director
Communications and
External Relations

Ron Thiele
Assistant Dean
Development

K. Matthew Dames
Copyright and
Information Policy
Adviser

Alice Pfeiffer
Director
SU Press

Charlotte Hess
Associate Dean
Research, Collections and
Scholarly Communication

Scholarly
Communication

Lisa Moeckel
Associate Dean
Undergraduate Education
and Librarian Personnel
Administrator

Learning Commons

Human Capital

Dale King
Assistant Dean
Administration

Human Resources

Facilities
and Security

Business Office

Roberta Gwilt
Associate Dean
Access and Resource
Management

Acquisitions and
Cataloging

Preservation and
Conservation

Access
and Resource
Sharing

DeAnn Buss
Director Library
Information Systems

Digital Production

Desktop & Systems
Support

Application
Development

Technical Training

ILS Support

TC Carrier
Director
Program Management

Project Management

Assessment

Statistics

Sean Quimby
Senior Director
Special Collections

Belfer
Audio Archive

Special Collections
Research Center

TEMPLE
UNIVERSITY LIBRARIES

PLAN OF LIBRARY ORGANIZATION
Org. Draft 08/01/06
Incumbent update 01/01/10 CL

Provost
Lisa Staiano-Coico

Vice President for Institutional Advancement
Tighman Moyer, Interim

Dean of University Libraries
Larry P. Alford

Senior Assoc Dean, School of Medicine
Richard Kozera

Dean, School of Law
JoAnne A. Epps

Temple University Press
Alex Holzman, Director

Blockson Afro American Coll.
Diane Turner, Curator

See Chart #8

Special Collections
Tom Whitehead

Urban Archives
Brenda Galloway Wright (acting)

See Chart #8

Rare Books/MSS, Phila Dance Coll, Univ. Archives
See Chart #8

Director, Law Library
John Necci

Director, Health Sciences Libraries
Barbara Kuchan, interim

University Art Consultant
Jeanne Pond

Associate University Librarian for Research & Instructional Services
Steven J. Bell

Ambler Library
Sandi Thompson

See Chart #9

Media Services
Sebastian Derry

Media Specialist

Reference & Instructional Services
Jenifer Baldwin

See Chart #7

Sciences, Engineering & Architecture Library (SEAL)
Gretchen Sneff

See Chart #6

Access Services
Penelope Myers

Circulation, Reserve, ILL, Stacks, Depository, Harrisburg,
See Chart #1

Senior Associate University Librarian
Jonathan LeBreton

Finance & Facilities staff

Systems & Technology
Byron C. Mayes

See Chart #10

Collection Development
Vacant

See Chart #5

Assistant University Librarian for Organizational Development & Planning
Carol Lang

Library Human Resources
See Chart #3

Cataloging & Metadata Services
Mark Darby

See Chart #4

Director of Library External Affairs & Advancement
David Washington

Acquisitions
Carole Bell

See Chart #2

TEMPLE
UNIVERSITY LIBRARIES

PLAN OF LIBRARY ORGANIZATION
Org. Draft 01/02/12
Incumbent update 02/02/12 mm

Senior Vice President and Provost
Richard Englert

Interim Dean of University Libraries
Carol Lang

Dean, School of Medicine
Larry Kaiser

Dean, School of Law
JoAnne A. Epps

Associate Vice President Institutional Advancement
Tilghman Moyer

Director of Library External Affairs & Advancement
David Washington

Assistant University Librarian for Organizational Development & Planning
Vacant

Library Human Resources
See Chart #3

Associate Vice President Academic Computing Services
Sheri Stahler

Senior Associate University Librarian
Jonathan LeBreton

Director of Finance & Facilities
H. J. Omar Mitchell
See Chart #3

Acquisitions
Carole Bell

Collection Development

See Chart #2

Cataloging & Metadata Services
Mark Darby

See Chart #4

Digital Library Initiatves
V. Delphine Khanna

See Chart #10

Executive Director Computer Services
Gerald D. Hinkle

Library Technology Services

See Chart #10

Temple University Press
Alex Holzman, Director

Associate University Librarian for Research & Instructional Services
Steven J. Bell

Access Services
Penelope Myers

Circulation/Reserve, ILL, Stacks, Depository,
See Chart #1

Science & Engineering Library (SEL)
Gretchen Sneff

See Chart #6

Reference & Instructional Services Media Services
Jenifer Baldwin

See Chart #7

Ambler Library
Sandi Thompson

See Chart #9

Health Sciences Libraries
Barbara Kuchan, Interim Director

Law Library
John Necci, Director

Special Collections Research Center
Margery Sly, Director

Rare Books/ Manuscripts Urban Archives University Archives Phila Dance Collection

See Chart #8

Blockson Afro American Collection
Diane Turner, Curator

See Chart #8

Washington State University Libraries
All Libraries
Organization Chart – December 1, 2007

Dean of Libraries
(Starratt)

Regional Campus
Libraries

(report to their
respective
Chancellors)

Manuscripts, Archives,
and Special Collections
(Head, Miletic-Vejzovic)

Data Officer
(Ferguson)

Assistant Dean for
Public Services and
Outreach (Lindsay)

Holland and Terrell Humanities
Social Sciences Libraries
(Head, Von Seggern)

Architecture
Library

Access Services
(Manager, Palmer)

Brain Education Library
(Head, French)

Owen Science and
Engineering Library
(Head, Kaag)

Fischer Agricultural
Sciences Library

Health Sciences Library
(Head, Croft –Prof. Leave)
(Shippert – Temp)

Scholarly
Communication
(Vyhnanek)

Library
Instruction
(Head, Johnson)

Systems
(Head, Cornish)

Library
Administrative
Office and Facilities
(Finance/Admin
Officer: Robinson)

Development Director
(Vacant)

Assistant Dean for
Collections and
Technical Services
(Vacant)

Collections &
Technical Services
Serials and Electronic
Resources
(Head, Chisman)

Collections &
Technical Services
Collections and
Acquisitions
(Head, Carroll)

Collections &
Technical Services
Bibliographic Control
(Head, Zhu)

Assistant Dean
(Exact title TBD)
(Vacant)

Washington State University Libraries
All Libraries
Organization Chart – January 1, 2012

Regional Campus Libraries
(report to their respective
Chancellors)

Dean of Libraries

Collections

Manuscripts,
Archives, and Special
Collections

Associate Dean
of Libraries

Library
Administrative
Office

Technical Services

Systems

Research Services

Access Services

2007 Position Descriptions

Director, Public Services

The Perkins Library System is in the process of implementing its strategic plan for 2000-2005 to support Duke's institutional imperatives, with particular emphasis in the following areas: support for the new undergraduate curriculum; expansion of instructional programs to develop and improve research skills and information literacy; development of innovative, customized reference services for users regardless of location; and establishment of an integrated document delivery service. We are seeking an innovative and energetic individual to provide creative leadership for these new initiatives. The successful candidate will also be an analytical thinker and an agent for change, with the ability to articulate and communicate a vision for outstanding public services and to enlist the support of faculty, students and library staff for implementing new and innovative services. Staffing in Public Services is comprised of 73 FTE; position reports to the University Librarian, who is also Vice Provost for Library Affairs.

Responsibilities
- Leads and administers public services activities and units in Perkins Library (Access Services, Document Delivery Services, Public Documents and Maps Department, Reference Department) and six branch libraries (Biological and Environmental Sciences; Chemistry; Lilly; Music; Vesic Library for Engineering, Math and Physics; and the Rare Book, Manuscript, and Special Collections Library).
- Provides vision and leadership in the following areas:
  - identifying and assessing user needs and developing output measures to evaluate the quality and success of services in meeting those needs;
  - planning and developing a user education program to ensure that students and faculty achieve information literacy and understand the complementary nature of print and electronic resources;
  - working collaboratively with the Center for Instructional Technology to incorporate creative use of technology into the curriculum and the support of research by both students and faculty;
  - working closely with the Director, Collections Services in coordinating the public service activities of subject and area specialists, and with the Director of Communications to promote library programs and services;
  - fostering and promoting the growth and development of librarians and staff to meet the challenges of serving an increasingly diverse user population.
- Establishes collaborative working relationships with collections services, technical services, information technology services, and special collections.
- Coordinates public services activities, programs and initiatives with the libraries of Duke's professional schools (Business, Divinity, Law, and the Medical Center).
- Participates in overall planning and policy development and fundraising as a member of the library's Executive Group.
- Represents the public services interests of the Duke University Libraries in regional cooperative consortia (Triangle Research Libraries Network and the Association of Southeast Research Libraries), national forums, and international initiatives.

Qualifications
Master's degree from an ALA-accredited program or equivalent education and experience; minimum of five years of substantial and progressively more responsible experience in public services in a research library, including management of personnel and budget; experience in user education and in initiating new programs and services; experience in addressing issues and trends in document delivery and information and instructional technology; strong leadership and excellent interpersonal, oral and written communication skills; ability to establish effective working relationships in a collaborative environment; commitment to the importance of diversity in the academic environment; a record of significant professional activity.

Director, Rare Book, Manuscript, and Special Collections Library

Job Code/Title: 2133/Librarian
Department: RBMSCL   **Job Level:** 0
Supervisor: University Librarian   **Job Family:** 29
FTE: 1.0   **FLSA Status:** Exempt
CAP: Yes   **Term:** N/A
Date Created/ Reviewed:

Position Summary

The Director of the Rare Book, Manuscript, and Special Collections Library (RBMSCL) assists the University Librarian in leading and managing the Perkins Library system and provides leadership and direction for RBMSCL and its staff. The director reports to the University Library and Vice Provost for Library Affairs and serves on the Executive Group of the Perkins Library system.

Responsibilities

SYSTEM-WIDE RESPONSIBILITIES:

- Working with the University Librarian and the Executive Group, provides leadership for shaping and achieving the libraries' mission and goals.

- Contributes to leadership of the Perkins Library Renovation and Expansion Project, serving on the Project Advisory Committee and supervising the work of the Project Manager.

- Develops and strengthens relationships between the libraries and university administrators, faculty, students, donors, and supporters. Participates in meetings of the Library Council and the Library Advisory Board.

- Participates in budget planning for the libraries.

- With other members of the Executive Group and with department heads, participates in the Perkins Library system Administrative Council.

RBMSCL RESPONSIBILITIES:

- Promotes the growth and development of RBMSCL in line with the mission and goals of the university and the Perkins Library system.

- Working with library staff and the user community, establishes goals and priorities for RBMSCL.

- Oversees the formulation and implementation of library policies and procedures.

- Plans for staff, equipment, and space needs and allocates resources to meet established goals and priorities.

- Oversees and coordinates the work of the three departments composing RBMSCL (Collection Development, Technical Services, and Research Services). Supervises the department heads, each of whom reports to the Director of RBMSCL.

- Oversees and coordinates the work of the specialized Centers within RBMSCL (Hartman Center for Sales, Advertising & Marketing History; Franklin Collection of African and African American Documentation; Bingham Center for Women's History and Culture; Documentary Photography Archive; Hubbell Center for American Literary Historiography).

- In conjunction with the University Librarian and the university libraries' Director of Development, seeks outside support for RBMSCL's collections and operations.

- Works with the staff of RBMSCL's Collection Development Department, university faculty in various disciplines, and bibliographers and subject librarians elsewhere in the university libraries to formulate collection development policies and to develop the holdings of RBMSCL. Identifies potential donors; solicits and acquires collections.

- Serves as a liaison with and a resource to the university's professional school libraries with respect to special collections.

- Represents the Perkins Library system in special collections activities of the Triangle Research Libraries Network.

- Represents RBMSCL in the academic community, with the general public, and in the library, archival, and historical professions.

Supervisory Responsibilities

- Supervises heads of Collection Development, Technical Services, and Research Services (all components of RBMSCL)

Qualifications

It is the expectation that all Duke University Libraries staff members will demonstrate exceptional workplace behaviors in the execution of their specific position responsibilities. These behaviors are customer focus, collaboration, creative problem solving, continuous learning and a commitment to diversity. In addition, managers and supervisors are expected to help develop a common vision by providing clear direction and priorities, clarifying roles and responsibilities, and promoting mutual understanding through effective communication. They are also expected to take the time to effectively plan and evaluate performance, provide feedback, recognition and coaching, and develop employees to achieve their personal and organizational goals.

EDUCATION:

Required: BA/BS

Preferred: Advanced degree in a relevant field

EXPERIENCE:

Required: Working knowledge of standard archival procedures; effective analytical and writing skills; basic computer skills including MS Office; flexibility and capacity to thrive in a rapidly changing environment; excellent interpersonal skills; ability to work independently and as a member of a team.

Preferred: Prior experience working in an academic research library.

Working Conditions

- Must be able to lift 30 pounds and unpack, shelve and shift large quantities of library materials
- Must be able to work in an environment in which exposure to materials containing dust and mold is possible
- Frequent bending, crouching, stooping
- Normal office environment
- Occasional weekend shifts required
- Occasional travel required

These statements are intended to describe the general nature and level of work being performed by the employee in this position. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of a person in this position.

Signatures

Employee: Supervisor:

_____   _____
Name/Date   Name/Date

Scholarly Communication Officer (Term Appointment)

The Scholarly Communication Officer will coordinate scholarly communication activities for Duke University by providing leadership and educating the university community about intellectual property issues and their impact on the nature and conduct of scholarly inquiry and instruction. This position reports to the Director of Academic Technology and Instructional Services. It is a three-year term appointment with the possibility of renewal.

Responsibilities

- Directs copyright activities for the university's libraries and serves as copyright advisor to the university community; serves as the libraries' primary resource on fair use and other copyright issues; assists with obtaining copyright permissions.
- Sustains development of the Libraries' scholarly communication Web site; organizes educational forums on scholarly communication topics as they relate to academia and to research libraries.
- Represents the interests of Duke University Libraries and the university community in the development of university policy on copyright, the public domain, user privacy, and other scholarly communication issues.
- Monitors national scholarly communication policy issues, informs and educates the Duke community of their significance and participates in campus efforts to ensure that scholars, students and libraries in the digital environment retain the full benefits of the current and evolving intellectual property regime.
- Works in close consultation and cooperation with university's Office of General Counsel, the Office of Information Technology, academic departments, and senior university administrators on issues and programs related to scholarly communication.
- As appropriate, coordinates work with the Triangle Research Libraries Network on issues and programs related to scholarly communications.
- Performs other related duties incidental to the work described herein.

Qualifications

It is the expectation that all Perkins Library staff members will demonstrate exceptional workplace behaviors in the execution of their specific position responsibilities. These behaviors are customer focus, collaboration, creative problem solving, continuous learning and a commitment to diversity. In addition, managers and supervisors are expected to help develop a common vision by providing clear direction and priorities, clarifying roles and responsibilities, and promoting mutual understanding through effective communication. They are also expected to take the time to effectively plan and evaluate performance, provide feedback, recognition and coaching, and develop employees to achieve their personal and organizational goals.

EDUCATION:
Required: ALA-accredited MLS or J.D or equivalent combination of relevant academic preparation and experience.
Preferred: ALA-accredited MLS and J.D.

EXPERIENCE:

Required: Five years of relevant experience with emphasis on scholarly communication matters in libraries, academia, scientific or scholarly publishing, or other settings; recent demonstrated experience in one or more of the following areas: academic or research library collections, services, and systems, academic information technology, or scientific or scholarly publishing; demonstrated expertise in legal and regulatory issues associated with intellectual property and copyright, particularly as they involve the creation, dissemination, and use of digital information resources; demonstrated ability to represent the

interests of a university, based on a demonstrated understanding of the technical, legal, and information policy issues of scholarly communication; excellent oral and written communication skills; excellent interpersonal skills and ability to work well with and to lead faculty, students, and academic administrators; ability to think creatively in developing products and services, such as publications, workshops, conferences, and tools that meet members' needs.

Preferred: At least five years of increasingly responsible administrative experience in collection management and/or technical services or other relevant area in a research library environment; ability to communicate a strong vision of how discipline-based scholarship is changing in response to new technologies and what role libraries can play in meeting the evolving needs of scholars.

UNIVERSITY OF MASSACHUSETTS
CAMPUS: *Amherst*
JOB DESCRIPTION

OFFICIAL TITLE: *This is the official title of the position.*

Librarian III

FUNCTIONAL TITLE: *This is the in-house title by which the position may be known. A functional title is usually a more descriptive title than the official title and may be required to identify very specific kinds of work. This title may be used in signing all correspondence.*

Coordinator, Library Systems and Web Management

GENERAL STATEMENT OF DUTIES: *Please provide a brief overview of the general functions of this position. Specific details of duties should be reserved for the* Examples of Duties *section.)*

Provide creative leadership and direction for the information systems and web technology used in the University Library.

SUPERVISION RECEIVED: *Please indicate the title, but not the name, of the administrative employee or employees responsible for supervision or direction of work; describe the divergent extents of authority of each, indicating the degree, priorities, and relationships of the supervision or direction, which could range from close supervision to supervision with considerable freedom.*

Report to the Director of Libraries who reviews performance for effectiveness and conformance with established policies, but have substantial independent responsibility without immediate supervision.

SUPERVISION EXERCISED: *Using descriptive non-numerical terms, identify the scope of supervision, training or direction exercised (i.e., whether the supervision is over a few employees, a small number of employees, a large number of employees, etc.); also, describe the degree of supervision, indicating whether close supervision or general direction is involved, and categorize the physical conditions under which the supervision is given, such as in a laboratory or an office. Supervision of student employees should not be included in this section, but may be listed under* Examples of Duties, *if applicable.*

Have responsibility for coordinating library systems and web management in the University Library, including supervision of personnel and management of services involved in this activity.

EXAMPLES OF DUTIES: *Please list and briefly describe several of the duties and responsibilities typically performed and assumed in this position. This list should not be restrictive but should be descriptive in such a manner as to provide concrete information representing examples of the actual work as well as the level of responsibility for the work being performed.*

1. Directly manage library automation activities in the broad categories of operations, network interfaces, and user support. Formulate, disseminate, implement and revise related policies and procedures as required. Manage and direct, maintaining user-based focus, the staff working in operational support of systems implementation and workstation support.
2. Assume library-wide leadership for creating and advancing an innovative user centered Web presence to more fully develop the Library's digital presence in support of teaching, learning and research and to facilitate access to digital resources and services
3. Coordinate all aspects of the UMass Amherst Library Web Site including: calling regular meetings of the Publishing Group, collecting management information about site usage and distributing to interested parties; coordinating Web shifts (major changes to Website); and addresing administrative issues.
4. As member of the Digital Initiative Task Force, work cooperatively and collaboratively to move forward choices about technology use based on assessment of what is strategic for the library and its users.
5. Serve as a member of the Library's Senior Management Group.

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6. Offer direction and guidance for support of existing systems and implementation of new and emerging technologies to be used in the Library's highly networked information environment. In consultation with faculty and student users, provide leadership in planning, developing, coordinating and problem solving for all library automation activities.

7. Serve as liaison with campus computing (OIT) and telecommunications units, including negotiating for and coordinating service support as needed. Maintain contacts with appropriate on-campus and off-campus agencies in order to maintain currency on new developments in appropriate technologies.

8. Represent the Library in systems and networking discussions on campus.

9. Develop and maintain appropriate reports, documentation and records.

QUALIFICATIONS: Please indicate in a general way the knowledge, abilities, skills, education and experience necessary for any individual to assume this position. It is not the objective of this section to list any one person's specific personal traits and training. It is important to indicate, also, what degree of competence would be required (i.e., considerable education, extensive experience, working knowledge, etc.) to perform the duties and assume the responsibilities typical of this position.

1. Master's degree in library science from an American Library Association-accredited library and information studies program.

2. As least five years of experience in a comparable library situation, including not less than three in library information technology. Experience with networked information environments and familiarity with digital imaging and database creation. Experience with Web site creation and development.

3. Demonstrated successful managerial ability and leadership skills, including complex project management, prototyping and budgeting.

4. Excellent communication and interpersonal skills, commitment to collaborative work environment, and ability to handle multiple priorities in a library embracing advanced information technologies.

5. Experience and skill in evaluating and implementing information technology applications, and in collaborating with academic computing operations in a campus setting.

6. Ability to view issues from a Library-wide perspective, foster teamwork, and stimulate cross-functional collaboration.

7. Demonstrated ability to develop and implement long-term strategies and achieve short-term goals.

8. Familiarity with multiple operating systems such as Windows and UNIX, and multiple network protocols.

OFFICIAL POSITION CERTIFICATION

This is a complete and accurate description of this position.

_____	_____
Date	**Signature--Staff Member**
_____	_____
Date	**Signature--Supervisor**
_____	_____
Date	**Signature--Director of Libraries**

Associate Director for User Services
July 31, 2007

The Associate Director for User Services is one of three associate directors reporting to the Director of Hesburgh Libraries.

- Serves on the Library Executive Committee (LEC) which is entrusted with setting library directions and allocating resources; works closely with other senior leaders to ensure appropriate program coordination and development. The Associate Director is also a member of the Library Administrators and Managers Group (LAM), which brings all library administrators and managers together for discussion of library-wide issues, especially in the areas of budget development and human resources activities.

- Provides library-wide vision and direction for a dynamic program of user-centered services that will be highly regarded on campus. Works closely with others in the library, on campus, and in other libraries, ensuring that our services keep pace with the evolving needs of multiple and diverse constituencies. Creates a clear sense of purpose, mission, and a focus on key results which help the Library recognize opportunities to enhance our support for teaching and research through productive collaborations and inspired innovations in and timely assessments of policies and services.

- Participates in the development of the library budget with specific responsibility for developing and allocating the following budgets: resource-sharing and User Services Division.

- Lead the planning initiative for library services and programs in regard to the Hesburgh Library renovation

- Serves as the overall liaison with the Kaneb Center for Teaching and Learning

- Provides administrative leadership and direction to six departments. Engages members of the Division in planning and shaping services and collections, managing their resources, fostering the continuing renewal of library faculty and staff knowledge, and ensuring clear communication.

    o Arts, Architecture and Media Department
    o Chemistry/Physics Library
    o Engineering Library
    o Information, Research and Instructional Services (IRIS) Department
    o O'Meara Mathematics Library
    o Resource Access and Delivery (RAD) Department

- Provides administrative leadership and direction to committees with responsibilities for user services and scholarly communication, including:
    - Circulation Working Group
    - Copyright/Licensing Working Group
    - Document Delivery Task Force
    - Library Services and Programs (LSP) Committee
    - Marketing and Outreach Committee
    - Web CT/Vista Planning Group

As a member of the Library Faculty, the individual is expected to serve the University, contribute to the profession and engage in professional development.

_____   _____
Jennifer A. Younger   Denise Shorey

Associate Dean
University of Saskatchewan Library
August 2007

Context

The job profile for deans at the University of Saskatchewan define the role of Dean as follows: "As the chief academic and operating leader of the College, the Dean is accountable for the creation and implementation of the College's and University's integrated plans and for ensuring the academic quality and integrity of the College. Major responsibilities include leading the College planning process; ensuring that strategic and operational plans are in place; advocating and promoting best practices in research, teaching, outreach and engagement, and deployment of human and physical resources; monitoring and improving performance to ensure outcomes as defined in the integrated plans; promoting positive relations internally and externally; and identifying and pursuing opportunities to support and enhance the long-term growth and success of the College and University. Where applicable, the Dean ensures that the accreditation of academic programs by external organizations is maintained".

Primary Purpose

The Associate Dean assists the Dean and leads a discrete portfolio of responsibilities, currently designated as services to clients (Clients Services). The Associate Dean leads the system-wide provision of high-quality library services to its clients, from the seven branch libraries. The Associate Dean is a member of the Library's executive leadership team, reporting to the Dean of the University Library.

Nature of the Work

The Associate Dean is responsible for providing leadership to faculty and staff, especially in relation to the development and delivery of services to clients (faculty, staff and students of the University of Saskatchewan). This role has system-wide responsibilities across all seven branch library locations.

The Associate Dean is supported by a team of Branch Heads (Librarians assigned administrative responsibilities for the day-to-day operations of services delivered through branch libraries). Working in close collaboration with branch heads, the Associate Dean ensures the soundness of library educational programs, the quality of library services to clients, and the effective management of human and physical resources assigned to the client services portfolio.

The Associate Dean functions in a highly demanding environment that requires constant scanning for issues and challenges against multiple priorities and demands on limited resources. The work is of high volume and is complex. Decisions ranging from the mundane to critical are required on a routine basis. The Associate Dean, in consultation with the Dean, is responsible for determining the nature and extent of academic activities in which s/he engages during his/her term.

Education and Experience

A relevant advanced degree, a strong professional practice record, and progressive experience in an academic (or related) environment with recent experience at a leadership level are required. Demonstrated success in contributing to the developing a vision and leading people to achieve exemplary performance and outcomes is desirable.

Accountabilities (Expected Outcomes)

The Associate Dean is accountable for the following outcomes:

Strategic Planning

- *Participates in setting direction for the University Library, especially in the context of services to clients*

- *Develops multi-year operational plans for the client services portfolio aligned with the directions of the Library and the University*

- *Ensures that branch library operational plans are efficient, integrated across the portfolio, and aligned with the directions set by the University Library*

- *Ensures plans are aligned with emerging trends and needs of key stakeholders*

Teaching and Research

- *Communicates academic and research outcomes and priorities to help ensure alignment of library services to clients*

- *Promotes the research and teaching agenda of Library programs through a variety of strategies and contacts*

- *Adds to the reputation and prestige of the Library and the University through individual scholarly work*

Operational Effectiveness

- *Ensures effective implementation of change and new products and services identified through operational planning*

- *Develops and implements policies, procedures and key success measures for the Library's client services*

People and Environment

- *Ensures positive, diverse, and inclusive work and learning environments*

- *Prepares faculty and staff for future key leadership roles*

- *Ensures mentoring, career development and training of staff who report to the position*

- *Builds a robust and balanced leadership team*

- *Aggressively recruits and retains outstanding faculty and staff*

- *Promotes and supports outreach and engagement activities of faculty and, where applicable, staff*

- *Holds people accountable for high standards of performance*

Financial and Resource Management

- *Develops creative solutions to resource challenges*

- *Re-allocates resources to align with and support the outcomes of the client services portfolio and Library's Plans*

- *Ensues long-term growth and sustainability of the Library's physical, financial, and human resources*

Risk Management

- *Incorporates the identification, assessment, and management of risks into the planning processes for the branch libraries and the services to libraries portfolio*

- *Ensures accountability and transparency of the Library's activities, information, and reports*

- *Communicates and ensures compliance with University policies, federal and provincial laws and regulations and collective agreements*

- *Implements and maintains an effective system of checks and balances with respect to financial management and assets, which includes general safeguarding and stewardship of all resources in the Library (financial, physical, and human resources)*

10/24/2012 Position Profile for Associate Dean of the University Library   *4*

Competencies

Competencies are the attributes and behaviours, manner or style, how skills and knowledge are applied to the job. Each person brings different combinations of competencies to their position. The competencies below are the desired attributes. Feedback with respect to the competencies provides a focus for leadership development to ensure an overall balance, so that no particular set of competencies is over or under-demonstrated.

Leadership / Vision: the demonstrated ability to develop and communicate a compelling and credible vision of the future and positively influence people and events to ensure commitment, alignment, and positive outcomes.

- *Inspires others to follow a common vision*

- *Appropriately delegates authority and responsibility*

- *Sets reasonable deadlines*

- *Invests in others by providing feedback and supporting their development*

- *Supports the success of others*

- *Addresses performance concerns*

Personal Effectiveness: the demonstrated ability to foster respect, integrity, and self-awareness in interpersonal relationships, while demonstrating personal resiliency and wellness

- *Seeks feedback from others and responds by developing capabilities or modifying behavior*

- *Keeps promises and commitments even when unpopular or difficult*

- *Demonstrates emotional maturity and resiliency in difficult circumstances*

- *Demonstrates integrity in words and deeds*

- *Accepts responsibility*

Decisiveness: *the demonstrated ability to assess a difficult situation and make a good decision in a timely manner based upon a mixture of analysis, consultation, experience, and judgment.*

- *Assesses the importance, urgency, and risk associated with each situation*

- *Makes decisions that are in the best interests of the Library and the University*

- *Demonstrates the willingness to make decisions which others have, by action or word, expressed a reluctance to make*

- *Anticipates how decisions affect other people, teams, or units*

Change: *the demonstrated ability to initiate, implement, and support innovation and institutional change and help others to successfully manage change and the willingness to advocate new ideas, especially when risk is involved.*

- *Demonstrates an optimistic attitude towards change; embracing change and fostering new approaches*

- *Engages others in the change process*

Communication: *the demonstrated ability to convey information and ideas to individuals in a manner that engages the audience and helps them understand, retain, and respond to the message.*

- *Provides useful and valuable information to others*

- *Communicates clearly and ensures understanding*

- *Demonstrates an understanding of the impact of communications on others*

Problem Solving: *the demonstrated ability to resolve conflict and problems while creating a positive work environment.*

- *Listens actively to promote shared understanding*

- *Focuses on facts and data rather than personalities*

- *Identifies shared interests to develop positive outcomes*

- *Demonstrates courage rather than avoidance to resolve conflict and problems*

Collaboration / Team Building: the demonstrated ability to develop effective teams and / or develop the rapport necessary to maintain and strengthen partnerships inside or outside the University.

- *Builds opportunities and partnerships*

- *Creates an environment where diverse views and perspectives are accepted*

- *Maximizes opportunities to get things done through teams*

- *Clearly defines accountabilities for team and team members*

University Understanding: demonstrating effectiveness within the University environment by applying knowledge of the University, its people, support systems, policies, and structure as a means of achieving results and/or affecting change.

- *Effectively uses existing structures, policies, and protocols to make progress on initiatives*

- *Balances the interests of the University with those of the Library*

Syracuse University
Job Information Questionnaire for Staff

Name:		

Job Title: Deputy University Librarian and
Associate Dean of Libraries

Department/ Office of the University Librarian and
School/College Dean of Libraries

Date: October 19, 2005

For HR Use Only:

Job Code:

Position ID:

The purpose of this questionnaire is to collect information about the duties and responsibilities of your job. We will use this information in several ways such as writing job descriptions, comparing job responsibilities, complying with certain laws, and determining job categories.

When responding to the questionnaire, please keep in mind the following guidelines:

✓ **Respond based on actual job duties and responsibilities.** Please describe the job as it exists now. In other words, tell us what you are actually doing in your job (this may or may not differ from what your current job description states) Note: this is not an evaluation of your personal background or performance.

✓ **Be objective and accurate.** Try not to understate or inflate information about your job. Base your responses on the typical duties and responsibilities of your job under normal conditions, not on unusual circumstances or temporary assignments.

✓ **Be inclusive.** Remember to include the skills you feel are required to perform the responsibilities of your job. Please describe the level and nature of personal interaction you demonstrate in your job. Also, if you are a supervisor, be sure to describe your supervisory/managerial responsibilities.

✓ **Review the Job Classification Model and Sample Completed Job Information Questionnaires.** It may be helpful to read through the job categories and the sample completed job information questionnaires before completing the job information questionnaire to help you think about the nature, scope and responsibilities of your role at SU.

✓ **Job Classification Category.** Read through the descriptions of the job categories and indicate where you think your position fits.

If you have any questions, please see your supervisor or contact Roger Casanova (x4565) or Carol Sunderwirth (x4632) in Wage & Salary Administration.

Thank you for your time and input.

--Page 1--

Job Information Questionnaire for Staff (continued)

Basic Function/Purpose

In a few sentences, please summarize the major purpose of your job.

Responsible for leading the Library in the performance of internal operations. Provides leadership, management and oversight for Library public services, systems, collections and digital and technical services. Reports directly to the University Librarian and Dean of Libraries (UL and DOL) provides direct supervision for the Associate University Librarians for Research and Education Services, Information Management and System Services, Collections Services, and the Director of the Special Collections and Research Center.

Duties and Responsibilities

Please briefly describe the major duties and responsibilities of your job. Attach additional pages, if necessary.

- With the UL and DOL, leads the Library to achieve its vision, mission and goals.
- Provides leadership for designated core service areas to ensure high quality public services, general collections, special collections, digital services and information technology.
- With the UL and DOL, leads the Library in strategic and tactical planning and initiatives.
- Directs the development of collections and new and innovative services that give the Library national standing and recognition.
- Serves as the primary liaison with campus stakeholders to facilitate and fulfill the research and education goals of the Library and the University.
- Works with appropriate staff to foster participation in local, regional, national and international professional opportunities.
- Serves as the administrator-in-charge in the absence of the UL and DOL.
- At the request of the UL and DOL, represents the Library at meetings, events, and other forums.

---Page 2---

Washington State University
Position Description

*Lindsay
3/2008*

Position Number: 38198
Appointment Status: Tenured Faculty, Annual, 100% FTE
Organization and Location: Libraries, Pullman

<u>Working Title:</u>   **Assistant Dean for Public Services and Outreach**

Basic Function: The Assistant Dean for Public Services and Outreach is responsible for planning, coordinating, and managing public services, including personnel, budget, services and facilities, for the WSU Libraries in consonance with the Libraries' Strategic Plan. The Assistant Dean leads the Public Services and Outreach (PSO) division in sustaining and enhancing a full range of user-centered services, and in developing a proactive approach to library services with an emphasis on the integration of emerging technologies for remote delivery of materials, information, and instructional services. Outreach services promote awareness and foster the successful use of research and information services for WSU, community, and state populations, building networks of support and advocacy across campus for teaching, research, and service. PSO shares a service-oriented philosophy that values assessment to achieve a deep understanding of user needs and expectations. The Assistant Dean promotes a working environment in which all employees are supported in developing their skills so that they can contribute to the maximum of their ability, and facilitates the WSU Libraries' efforts in building an open, collaborative organization. This full-time, 12-month position reports to the Dean of Libraries.

<u>Responsibilities</u>

A. Public and research services management and Outreach
1. Plans, coordinates, and manages Public Services and Outreach and facilities in the following libraries and units: Access Services; Architecture Library; Education Library; Health Sciences Library; Holland and Terrell Libraries; Library Instruction; Owen Science and Engineering Library; and Agricultural Sciences Library.
2. Responsible for creating and implementing outreach services and programs that reflect WSU priorities mandated by its land-grant institution status.
3. Understands both the unique and common aspects of the diverse PSO library units and recognizes the need for a balance among them.
4. Monitors PSO expenditures.
5. Assesses services and unit needs to assure user-centered public services.

B. Administration
1. Coordinates with other library divisions to determine effectiveness of Public Services and Outreach, to solve problems, and to plan for effective programs.
2. Works with the regional campus librarians at WSU Vancouver, WSU Tri-Cities, WSU Spokane, the Intercollegiate College of Nursing, and the WSU Energy Library, to coordinate programs with Pullman units.
3. Provides leadership for PSO staff, faculty, and temporary employees.
4. Serves on Library Council (ex officio).
5. Coordinates the efforts of the working groups reporting to this position.
6. Collaborates with library development personnel in fundraising efforts.
7. Fosters atmosphere of open communication, trust, and respect.

C. Personnel
1. Administers University and Libraries policies and procedures related to Public Services and Outreach faculty, staff, and temporary employees.
2. Performs annual reviews for PSO personnel who report directly to this position.
3. Fosters professional development and growth of PSO faculty and staff.

2

D. Professional, Research, and Scholarly Activities
1. Maintains and shares knowledge of trends and innovations in public services and outreach.
2. Actively participates in professional organizations, research, and scholarly activities.
3. Participates in university and community service activities.

Faculty are expected to communicate well; maintain pleasant, courteous and cooperative relationships; display a professional manner in demeanor and language; and show courteous and effective behavior in meetings.

Qualifications:

REQUIRED:
ALA accredited degree in Library/Information Science; at least 4 years of management experience in a medium to large academic or research library; professional reference and library instruction experience; experience applying new information technologies in public service settings; budget management experience. The successful candidate will demonstrate the following: experience in leadership, mentoring, and motivation; comprehensive knowledge of a large library's varied public service functions; a history of positive interaction with faculty, staff, students, and administrators; excellent interpersonal and collaborative oral and written communication skills; understanding of current issues facing research libraries, including the rapid changes in modes of scholarly communication and strategies for outreach to a wide range of constituents; a progressive record of publication and professional participation that meets the criteria for tenure at WSU.

PREFERRED:
Experience with the following: personnel supervision, interaction with diverse units, facilitation of group decision-making and planning, assessment of services and user needs, fundraising and resource development; demonstrated support for employee development; additional advanced degree.

Signatures:

This position description reflects Washington State University's best effort to describe the essential functions and qualifications of the position. This document is not intended to exclude an opportunity for modifications consistent with providing reasonable accommodation. This is not intended to be a contract. Your signature indicates you have read this position description and understand the essential functions and qualifications of the position.

_____
Employee   Date

_____
WSU Dean of Libraries   Date

bb:pd40170.doc

2012 Position Descriptions

UCSD JOB DESCRIPTION ⌐UCSD

JOB DESCRIPTION NUMBER • 204117	PREVIOUS JD NUMBER • 000000	POSITION CTRL NO • 204117	View Org. Chart

REASON FOR SUBMITTING THIS JOB DESCRIPTION • Recruitment for replacement, same title	REPLACEMENT FOR (Name of previous Incumbent) • Maureen Harden

INCUMBENT NAME • TAMMY DEARIE	INCUMBENT PHONE •	LOCATION OF POSITION • Main Campus

CURRENT TITLE CODE • 0355	CURRENT GRADE •	CURRENT TITLE • ADMIN/COORD/OFFICER(FUNC AREA)

JOB DESCRIPTION HISTORY
•

FOR USE ONLY BY DESIGNATED AUTHORITY

DEPARTMENT CLASSIFIER •	CLASSIFIER EMAIL •	CLASSIFIER PHONE •

APPROVED TITLE CODE • 0355	APPROVED GRADE •	APPROVED TITLE • ADMIN/COORD/OFFICER(FUNC AREA)

DATE RECEIVED • 02/02/2009	DATE REVIEW COMPLETED • 02/02/2009

RECLASSIFICATION EFFECTIVE DATE
•

FOR USE ONLY BY HR CONTACT

IS BACKGROUND CHECK REQUIRED • No	IS C.O.I. DISCLOSURE REQUIRED • No

IS PRE-PLACEMENT PHYSICAL REQUIRED • No	(Dept only) REQUESTED HEERA • Manager, not Confidential

(Central HR only) APPROVED HEERA
• Manager, not Confidential

OVERVIEW

WORKING TITLE • Associate University Librarian, Administrative Services	PERCENT OF FULL • 100

DEPARTMENT • GEISEL LIBRARY	DEPARTMENT NUMBER • 000265	VC UNIT • ACADEMIC AFF	VC UNIT CODE • 1

SUPERVISOR NAME • SCHOTTLAENDER, BRIAN E. C.	SUPERVISOR EMAIL • becs@ucsd.edu	SUPERVISOR PHONE • 8585343060	SUPERVISOR TITLE • UNIVERSITY LIBRARIAN-EXEC

TYPE OF SUPERVISION
• General Direction

DEPARTMENT/PROJECT OVERVIEW
•

POSITION OVERVIEW
• Reporting to the University Librarian, provides administrative leadership for the staff and services of the following departments: Libraries Human Resources, Business and Finance, Facilities, and Safety and Security. Has primary responsibilities for the financial oversight of the Libraries, with an annual operating budget of $40+ million and 367 FTE staff. Provides lead oversight on issues related to fiscal planning, budget development and control, and financial operations. Responsible for budgetary strategic planning and forecasting; research and analysis of short and long-term budgetary issues and trends; development of effective budgetary presentation packages; coordination of sound fiscal policy and accounting practices; preparation of resource and expenditure reports; and facilities management. Serves as primary coordinator for the development and implementation of financial and personnel systems. Provides lead oversight of Libraries capital development, renovation, and maintenance.

As member of the Libraries' senior management team, collaborates on library-wide planning initiatives, program development, policy development, and resource allocation that support the services and organization of the Libraries.

SPECIAL CONDITIONS OF EMPLOYMENT
•

EMPLOYEES DIRECTLY SUPERVISED:

EMPLOYEE NAME	PAYROLL TITLE	JD#	STATUS	%TIME

- Maria Din, Senior Administrative Analyst - Supervisor, JD# 102790, Career, 100%
- Michael Mogelinski, Senior Administrative Analyst - Supervisor, JD #118400, Career, 100%
- Nancy Relaford, Administrative Coordinator - Supervisor, JD#126622, Career, 100%
- Karen Gerstoft, Administrative Analyst - Supervising, JD#128976
- Mark Kasimatis, Computer Resource Specialist, JD#201334

EMPLOYEES SUPERVISED THROUGH OTHERS:

EMPLOYEE NAME	PAYROLL TITLE	JD#	STATUS	%TIME

- Library Human Resources: 6 career staff employees (1 - Admin Analyst; 2 - Admin Specialists; 1- __ Asst III; 2 - ___ Asst II's)
- Department of Business and Finance: 5 career staff employees (1 - Admin Analyst; 1 Admin Specialist; 2 - ___ Asst III's; 1 - ____ Asst II)
- Facilities: 6 career staff employees (1 - Bldg Maintenance Super; 3 - Building Maintenance Workers; 1 - Senior Mail Processor; 1 - ___ Asst III)
- Safety and Security: 4 career staff employees (4 - Senior Proctors)

FUNCTIONS WITH CORRESPONDING TASKS

FUNCTION NAME / TASKS	%TIME	ESSENTIAL
(1.) ADMINISTRATIVE LEADERSHIP	15%	Yes

As a member of the of the Libraries' senior management team, collaborates on library-wide planning initiatives, program development, policy formulation, and resource allocation that support the services and organization of the Libraries. Leads and facilitates ongoing analysis and assessment initiatives.

Serves as a member of the University Librarian's Cabinet which meets bi-weekly to discuss and make decisions on library-wide personnel issues, budget planning and expenditures, and operations.

Serves as a member of the Library Management Group (LMG) which meets monthly to discuss various library-wide processes and operations.

FUNCTION NAME / TASKS	%TIME	ESSENTIAL
(2.) ADMINISTRATIVE OPERATIONS MANAGEMENT	40%	Yes

Provide administrative leadership for policy decisions, strategic and organizational planning, budget and resource allocations, and personnel decisions for the following departments: Library Human Resources, Business and Finance, Facilities, and Safety and Security.

Human Resources: Responsible for full range of employee/labor relations for management and employees at all levels of the organization, including involvement in contract negotiations, as appropriate. Supervise the Head of LHR responsible for the planning, coordination and supervision of the Libraries' Human Resources Department,which supports all human resource functions, including training and development, for over 600 employees (367 FTE). Coordinate management of $21 million annual payroll and benefits operation, including state, federal, contracts and grants, and gift and endowment accounts.

Business & Finance: Supervise the Head of Business & Finance, who directs the business affairs of the Libraries and oversees its business and financial responsibilities and practices.

Facilities: Supervise the Libraries' Facilities Director, who oversees the physical operation of more than 450,000 ASF in seven different sites; manages the Library Mail Services and the Library Annex.

Safety & Security. Supervise the Head of Libraries Safety & Security, who oversees and directs safety and security operations for all UCSD Libraries.

Manage the development, implementation, and integration of automated financial and personnel systems. Provide leadership in the use of current technology to organize, manage, and distribute financial and/or personnel information.

Responsible for overall operation of the department or work unit, including the formulation and administration of policies and/or programs pertaining to it.

Authorize the expenditure of University funds.

Regularly attend management meetings where routine subjects of discussion are financial issues, including budget planning, ongoing and existing procedures, programs and policies, and personnel and labor relations matters.

Make decisions on behalf of the department or work unit, or has a central role in the process of formulating management decisions.

Screen applications, interview candidates, and either make selection decisions or recommend individuals for hire.

Train and assign work to new and continuing employees. Provide guidance on performance standards and University procedures.

Independently conduct performance evaluations, including communication with subordinates.

Make recommendations for employee incentive awards and salary increases including merits and reclassifications.

Determine what discipline should be imposed for subordinates, with authority to apply such, and/or submit/recommend same to higher-level management.

FUNCTION NAME / TASKS	%TIME	ESSENTIAL
(3.) FINANCIAL MANAGEMENT	35%	No

Serve as the senior financial administrator and principal advisor to the University Librarian's Cabinet. Develop policies and direct procedures for the effective acquisition, analysis and allocation of financial resources, including state funds; revenue generating activities; state, federal, and private contract and grants; and endowment and gift income.

Develop and monitor annual budgets. Compile historical data and provide analysis of variations over past fiscal years, projecting initial program and inflationary changes and analyzing areas of potential savings.

Provide accurate and timely financial status information, including regular budget projections and forecasts to senior management.

Coordinate library resource management with other campus offices, as appropriate.

Develop and implement financial standards and practices as called for by university policies and procedures.

Ensure audit principles are established and upheld.

Oversee the Library Financial Team (LIFT) charged with developing, presenting, and analyzing the Libraries' budgetary resources and operational and personnel expenses.

Work closely with Head, Book Fund Accounting Unit responsible for the daily management of the Libraries' materials budget, including primary responsibility for preparing, analyzing, and interpreting financial reports.

FUNCTION NAME / TASKS	%TIME	ESSENTIAL
(4.) CAPITAL AND SPACE PLANNING	10%	Yes

Provide administrative leadership for the Libraries capital planning and renovation projects.

In collaboration with senior management and Facilities Director, develop and implement strategic and operational plans for the optimal use of library space. Comply with departmental and campus space policies and cooperate in the maximization of space use.

Direct the planning for and financing of renovations and maintenance. Prepare short- and long-term capital needs assessment; prepare space allowance analysis; and oversee furniture and equipment inventories.

Collaborate closely with campus offices, including Facilities Design & Construction, Physical Planning and Capital Planning.

KNOWLEDGE, SKILLS, AND ABILITIES		
RELATED FUNCTIONS:	DESCRIBE THE KNOWLEDGE, SKILL, OR ABILITY:	IMPORTANCE LEVEL:
1 2	Proven leadership and management skills in a university environment with demonstrated leadership and experience in addressing issues relating to the administrative management of a large academic unit.	Required
1 2 3 4	Strong analytical and conceptual abilities to evaluate complex issues, formulate options, and develop solutions. Strong negotiation, problem-solving and decision-making skills.	Required
1 2 3 4	Exceptional overall communication skills, both written and oral. Ability to communicate ideas, thoughts, complex problems and one's position clearly and concisely. Effectively communicate one-on-one, as well as to make oral group presentations which are well-organized, clear, informative, and persuasive. Excellent interpersonal skills with the ability to interact with tact and diplomacy with individuals from a variety of backgrounds and organizational levels.	Required

1 2 3	Thorough knowledge of the University budget process with demonstrated experience in the planning, development and management of complex and high dollar volume financial operations involving fund accounting, self-supporting activities, capital budgets, operating budgets, financial analysis, financial reporting, long-range financial planning, and internal financial and audit controls. Demonstrated ability to adapt programmatic objectives to changes in resources.	Required
2	Knowledge of human resource (academic and staff) management. Ability to anticipate problems in work assignment areas and identify appropriate solutions to determine department's needs and direct work flow. Ability to counsel department supervisors on personnel rules and regulations governing department employees. Ability to determine training requirements, encourage employee development, reward and discipline employees and adjust their grievances.	Required
1 2 3 4	Demonstrated experience managing and supervising staff at all levels. Knowledge of team dynamics and motivating employees. Strong commitment to fostering growth and development of others.	Required
4	Demonstrated knowledge and experience in space and facilities management including analysis, funding, design, construction and renovation of buildings and labs.	Required
	Ability to understand, support and implement a consensual vision of the philosophy and goals of the Libraries.	Required
1 2 3 4	Demonstrated knowledge of UC/UCSD policies and procedures, governance and organizational structures, core functional systems and processes, departments, units and communication channels. Knowledge of and ability to implement proper risk management practices.	Required
1 2 3 4	Advanced degree in management or related field and/or equivalent relevant university administrative experience or comparable combination of education and experience.	Required

PHYSICAL ACTIVITIES

Standing: Occasionally	Crawling: Never	Bending: Occasionally	Walking: Frequently
Climbing: Never	Kneeling: Never	Sitting: Frequently	Reaching: Frequently
Balancing: Never	Seeing: Constantly	Keying: Frequently	Feeling: Frequently
Talking: Constantly	Hearing: Constantly	Handling: Frequently	Lifting 0-20 lb: Occasionally
Lifting 20-50 lb: Occasionally	Lifting 50+ lb: Never	Carrying 0-20 lb: Occasionally	Carrying 20-50 lb: Occasionally
Carrying 50+ lb: Never	Pushing 0-20 lb: Occasionally	Pushing 20-50 lb: Occasionally	Pushing 50+ lb: Never

MENTAL ACTIVITIES

Reading: Constantly	Writing: Constantly	Calculating: Constantly
Communicating Orally: Constantly	Reasoning: Constantly	Analyzing: Constantly

ENVIRONMENTAL CONDITIONS

Confined Areas: Occasionally	Exposed to Weather: Never
Noise Exposure: Occasionally	Vibrations: Occasionally
Extreme Temperatures: Never	Potential Hazards: Never
Fumes/Odors/Mists/Dusts: Occasionally	Potential Allegenics: Occasionally
Work Inside: Constantly	Work Outside: Never
Other Name : Never	

Signatures for Printed Copy

A. SAFETY
Based on Labor Code Section 6401.7 it is expected that all employees know and practice all appropriate safety methods and procedures.
B. PAYMENT OF OVERTIME
If this position is designated as eligible for premium overtime and is not subject to any collective bargaining agreement, overtime may be paid by either compensatory time off or cash at the option of the department, unless agreement to this effect is not reached, in which case pay shall be provided.

I certify that the above description is correct, complete and describes my job as I understand it.
I have read both the Safety and Overtime Payment statements.

Employee's Signature: _____   *Date:* _____

SUPERVISOR'S / DEPARTMENT HEAD'S SIGNATURES

I have reviewed the job description and the above statements and certify to their accuracy.

Director of Scholarly Communications

Job Code/Title: 1362/Prof Library Staff
Department: Scholarly Communications   **Job Level:** 0
Supervisor: University Librarian   **Job Family:** 29
FTE: 1.0   **FLSA Status:** Exempt
Ranked: No   **Term:** N/A
Date Created/ Reviewed: November 2011

Position Summary

The Scholarly Communication Officer will coordinate scholarly communication activities for Duke University by providing leadership and educating the university community about intellectual property issues and their impact on the nature and conduct of scholarly inquiry and instruction. This position reports to the Director of Academic Technology and Instructional Services. It is a three-year term appointment with the possibility of renewal.

Responsibilities

- Directs copyright activities for the university's libraries and serves as copyright advisor to the university community; serves as the libraries' primary resource on fair use and other copyright issues; assists with obtaining copyright permissions.
- Sustains development of the Libraries' scholarly communication Web site; organizes educational forums on scholarly communication topics as they relate to academia and to research libraries.
- Represents the interests of Duke University Libraries and the university community in the development of university policy on copyright, the public domain, user privacy, and other scholarly communication issues.
- Monitors national scholarly communication policy issues, informs and educates the Duke community of their significance and participates in campus efforts to ensure that scholars, students and libraries in the digital environment retain the full benefits of the current and evolving intellectual property regime.
- Works in close consultation and cooperation with university's Office of General Counsel, the Office of Information Technology, academic departments, and senior university administrators on issues and programs related to scholarly communication.
- As appropriate, coordinates work with the Triangle Research Libraries Network on issues and programs related to scholarly communications.
- Performs other related duties incidental to the work described herein.

Supervisory Responsibilities

- Supervise a Scholarly Communications Intern

Qualifications

It is the expectation that all Duke University Libraries staff members will demonstrate exceptional workplace behaviors in the execution of their specific position

responsibilities. These behaviors are customer focus, collaboration, creative problem solving, continuous learning and a commitment to diversity.

Education:
Required: ALA-accredited MLS or J.D or equivalent combination of relevant academic preparation and experience.

Preferred: ALA-accredited MLS and J.D.

Experience:
Required: Five years of relevant experience with emphasis on scholarly communication matters in libraries, academia, scientific or scholarly publishing, or other settings; recent demonstrated experience in one or more of the following areas: academic or research library collections, services, and systems, academic information technology, or scientific or scholarly publishing; demonstrated expertise in legal and regulatory issues associated with intellectual property and copyright, particularly as they involve the creation, dissemination, and use of digital information resources; demonstrated ability to represent the interests of a university, based on a demonstrated understanding of the technical, legal, and information policy issues of scholarly communication; excellent oral and written communication skills; excellent interpersonal skills and ability to work well with and to lead faculty, students, and academic administrators; ability to think creatively in developing products and services, such as publications, workshops, conferences, and tools that meet members' needs.

Preferred: At least five years of increasingly responsible administrative experience in collection management and/or technical services or other relevant area in a research library environment; ability to communicate a strong vision of how discipline-based scholarship is changing in response to new technologies and what role libraries can play in meeting the evolving needs of scholars.

Working Conditions

- Must be able to lift 30 pounds and unpack, shelve and shift large quantities of library materials
- Must be able to work in an environment in which exposure to materials containing dust and mold is possible
- Frequent bending, crouching, stooping
- Normal office environment
- Occasional weekend shifts required
- Occasional travel required

These statements are intended to describe the general nature and level of work being performed by the employee in this position. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of a person in this position.

Associate University Librarian for Collections and User Services

Job Code/Title: 2133 /Librarian
Department: Administration   **Job Level:** 0
Supervisor: University Librarian/Vice Provost for   **Job Family:** 29
Library Affairs
FTE: 1.0   **FLSA Status:** Exempt
Ranked: Yes   **Term:** N/A
Date Created/ Reviewed: November 2011

Position Summary

The Associate University Librarian for Collections and User Services leads, administers, and coordinates collection development and public services for the Duke University Libraries. She/he oversees the allocation and use of the appropriated materials budget, as well as restricted and endowed funds, and the provision of effective services to meet user needs and expectations. In close consultation with faculty and with the libraries' department heads and subject librarians, she/he guides the transition to integrated and complementary print and digital collections and develops innovative approaches to providing library services in support of teaching, learning, and research. As a member of the Libraries' Executive Group, she/he participates in general administrative decision - making, library management, and priority setting. This position reports to the University Librarian and Vice Provost for Library Affairs.

Responsibilities

• Leads and oversees collection development and user services activities performed by subject librarians and other library staff.

• Serves as the library's primary spokesperson regarding collections and services to faculty, students, and administrators and forges collaborations with academic departments and programs.

• Provides direct supervision of the heads or directors of the following departments and branch libraries: Access and Delivery Services; Collection Development; Data and GIS Services; Digital Scholarship and Production Services; East Campus Libraries; International and Area Studies; Preservation; Research Services; and the Special Collections Library.

• Oversees and promotes the development of digital collection-building initiatives and the provision of resources and services to advance digital scholarship.

• Chairs the Collections and User Services Council, which develops and approves policies regarding collections and services.

- Participates in recruiting, hiring, and evaluating library staff with collection development and user services responsibilities.

- Oversees allocation and use of the materials budget and additional endowments and restricted funds.

- Prepares reports for the university administration for a variety of purposes, including annual collections budget requests, external reviews of academic departments and programs, and library impact statements concerning new degrees and majors.

- Participates in library fund raising and stewardship.

- Participates in collection development activities, working with curators and subject librarians to identify potential donors of collections and to solicit and acquire collections.

- Encourages attention to scholarly communication issues within the library and on campus, working closely with the Scholarly Communication Officer.

- Promotes cooperative collection development and collaboration regarding services and planning with the libraries of Duke's professional schools (Business, Divinity, Law, and Medical Center).

- Participates in overall system-wide planning, policy development, resource allocation, and personnel management as a member of the library's Executive Group.

- Fosters professional development of librarians and staff to meet the challenges of a rapidly changing environment.

- Represents the collections and user services interests of the Duke University Libraries in regional consortia (especially the Triangle Research Libraries Network), national forums, and international initiatives.

- Contributes to and is active in state, regional, and national meetings, conferences, and workshops, reviews professional literature, and networks with professional colleagues outside the University to stay informed about developments and trends in collections services, technical services, and special collections.

- Performs other duties and undertakes special projects as needed and assigned

Supervisory Responsibilities

- Supervises heads of departments and branch libraries as indicated above.

Qualifications

It is the expectation that all Duke University Libraries staff members will demonstrate exceptional workplace behaviors in the execution of their specific position responsibilities. These behaviors are customer focus, collaboration, creative problem solving, continuous learning and a commitment to diversity. In addition, managers and supervisors are expected to help develop a common vision by providing clear direction and priorities, clarifying roles and responsibilities, and promoting mutual understanding through effective communication. They are also expected to take the time to effectively plan and evaluate performance, provide feedback, recognition and coaching, and develop employees to achieve their personal and organizational goals.

Education:

Required: Master's degree from an ALA-accredited program or an equivalent combination of relevant education, experience, and training.

Preferred: Advanced degree in an academic discipline.

Experience:

Required: At least ten years of progressively responsible experience related to collections and user services in an academic research environment and a minimum of five years of successful management and supervisory experience; demonstrated management and supervisory skills; broad knowledge of the library's role in instruction and research; strong leadership, interpersonal and oral and written communication skills; demonstrated ability to analyze work processes and introduce appropriate technological solutions for greater efficiency of operations; ability to establish effective working relationships campus-wide in a collaborative and entrepreneurial environment; proven experience working closely and frequently with faculty; a record of significant professional activity; awareness of national and international issues and trends in collection development, public services, special collections, and preservation; and ability to work independently and collaboratively in a rapidly changing environment.

Preferred: Prior experience working in an academic research library. Reading knowledge of one or more languages beyond English; knowledge of current uses of technology in library operations; successful record with fundraising efforts; significant participation in professional associations and/or relevant publications demonstrating leadership in library, university, national and international programs and initiatives; experience working in a consortium environment; successful record of developing and initiating new programs.

Working Conditions

- Must be able to work in an environment in which exposure to materials containing dust and mold is possible

- Normal office environment
- Occasional travel required

These statements are intended to describe the general nature and level of work being performed by the employee in this position. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of a person in this position.

Signatures

Employee   Supervisor

_____   _____
Name/Date   Name/Date

UF | UNIVERSITY *of* FLORIDA

George A. Smathers Libraries
Library Financial and Human Resources
Human Resources

422 Library West
PO Box 117024
Gainesville, FL 32611-7024
352-273-2595
352-392-4538 Fax
www.uflib.ufl.edu/pers/

POSITION VACANCY ANNOUNCEMENT

POSITION: Associate Dean for Scholarly Resources and Research Services

RANK: Associate Dean and Associate University Librarian
or Associate Dean and University Librarian

REPORTS TO: Dean of University Libraries

JOB SUMMARY:
The Associate Dean for Scholarly Resources and Research Services is responsible for the administration of the scholarly resources and research services of the Smathers Libraries, exclusive of the Health Science Center Libraries which reports directly to the Dean of University Libraries. The five branch library Chairs report directly to this position. In all, the Associate Dean for Scholarly Resources and Research Services coordinates the efforts of 116 staff and faculty with responsibilities for approximately $7,800,000 in appropriated funds for library materials. For descriptions of the units and organizational structure of the Smathers Libraries, please refer to the Libraries' organizational chart at http://www.uflib.ufl.edu/backpage.html. An organizational chart reflecting the Associate Dean for Scholarly Resources and Research Services' responsibilities can be found at:
http://www.uflib.ufl.edu/admin/Smathers_Libraries_draft_org_chart.pdf.

RESPONSIBILITIES:
- Exercises direct administrative leadership for Smathers Libraries in the Humanities and Social Sciences, Sciences, Special and Area Studies, Government Documents, and departmental libraries for Architecture and Fine Arts, Education, Journalism, and Music, including all of their public service and collections responsibilities.
- Coordinates for the above units, inclusive of materials, human resources and operations, a total appropriated budget of just over $13,900,000.
- Provides leadership in strategic planning, administration and resource allocation.
- Maintains ongoing engagement with faculty and staff to define needs, set priorities, and develop policies and establish goals, objectives and budgets.
- Keeps abreast of developments in the administration of academic research collections.
- Ensures effective and responsive collections in support of the University's teaching and research programs.
- Organizes and maintains a program of regular contact with appropriate academic faculty, staff and benefactors.
- Chairs the Smathers Libraries Advisory Group for Research Services and Scholarly Resources (see http://www.uflib.ufl.edu/committees/agrssr/).

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- Works with faculty and staff to identify and prioritize areas for which external support is needed.
- Fosters grant initiatives.
- Manages public services that support the university's curriculum and research needs.
- Serves as the Smathers Libraries liaison to the Florida Council of State University Libraries Collections Planning Committee.
- Fosters an atmosphere of collegiality and innovation.
- Builds upon the Libraries' leadership role within the campus community.
- Represents the Libraries in appropriate local, state, regional and national organizations.

QUALIFICATIONS:
Required:
- Masters degree in relevant field.
- Minimum of ten (10) years of relevant managerial experience.
- Experience in building and developing research collections, resource allocation and budget preparation. Experience managing a materials budget of at least $5,000,000 and an overall operating budget of at least $10,000,000.
- Experience in developing and evaluating academic library services.
- Demonstrated success in human resource management, including the ability to lead and engage staff through the process of organizational improvement and change.
- Knowledge of current trends in academic and scholarly resource management.
- Broad understanding of current and emerging information technologies and patron services in academic libraries.
- Experience in team-oriented project management.
- Excellent analytical, planning, interpersonal and communication skills.
- Commitment to staff development and cross department collaboration and communication.
- Knowledge of digitization practices and technology applications.

Preferred:
- Master's degree from an ALA-accredited program or international equivalent.
- Ph.D. or additional subject master's degree is highly preferred.
- Proven success with fundraising and grants development and management.
- Demonstrated record of leadership and achievement in librarianship, including mentoring, scholarly work, and professional/institutional service.
- Qualifications sufficient to be considered for tenure upon appointment. (For a description of tenure for library faculty please see the Smathers Libraries Career Development Handbook.)

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University Libraries and Museums
Sheridan Libraries
JOB DESCRIPTION

Name:

Title: **Associate Director, Digital Curation & Research Center**

Reports to: **Sheridan Dean of University Libraries & Museums**

Role:

Level:

Range:

Position Summary:

The Associate Director of Library Digital Programs reports to the Dean of University Libraries and may act for the Dean in his absence. Responsibilities include actively and effectively participating in library-wide planning and decision-making as a member of the Sheridan Libraries' Leadership Team; providing visionary, energetic and innovative leadership in area of responsibility; effective, efficient and creative management of resources - including staff, budget, and facilities - in area of responsibility; developing and implementing long-range goals, strategies, and priorities in area of responsibility; exhibiting and promoting spirit of collaboration and teamwork both within area of responsibility and Sheridan Libraries as a whole; actively participating in, and representing the Libraries at, relevant national and international professional associations.

Responsibilities:

- Provides leadership and management support for staff and programs in the Center for Scholarly Resources and Digital Knowledge Center, and directly supervises the heads of these departments.

- Works closely and collaboratively with the other Associate Directors, Director of the Center for Educational Resources, and Head of Library Systems to ensure that the Libraries effectively prepare for and deploy digital technologies and content needed by current and future users.

- Oversees a dynamic program of research and scholarly publication in a broad range of digital library initiatives.

- Coordinates, makes, and encourages staff to make, frequent presentations about

scovell1   Page 1   3/26/2012

Hopkins' digital library programs in high-visibility venues to ensure maximum impact for and benefit to the libraries.

- Develops outward-looking partnerships with faculty, other Hopkins staff and with external organizations at local, national and international levels.

- Provides leadership and management support for staff and programs in the Center for Scholarly Resources and Digital Knowledge Center, and directly supervises the heads of these departments.

- Works closely and collaboratively with the other Associate Directors, Director of the Center for Educational Resources, and Head of Library Systems to ensure that the Libraries effectively prepare for and deploy digital technologies and content needed by current and future users.

- Oversees a dynamic program of research and scholarly publication in a broad range of digital library initiatives.

- Coordinates, makes, and encourages staff to make, frequent presentations about Hopkins digital library programs in • high-visibility venues to ensure maximum impact for and benefit to the libraries.

- Develops outward-looking partnerships with faculty, other Hopkins staff and with external organizations at local, national and international levels.

- Designs and secures agreement on decision-making structures that will set clear priorities for library digital programs, ensures adherence to agreed standards/practices, and has authority to effectively resolve conflicts.

- Ensures that the numerous independent digital initiatives currently planned or in progress throughout the Libraries proceed in such a way as to foster integrated access to scholarly communications regardless of format or location.

- Actively participates in meetings of the Library Advisory Council and University Libraries Council, working closely with faculty, students and librarians throughout the university to ensure that the Libraries digital programs are responsive to their needs.

- Serves as the Libraries liaison and chief representative to national and international library and computer/information science associations and government agencies focused on library digital programs, such as the Digital Library Federation, Coalition for Networked Information, EDUCAUSE, National Science Foundation and Institute for Museum and Library Services

Qualifications:

LM Human Resources
Sheridan Library MSEL
3400 N. Charles Street
Baltimore, MD 21218
410-516-8736

scovell1   Page 2   3/26/2012

JOB DESCRIPTION

OFFICIAL TITLE: This is the official title of the position.

     Librarian II or III

FUNCTIONAL TITLE: This is the in-house title by which the position may be known. A functional title is usually a more descriptive title than the official title and may be required to identify very specific kinds of work. This title may be used in signing all correspondence.

     Integrated Library System (ILS) Coordinator

GENERAL STATEMENT OF DUTIES: Please provide a brief overview of the general functions of this position. Specific details of duties should be reserved for the Examples of Duties *section.)*

Reporting to the Director of Libraries and the Five Colleges Librarians Council through the Director of Libraries, this position leads the management and ongoing utilization of the Five Colleges Libraries Aleph integrated library system, related projects and auxiliary services. Working with the UMass Amherst Libraries ILS Unit and Systems & Web Management Department staff, the primary Aleph contact(s) at each of the member libraries, the Aleph Advisory Group, and the Five Colleges functional committees, the Coordinator facilitates communication and project efforts among the libraries and within the shared Aleph system including maintaining common configuration tables, troubleshooting problem reports, writing custom reports, coordinating software patches and upgrades, and providing training and documentation to library staff. This position serves as the information conduit between vendors and the Five Colleges Libraries, including advocacy, possible enhancements, special ILS-related projects, and auxiliary services. The incumbent is expected to maintain a broad and detailed mastery of Aleph and other core applications while contributing to and advancing the collaborative vision of the Five Colleges Libraries

SUPERVISION RECEIVED: Please indicate the title, but not the name, of the administrative employee or employees responsible for supervision or direction of work; describe the divergent extents of authority of each, indicating the degree, priorities, and relationships of the supervision or direction, which could range from close supervision to supervision with considerable freedom.

Reports to Director of Libraries and the Five Colleges Librarians Council through the Director of Libraries. The position has substantial independent responsibility without immediate supervision but performance is reviewed for effectiveness and conformance with established policies, rules and regulations.

SUPERVISION EXERCISED: Using descriptive non-numerical terms, identify the scope of supervision, training or direction exercised (i.e., whether the supervision is over a few employees, a small number of employees, a large number of employees, etc.); also, describe the degree of supervision, indicating whether close supervision or general direction is involved, and categorize the physical conditions under which the supervision is given, such as in a laboratory or an office. Supervision of student employees should not be included in this section, but may be listed under Examples of Duties, *if applicable.*

     None

EXAMPLES OF DUTIES: Please list and briefly describe several of the duties and responsibilities typically performed and assumed in this position. This list should not be restrictive but should be descriptive in such a manner as to provide concrete information representing examples of the actual work as well as the level of responsibility for the work being performed.

1. Oversees ongoing implementation of the Five College ILS system. Working in consultation with the UMass Amherst Libraries ILS Unit and Systems & Web Management Department staff, the primary Aleph contact(s) at each of the member libraries, the Aleph Advisory Group and the other functional committees, formulates, disseminates, implements, administers and revises related policies and procedures as required.
2. Evaluates, recommends, and implements information technologies for continued improvement, maintenance, and administration of the Aleph integrated library system, related projects and auxiliary services, including:

    • Coordinating installation and implementation of software upgrades and system enhancements;

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- Customizing Web OPAC interfaces and scripting as required;
- Maintaining and compiling data input into systems tables;
- Testing of system parameters of all new functions and external connections (such as Z39.50);
- Running management reports and other batch jobs;
- Creating and maintaining documentation and coordinating support and training for staff ;
- Writing SQL database reports and supporting reporting applications; and,
- Working on special projects as necessary.

3. Coordinates communication and efforts of the Aleph Advisory Group and other committees dealing with the specific functional aspects of the integrated library system.
4. Works collaboratively with the UMass Amherst Libraries ILS Unit and Systems & Web Management Department staff that provides hardware and software support for the Five Colleges Aleph integrated library system, related projects and auxiliary services.
5. May be asked to represent the Five Colleges at appropriate, selected professional meetings and conferences.
6. Performs other related duties as required.
7. Works a schedule which includes some evening, weekend, and holiday hours.

QUALIFICATIONS: Please indicate in a general way the knowledge, abilities, skills, education and experience necessary for any *individual to assume this position. It is not the objective of this section to list any one person's specific personal traits and training. It is important to indicate, also, what degree of competence would be required (i.e.,* considerable *education,* extensive *experience,* working knowledge, *etc.) to perform the duties and assume the responsibilities typical of this position.*

1. Master's degree in library science from an American Library Association-accredited library and information studies program.
2. Minimum of two (2) years of experience in an academic, research, or special library.
3. Demonstrated understanding of MARC, Unicode and experience with OCLC software.
4. Demonstrated experience managing integrated library systems. Aleph or other Oracle and Unix-based systems preferred.
5. Demonstrated experience with Oracle SQL, UNIX/Linux, HTML, XML, JavaScript, and PERL.
6. Demonstrated ability to learn new technologies and stay current with technical developments.
7. Thorough understanding of library operations.
8. Ability to communicate and negotiate effectively with both library and vendor staff.
9. Ability to organize work, develop effective work processes, assess work priorities, and work independently.
10. Excellent analytical, trouble-shooting and problem solving skills related to technical environment.
11. Excellent interpersonal skills, including the ability to foster a collegial work environment that encourages change and innovation; and the ability to interact effectively and work productively, collegially, cooperatively, and collaboratively with a variety of individuals and groups in a complex and rapidly changing environment.

OFFICIAL POSITION CERTIFICATION
This is a complete and accurate description of this position.

DATE _____   SIGNATURE - STAFF MEMBER _____

DATE _____   SIGNATURE - DIRECTOR OF LIBRARIES _____

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UNIVERSITY OF MASSACHUSETTS
CAMPUS: *Amherst*

JOB DESCRIPTION

OFFICIAL TITLE: This is the official title of the position.

    Librarian IV

FUNCTIONAL TITLE: This is the in-house title by which the position may be known. A functional title is usually a more descriptive title than the official title and may be required to identify very specific kinds of work. This title may be used in signing all correspondence.

    Head, Library Systems and Web Management

GENERAL STATEMENT OF DUTIES: Please provide a brief overview of the general functions of this position. Specific details of duties should be reserved for the Examples of Duties section.)

    Provide creative leadership and direction for the information systems and web technology used in the University Library.

SUPERVISION RECEIVED: Please indicate the title, but not the name, of the administrative employee or employees responsible for supervision or direction of work; describe the divergent extents of authority of each, indicating the degree, priorities, and relationships of the supervision or direction, which could range from close supervision to supervision with considerable freedom.

    Report to the Director of Libraries who reviews performance for effectiveness and conformance with established policies, but have substantial independent responsibility without immediate supervision.

SUPERVISION EXERCISED: Using descriptive non-numerical terms, identify the scope of supervision, training or direction exercised (i.e., whether the supervision is over a few employees, a small number of employees, a large number of employees, etc.); also, describe the degree of supervision, indicating whether close supervision or general direction is involved, and categorize the physical conditions under which the supervision is given, such as in a laboratory or an office. Supervision of student employees should not be included in this section, but may be listed under Examples of Duties, if applicable.

    Have responsibility for coordinating library systems and web management in the University Library, including supervision of personnel and management of services involved in this activity.

EXAMPLES OF DUTIES: Please list and briefly describe several of the duties and responsibilities typically performed and assumed in this position. This list should not be restrictive but should be descriptive in such a manner as to provide concrete information representing examples of the actual work as well as the level of responsibility for the work being performed.

1. Manage and direct, maintaining user-based focus, the staff working in operational support of systems implementation and workstation support.
2. Assume library-wide leadership for advancing an innovative user centered Web presence to more fully develop the Library's digital presence in support of teaching, learning and research and to facilitate access to digital resources and services.
3. Oversee the libraries technology infrastructure, IT support, web services, and other information access and production technologies.
4. Work cooperatively and collaboratively to move forward choices about technology use based on what is strategic for the library and its users.
5. Participate in library-wide planning and governance, work in a shared decision making environment, and serve as a member of the Library's Senior Management Group.
6. Provide leadership and guidance for support of existing systems and implementation of new and

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emerging technologies to be used in the Library's highly networked information environment.

7. Serve as liaison with campus computing and telecommunication units, including negotiating for and coordinating service support as needed.
8. Maintain contacts with appropriate on-campus and off-campus agencies in order to maintain currency on new developments in appropriate technologies.
9. Represent the Libraries through participation in local, regional, and national forums and professional activities.
10. Perform other related duties as assigned.

QUALIFICATIONS: Please indicate in a general way the knowledge, abilities, skills, education and experience necessary for any individual to assume this position. It is not the objective of this section to list any one person's specific personal traits and training. It is important to indicate, also, what degree of competence would be required (i.e., considerable *education,* extensive *experience,* working *knowledge, etc.) to perform the duties and assume the responsibilities typical of this position.*

1. Master's degree in library science from an American Library Association-accredited library and information studies program.
2. Ten years of professional library experience in this or a comparable research, academic, special library, including three years of experience in library information technology.
3. Demonstrated ability to combine technical knowledge and communication skills to explore projects and solve problems including the ability to prioritize and complete tasks in sync with library goals and objectives.
4. Demonstrated successful managerial ability and leadership skills, including complex project management, prototyping and budgeting.
5. In-depth understanding of technological trends and developments in academic libraries and a strong commitment to keep up with new technologies.
6. Excellent communication and interpersonal skills, commitment to collaborative work environment, and ability to handle multiple priorities in a library embracing advanced information technologies.
7. Experience and skill in evaluating and implementing information technology applications, and in collaborating with academic computing operations in a campus setting.
8. Ability to view issues from a Library-wide perspective, foster teamwork, and stimulate cross-functional collaboration.
9. Familiarity with multiple operating systems such as Windows and UNIS, and multiple network protocols.

OFFICIAL POSITION CERTIFICATION

This is a complete and accurate description of this position.

_____   _____
Date   **Signature--Supervisor**

_____   _____
Date   **Signature--Director of Libraries**

_____   _____
Date   **Signature--Staff Member**

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redesign, effect, 2012

Northwestern University Library
Librarian Position Description

POSITION TITLE: Associate University Librarian for Administrative and Collection Services
REPORTS TO: Dean of Libraries

SUMMARY: The associate university librarian for administrative and collection services provides leadership and direction for the administrative and collection services division, the units of which are responsible for acquisitions, cataloging, electronic resources management, collection analysis, collection stacks management, remote storage facility operations, human resources administration; financial management; facilities management; business office, receiving room, personnel office, and administrative suite office operations. Plans, manages, administers, and is accountable for use of the library's materials budget. In cooperation with other key administrators, leads in the development and management of collections. Represents the university and the library in groups and cooperative programs related to assigned responsibilities and in other situations as appropriate. Advises and assists the University Librarian in all aspects of library management and administration.

RESPONSIBILITIES:

Provides leadership and direction for the technical services units of the library, which are responsible for acquisitions and licensing, cataloging and database management, electronic resource management and collection analysis, and related activities. Supervises the heads of the units. Promotes communication and cooperation among these units, with other departments in the University Library, and with the Chicago campus and Qatar campus libraries.

Plans, manages, administers, and is accountable for use of the library's materials budget. In cooperation with other key administrators, leads in the development and management of collections. Representing the library in meetings, listservs, and forums focused on collection management issues, including those of the CIC collection development officers group and the ALCTS chief collection development officers of large research libraries discussion group.

Provides leadership and direction for the administrative services units of the library, which are responsible for human resources administration; financial management; business office, receiving room, personnel office, and administrative suite office operations. Supervises the heads of these units. Provides assistance on matters relating to administration throughout the libraries and at the NU Press.

Supervises the operations manager of the Oak Grove Library Center, a high density library materials storage facility in Waukegan, Illinois. Ensures the effectiveness of accessioning, inventory control, climate control, security, retrieval, and delivery operations. Facilitates appropriate communication and collaboration between the staff of the OGLC and staff of other units of University Library, other NU libraries, other NU units, and other non-NU organizations with which NUL has storage and or materials delivery agreements.

Participates in all aspects of library budget planning and management. Provides direction, advice, support, and approval for budgeting and financial reporting decisions not requiring UL signoff, and substitutes for the financial manager as necessary in the financial operations approvals workflow. Represents the library in the NU budget managers group.

Serves on the administrative committee, the university librarian's cabinet. Assists the university librarian and works with other members of the administrative committee to carry out the mission of the library. Participates in the library's management council, a forum for department heads and senior management.

new in 2011

NORTHWESTERN UNIVERSITY LIBRARY
LIBRARIAN POSITION DESCRIPTION

POSITION: Head, Digital Collections and Scholarly Communications Services

REPORTS TO: Dean of Libraries and Charles Deering McCormick University Librarian
                  Associate University Librarian for Special Libraries

SUPERVISES: Assistant Head, Digital Collections and Services
                  Visual Resources Librarian
                  Outreach and Training Specialist

SUMMARY: Under the general direction of the AUL for Special Libraries, the Head of Digital Collections and Scholarly Communications Services has primary responsibility for the conceptual development and execution of digital library projects and digitization and repository services at Northwestern University Library; and under the general direction of the Dean of Libraries/University Librarian, he/she provides leadership, direction and coordination of the activities and services of scholarly communications programs at Northwestern University Library. The two dimensions of the position are expected to overlap in programmatic, physical and technological ways and thus the two supervisors are expected to be in close communication with the incumbent and each other.

RESPONSIBILITIES: Acts as administrative director of the Center for Scholarly Communication (or the equivalent entity in the Library), coordinates the work of affiliates on specific projects and initiatives, and works closely with Library liaisons, specialists, Digital Collections and Services, and the Scholarly Communications Committee to develop Center programs and referral services. Articulates a vision for the development of all aspects of an effective Scholarly Communications program, including outreach programs and events, internal training and awareness programs for library staff, advising faculty on policy issues including copyright and funder mandates, and promoting relevant open access publishing initiatives. Plays a key leadership role in developing and sustaining services for retention and curation of important digital content from the Northwestern community, including research data, publications, visual and media resources, technical reports, field notes, presentations, and gray literature and other born-digital ephemera of enduring value. Participates in digital publishing, e-science, and digital humanities initiatives and plays a leadership role in development of digital content curation services. Fosters effective relationships with key Library and University partners including but not limited to faculty, academic units, information technologists, the University Press and the Office of Research.

As head of the Digital Collections and Services department, is responsible for management of all aspects of the department, including planning, prioritizing and implementing policy and direction, budget management, and communication with appropriate University faculty, Library staff, vendors, and relevant colleagues in partner research libraries. Is responsible for the conceptual development and execution of special digital library and faculty projects, digitization services for library departments and faculty, the Digital Image Library, and development and support of repository services and affiliated faculty digital projects. Supervises the staff of the Digital Collections Department, including an assistant department head, and directly or indirectly supervises the staff engaged in project management, production, consulting, training and media delivery services to library staff and university faculty; scanning of printed materials using specialized scanners; conversion of analog slide, image, film and other media items to digital formats; and enhancing the content and usability of the Digital Image Library and the digital library repository.

Actively seeks opportunities to leverage the strengths of library staff in extending to the campus digital library services for digital content creation and management, metadata analysis and application, and content licensing and data curation. Fosters and promotes effective communication with all members of the University community concerning the Library's digital initiatives and services. Works closely with NUIT and the Library's Technology Division to shape the content and design of Northwestern's digital library repository and other systems needed to support digital content and collections. Works closely with other departments in the Library and university faculty to assure successful delivery of services and digital collections. Participates in or leads library or university committees. Participates in and leads development of grant and other funding requests. Manages the content, service, and collection policy aspects of Northwestern's digital repository, including the development of criteria for inclusion and relevant copyright and intellectual property safeguards.

Represents Northwestern University Library in forums at the regional, national, and international level—especially those that focus on the development of policy, services and initiatives in areas relating to the above responsibilities. In particular, leads NUL participation in relevant programs of the CIC and the ARL.

QUALIFICATIONS: A Masters degree from an ALA accredited program in library or information science or the equivalent combination of education and relevant library experience required. At least ten years progressively responsible experience in an academic library setting required. Advanced leadership and management skills with demonstrated ability to build partnerships and bring innovative and complex programs and projects to completion. Significant expertise and knowledge of a wide range of standards and practices in intellectual property and copyright law, metadata, digital content and media, and digital library development. Ability to maintain effective working relationships with all levels of the University community and with outside vendors and partners. Excellent communication and interpersonal skills required. Proven ability to promote cooperative efforts among library and other campus units and to foster productive collaborations. Demonstrated flexibility and initiative in a changing environment required. Experience working directly with faculty and students required. Evidence of continuing participation in professional and scholarly activities required. Record of mentoring activities, especially as related to the development of leadership and management skills in librarians and staff, preferred.

Submitted July 1, 2011

Report ID: HRB540

The Ohio State University
POSITION DESCRIPTION

Page 513 of 645
Run Date: 04/29/11 03:34 PM

Name:	Patton-Glinski,Lisa	**Position #:**	00031963
Employee ID:	200145580	**Jobcode/Classification:**	0766 Assistant Director-Libraries
Effective Date:	06/18/2010	**Working Title:**	AD-Planning & Administration

Title Group:	Unclassified	**Position Status:**	Approved
Salary Admin Plan/Range:	A&P / 00	**Status Date:**	06/18/2010
FLSA Status:	No FLSA Required	**Headcount:**	1
Senior A & P:	Yes	**Target/Hiring Range:**	$0 to $0 per year
Reg/Temp/Term:	Regular	**Long Term Closure Code**	Essential
Full-Time/Part-Time:	Full-Time	**Short Term Closure Code**	Essential
Appointment Length:	12/12 Months		

College/VP Office:	University Libraries	**1) Reports to Position #:** 00020815	
Department:	D3200 University Libraries	**Working Title:**	Director-Libraries
Position Organization:	32000 University Libraries	**2) Reports to Position #:**	
		Working Title:	

Detailed Job Description:

Directs, plans, implements, assesses, and oversees implementation of University Libraries' Planning and Administrative Services in alignment with the Libraries' mission and strategic plan. Planning and Administrative Services includes human resources, budget and fiscal management, business services, facilities management, communications and public relations, and planning and assessment which supports approximately 60 faculty, 170 staff and 500 student employees in ten library locations with a $30 million budget.

Consults with and provides counsel and advice to the Director, Associate Directors and Assistant Directors on relevant issues. Provides leadership and collaborates in library-wide planning, policy making, development and evaluation of services. Serves on the Executive Committee.

Represents libraries to internal and external constituents.

Assures that Planning and Administrative Services activities and functions operate within and are integrated with university policies and strategies; oversees and maintains established financial and operational processing environment to ensure adherence to established internal control structures. This includes, but is not limited to, appropriate segregation of duties in processing all financial and human resources transactions, appropriate mandatory approvals and appropriate mandatory reconciliations; assures compliance with applicable external agencies, laws and regulations; ensures efficient and effective operations.

Duties Description:

Duty Pct	Duty Description
20	directs budget and fiscal activities including salary and benefits, acquisitions, plant, operations and maintenance, supplies, services and equipment; directs business services operations conducted by the Mail Room, Supply Room & Business Office in support of libraries activities.
20	directs human resources activities including organizational development and initiatives, talent management, recruitment and selection, on-boarding, training and leadership development, compensation, performance management and employee relations for students, faculty and staff.
15	directs and oversees planning and assessment activities; coordinates the development of strategic long and short term plans; provides for the collection, assessment, compilation and dissemination of relevant data to meet internal and external needs.
15	hires, trains, supervises and evaluates staff, including administrative support for leadership.
15	directs internal and external integrated marketing, communications, and public relations plans; oversees events and events planning.
15	directs facilities management activities including building maintenance, capital improvements, construction projects, space planning, allocation, safety and security at all library locations.

Report ID: HRB540

The Ohio State University
POSITION DESCRIPTION

Page 514 of 645
Run Date: 04/29/11 03:34 PM

Name:	Patton-Glinski,Lisa	Position #:	00031963
Employee ID:	200145580	Jobcode/Classification:	0766 Assistant Director-Libraries
Effective Date:	06/18/2010	Working Title:	AD-Planning & Administration

Supervises: 4 Mgrs/Dirs   0 Non-Supervisory Prof Staff   0 Students
                0 Supervisors   0 Support Staff

Minimum Education Requirement: Masters Degree or equivalent education/experience
                #1 Major: business administration   **#2 Major:**
Additional Education Desired:
                #1 Major: **#2 Major:**

Experience:

Ed/Ex Required: Master's degree in Business Administration or related field or an equivalent combination of education and experience. Knowledge of accounting principles and human resource policies and practices.

Ed/Ex Desired: Strong leadership abilities and considerable administrative experience in at least one of the major areas of responsibility. Strong communication, interpersonal, and problem solving skills. Considerable experience in planning and assessment in institutional setting. Experience in an academic administrative capacity and considerable knowledge of university policies, rules, and regulations. Demonstrated ability to build, motivate, and direct a diverse staff in a large organization.

I have reviewed these job duties (Staff Member)   Date

Supervisor/Manager   Date

Unit Coordinator/HRP   Date

Office of Human Resources Approval   Date

University Libraries

Columbus, OH 43210

Position: Associate Director for Collections, Technical Services, and Scholarly Communications

Description:

The Associate Director for Collections, Technical Services, and Scholarly Communications provides leadership, vision, and strategic direction for collection development and management, acquisitions and cataloging, and collection access services of the Ohio State University Libraries. This position also has responsibility for scholarly communications initiatives, including the Knowledge Bank digital repository, e-publishing, and policy oversight for collections to be digitized. Reporting to the Director of University Libraries, the Associate Director will manage the evolution of the Libraries' information resources to match the needs and behaviors of users and enhance and promote access to the Libraries' print and digital collections by Ohio State faculty, students, and staff and by scholars and other researchers worldwide.

Responsibilities:

- Oversees and coordinates the work of the units comprising the division of approximately 15 faculty and 89 staff who have responsibility for collections policy, acquisitions, cataloging/metadata services, collection management/storage operations, preservation, access services, including circulation, e-reserves, document delivery and interlibrary services, and scholarly communications initiatives.

- Manages a materials budget of approximately $10 million, with a focus on accelerating the transition to electronic formats as content becomes available.

- Oversees and leads the creation, discovery, display, and preservation of digital content, as part of a robust publishing and archiving platform for the research output of the university, working closely with the Assistant Director for Information Technology.

- Works with unit leaders in the division to develop strategic directions and assess service quality.

- Plays a leadership role in library-wide planning, policy making, development and evaluation of services.

- Represents Ohio State University in OhioLINK and the Committee on Institutional Cooperation (CIC) collection development/management activities and participates in other consortial activities.

- Provides leadership and training to academic liaison librarians, working closely with the Associate Director for Research and Education and the Associate Director for Special Collections and Area Studies.

- Fosters a collaborative work environment, encouraging personnel to work across departments within the University Libraries to support the goals and initiatives of the Libraries' strategic plan.

Qualifications:

Required:

- Masters degree in Library/Information Science from an ALA-accredited program (or equivalent degree).
- Minimum of five years of progressively responsible professional experience in a large academic or research library or comparable experience elsewhere.

3/31/2012

- Demonstrated administrative excellence, including leadership, effective supervisory and budgetary skills.
- Knowledge and understanding of significant trends and issues in collection management, scholarly communication, and evolving modes of librarianship.
- Strong analytical and decision making skills.
- Collaborative management style that empowers others to excel.

Preferred:

- Record of research, publication, and scholarly achievement sufficient to warrant appointment with tenure at the Associate Professor level.
- National or international reputation in the field of collections or technical services librarianship.
- Significant record of participation in relevant professional associations.

Rank/Salary:

This is a full-time, permanent, 12-month tenure-track faculty appointment.   Salary and faculty rank are dependent on qualifications and experience.

Benefits:

The University offers competitive benefits in the form of 22 days vacation, 15 days sick leave, 10 holidays, hospitalization, major medical, surgical-medical, dental, vision, long-term disability insurance, and life insurance at 2.5 times one's annual salary. State and alternative retirement choices are also available. For a summary of benefits, see: http://hr.osu.edu/hrpubs/ben/fs-bensummaryreg.pdf

Founded in 1870, The Ohio State University is a comprehensive, state-assisted university offering a complete environment for learning for its 3,000 faculty and 58,000 students. Additional information about The Ohio State University Libraries is available at http://library.osu.edu.

Application:

Nominations or applications will be accepted until the position is filled. Preference will be given to applications received by XXXXXXX. Send letter of interest with a current resume and name, address, phone, and email address of three references to:

Greg Newman
Human Resources
The Ohio State University Libraries
1858 Neil Avenue Mall
Columbus, OH 43210
Tel: 614-247-8887
Email: newman.25@osu.edu

The Ohio State University is an equal opportunity, affirmative action employer. Women, minorities, veterans, and individuals with disabilities are encouraged to apply.

3/31/2012

Position Description
University Library

Title: Director, Financial and Physical Resources

Classification: Exempt; Leadership Phase 2

Incumbent: Vacant

Reports to: Dean, University Library

Revision Date: March 2011

The University Library is comprised of seven physical locations situated around the University campus, and employs approximately 150 FTE faculty and staff. The work of the Dean's Office supports the library system. The University Library Strategic Plan sets an ambitious program for the transformation of library collections, facilities, services, and its organizational culture, designed to ensure the library's continued growth and development over the course of the University's second century of development.

Primary Purpose of the Position:
This leadership position within the University Library works closely with University Library senior leadership including the Dean, Associate and Assistant Deans, Head of Library Systems & IT, and the Human Resources Manager. The Director, Financial and Physical Resources provides leadership, direction and expertise to promote and enhance fiscal leadership through long-term financial strategy and planning, monitoring, management and reporting, including the management of policies, systems and processes. The Director provides expertise to the library's senior leadership about space design and allocation including major capital projects, building maintenance matters, refurbishment plans, and furnishings. The Director is responsible for ensuring processes and procedures are in place and risks are mitigated to ensure the safety and security of employees, visitors, collections, and facilities for all library locations, working collaboratively with the Facilities Management Division, Workplace Safety and Environmental Protection, and Campus Safety. The Director holds overall accountability for the administrative service operations of the Dean's Office.

Nature of the Work:
This position reports directly to the Dean of the University Library, and works closely with the Associate and Assistant Deans, Head of Library Systems & IT, Human Resources Manager, and Library Branch/Unit Heads. The Director is the primary contact with the Financial Services Division for financial resource management, and with the Facilities Management Division for space and infrastructure issues. The work is unstructured and frequently time critical; of high volume of work requiring complex problem solving, with the need for accuracy and frequently confidentiality. This position requires discretion, a high level of integrity and independent judgment. The position must deal with emerging and unpredictable events in a sensitive and timely manner,

1

and therefore evening and weekend work may be necessary to resolve issues. This position is required to work in an environment where it is critical to balance the needs of multiple stakeholders, both internal and external, towards positive outcomes within resource constraints. A high level of concentration is required for continuous planning and for dealing with multiple projects with competing priorities. The position requires a commitment to accountability, transparency, governance and continuous improvement. The Director is responsible for the success of one direct report and four indirect reports, and will supervise temporary project-related employees from time to time.

Accountabilities:

Financial Resources
- Works collaboratively with the Dean to allocate funds appropriately to ensure that the Library's strategic priorities are developed and executed
- Is the expert advisor to the Dean in relation to the development of financial strategies and planning for the library
- Ensures that comprehensive and sustainable annual and long-term multi-year resource plans for the Library are developed and implemented, in alignment with the Library strategic plan
- Understands the University's resource allocation mechanisms and projects the impact of changes in parameters on revenue and expense allocation, and identifies strategies to affect outcomes
- Oversees all financial management activities for the Library, including oversight of the library's operating budget, capital funding, IT allocation, special funds, targeted funds, and trust and endowment funds.
    - Works collaboratively with the Human Resources Manager who oversees the library's salary budget
    - Works collaboratively with the Head, Library Systems & IT to identify emerging IT funding needs, managing within existing resources and identifying supplemental funding sources
    - Works collaboratively with the Library's Development Officer to remain abreast of current Library advancement initiatives, and to understand University advancement processes
- Oversees the budget process, information technology funding agreements, financial risks are effectively managed, coordinated and overseen to ensure resources are used effectively, efficiencies are achieved, duplication is reduced, plans and budgets are sustained, and that opportunities for new resources are successfully pursued
    - Sets achievable revenue targets, based on analysis of past history and emerging trends
- Works closely with the Assistant Dean (Services to Libraries) to monitor expenditures and external factors impacting on the Acquisitions Budget (e.g. currency fluctuations).
- Works with designated senior leaders responsible for the targeted funding allocated to SHIRP and AHSL

2

- Ensures timely and accurate financial reconciliation of accounts, reporting and analysis that supports informed strategic and operational decisions
- Ensures timely processing of payments and invoices and depositing of revenues
- Maintains the integrity of financial information by ensuring that financial data is complete and accurate and complies with legislation, general accounting principles, best practices, agreements with external parties, and U of S policies and procedures
    - Works closely with Purchasing Services to develop RFPs and RFQs, and to develop service contracts with vendors in a timely manner and in compliance with legislation and university policies
- Leads special financial projects that are complex and require a high degree of analysis and recommendation of proactive management solutions
- Ensures opportunities to gain additional funding, joint initiatives/partnerships, or alternate use of existing budgetary resources are identified and investigated
- Develops and implements policies and procedures to ensure the Library has robust internal financial controls in place.
- Acts as the primary point of contact with the Financial Services Division and Audit Services

People Resources
- Supports the success of direct and indirect reports by mentoring, coaching, and managing performance
    - Direct reports: Library Support Services Manager
    - Indirect reports: 3 clerical assistants, 1 truck driver
- Ensures that direct and indirect reports are held accountable for high standards of performance and outcomes that are aligned with the vision and direction of the college and university
- Model a high standard of performance and outcomes, ensure positive, diverse and inclusive work environments
- Works closely with the Human Resources Manager as required to fulfill these accountabilities

Physical Resources
- As the primary contact with FMD for all Library facilities, projects or maintenance issues, ensures the accurate exchange of technical and factual information and the timely addressing of issues
- Ensures that space/facilities planning, renovation and refurbishment projects deliver the required functionality and quality expected by stakeholders (students, faculty and staff), while ensuring the work is completed on time and in a cost-efficient manner
- Plays a significant role in the planning and execution of capital projects (e.g. the move to the new health sciences library)
- Leads project teams as required to achieve desired outcomes, utilizing project management methodology
- Works with the Dean to develop long-term space/facility plans, including long-term planning for growth and the refreshing of capital equipment

3

- Coordinates the logistics for the restoration of water-damaged books, works with staff in the affected areas in managing the removal and restoration/replacement of the items, and liaises with the Facilities Management Division regarding building repairs
  - o Ensures communication with stakeholders occurs through liaison with the Assistant Deans
- Involved with the coordination of the safe study service operating out of the Murray Library, from the perspective of the safety and security of the physical space
- Develops effective, collaborative professional working relationships and partnerships both internal and external to the Library
  - o Key campus relationships include Financial Services Division, Facilities Management Division, Audit Services, Campus Safety, Workplace Health Safety & Environment, University Learning Centre, Risk Management

Risk Management
- Fosters and promotes a culture of responsible risk taking
- Ensures the Library's exposure to risk/liability is mitigated, by identifying and coordinating activities
- Develops appropriate policies, procedures and processes to ensure:
  - o a safe working environment for employees and visitors
    - ▪ in collaboration with the Human Resources Manager, WSEP and the Health & Wellness Resource Centre, resolves specific ergonomic needs and identifies funding to address the deficiencies
  - o that risks to collections and facilities are identified and mitigated
  - o that federal and provincial laws and regulations are complied with
  - o that university policies, procedures and regulations are effectively implemented, interpreted and communicated
    - ▪ that the Library complies with the University signing authority policy, including ensuring due diligence
  - o that internal controls are in place, and deficiencies and weaknesses are identified and rectified
- Oversight of the fire evacuation drills for the Murray Building (including the Library, the Gwenna Moss Center for Teaching Effectiveness, Starbucks Café, University Learning Centre, and University Archives)
- Chairs the Local Safety Committee
- May serve on the University's Ergonomic Committee

Administration
- Oversight of the functioning of the administrative service operations of the Dean's Office
  - o Administrative service operations includes:
    - ▪ provision of clerical support within the Dean's Office
    - ▪ library and office supplies for the Library
    - ▪ telephones, postage, printing
    - ▪ computer lab and room bookings

4

- coordinating library hours
- key control
- cash deposits from library fines, etc.
- minor work requests and repairs, including elevators
- office equipment (i.e. faxes, printers, photocopiers)
- sorting and delivery of mail and library materials for the Library
- management of the library's intranet and email distribution lists
- assignment of study carrels and lockers
- Maintains the Library's restoration plan for water-damaged items
- Positively influences the direction of the Library through active participation, as required, with the Library senior leadership
- Contributes to the direction of the University through membership on University committees as appropriate
- Seeks opportunities to collaborate and share information with others on campus with similar areas of responsibility
- Ensures success of projects through the provision of effective project management, coordination or facilitation for a variety of project types – renovations, events, disasters, etc.

Qualifications:

Education: A bachelors degree in commerce, specializing in finance or accounting, plus a professional accounting designation.

Experience: A minimum of 5 years of progressively responsible experience in a financial leadership role; significant experience with managing multiple projects with changing and conflicting priorities is essential for this position. Experience with strategic planning, financial analysis and financial reporting is also required. Experience with UniFi would be a definite asset.

Skills: Demonstrated ability to lead and motivate others; ability to develop strong professional relationships; solutions oriented with the ability to provide innovation to problem solving; ability to maintain confidentiality and handle sensitive matters diplomatically and discreetly; ability to think creatively and strategically; the ability to interpret and communicate financial information and systems to a non-financial audience; attention to detail and a high level of accuracy; effective organizational, time and stress management skills; demonstrated effective interpersonal skills; ability to demonstrate tact, diplomacy, and discretion; demonstrated ability to collaborate with a wide range of people; effective research, analysis and writing skills; proficiency in the use of advanced spreadsheet applications/functions and database applications.

Performance competencies: The incumbent will be responsible for meeting the performance competencies for the position in the areas of leadership/vision, support for progress, results orientation, personal effectiveness, communication, and relationship building.

5

POSITION DESCRIPTION
Associate Director, Digital Services Division
Senior Level Service

Introduction

The Associate Director, Digital Services Division, serves as one of the senior executives reporting to the Director of the Smithsonian Institution Libraries (SIL) and is responsible for planning, organizing, administering, developing, implementing, and coordinating all activities for the SIL web presence, digitization of SIL content, coordination of web 2.0 activities, product development and licensing, and associated e-commerce activities. The Smithsonian Institution Libraries is a complex library system consisting of 20 branches located in Smithsonian museums, research institutes and other offices in New York City, the Republic of Panama, and the Washington, D.C. area. The incumbent administers the program and staff of the Digital Services Division, on which each of the Libraries' 20 branches depend to provide essential services: web-content management, digitization, electronic publication, computer support and instruction, and digital image processing. In total, the departments that make up this division serve Smithsonian researchers through a variety of web-based services and a world-wide audience of over four million unique yearly visitors. The Associate Director is responsible for identification and implementation of appropriate technologies to meet the diverse needs of Smithsonian researchers and visitors.

The Associate Director is a member of SIL's executive management team and participates in administration of all matters affecting the Libraries, including policy development and implementation, budget oversight, and personnel. The incumbent represents the Libraries' on SI-wide committees and working groups, such as the Digitization Planning Committee, Webmasters Group, the Web Strategy Team, Smithsonian 2.0, and others that formulate SI-wide policies and procedures concerning web strategies and digitization. The incumbent develops collaborative projects with museum and research staff and articulates funding proposals to internal as well as external sources. The incumbent serves as the main point of contact for all contracts relating to digital services. The incumbent serves on national and international committees and makes presentations to national and international groups on all areas that affect Smithsonian Libraries.

The Associate Director provides the leadership to direct the division in performing outstanding library digital services and the vision to seek new, innovative policies, programs and practices that continue to provide exceptional library services to the Smithsonian community.

Major Duties

Oversees management of personnel located in the Web Services Department, Information Services Department, SIL Imaging Center, and Digital Images Coordinator. Working as a team, the Division's staff design, create, maintain, and promote a variety of web and other digital services for the SIL and SI communities, as well as for cooperative projects on a national and international scale. The Division also assists in the support of digital applications and work-related personal computer applications within the Libraries. In consultation with department

heads, determines the mission, objects and goals for digital services and web-related projects and develops policies, procedures and workflow that will achieve these goals. Regularly reviews division success in meeting SI and SIL mission and goals. Within authority delegated by the Director, establishes personnel policies for the division and makes recommendations for selections, promotions, awards, and other personnel actions including disciplinary actions. Establishes performance standards and evaluates performance following SI and SIL guidelines and schedules. Determines staff training and development needs and makes recommendations to meet these. Vigorously promotes two-way communication with all division staff as a means to maintaining high morale and achieving excellent service.

Administers the information technology program of the Libraries and coordinates it with other programs within and external to the Smithsonian. Determines the mission, objectives, and goals for information technology and leads staff in formulation of needs and selection of appropriate technologies to meet those needs most effectively. Establishes broad policies, procedures, and priorities for information technology that will lead to achievement of goals. Works with subordinate staff to interpret policies and solve problems, and adjusts priorities, schedules, and resources to meet changing requirements. Plans, implements, and monitors program to ensure security of all SIL automated systems.

Manages large-scale national and international digitization projects, such as the Biodiversity Heritage Library, in which SIL is engaged, frequently attending international meetings and workshops and making presentations as requested.

Represents information technology needs and concerns, but with an overview of the entire Smithsonian Institution Libraries system and a thorough understanding of the program requirements of the Institution for library services and technology use. Participates fully in the overall administration and management of the Libraries through membership in the SIL Executive Committee and may serve as Acting Director in the Director's absence. Shares equally in development and documentation of SIL's long- and short-range planning efforts, fund-raising activities, budget decisions, personnel policy formulation, and major organizational changes.

Working closely with staff from all SIL units, plans and develops SIL's online presence, SIL's digital publications (digital editions, online exhibitions, etc.) as well as new modes of electronic outreach (blogs, wikis, etc.). Recognizing the rapid pace of change to standards, policies, and procedures in the digital arena, the lack of standard policies, procedures, and practices regarding digital applications, draws in best thinking from the larger community and the Institution in general and guides formulation of SIL strategies and approaches. Provides guidance and leadership to SIL staff in all areas of digital engagement.

Works closely with the staff of the Smithsonian Institution Scholarly Press to develop new publishing platforms for Smithsonian scholarly content and to streamline workflow and provide readers with the optimum reading experiences.
Maintains strong cooperative relationships with the Chief Information Officer and other senior administrators in the Institution concerned with information technology policy, planning and implementation. Serves as SIL's representative to Institution-wide planning groups and

committees on matters concerned with uses of technology within the Institution. Represents the interests of the Libraries on the national and international level, through active participation in professional organizations and through presentations and publications. Acts as expert consultant to other research libraries, museums and associations on matters relating to information technology and policy development.

Monitors changing professional, technological and workplace events with a view to taking the best advantage of new developments and new opportunities for enhancing the efficient operation of the division. Interprets trends and assesses impacts of trends in digital and web services. Makes recommendations on development of new programs.

Works closely with the staff of the 20 branches and other units to ensure timely, reliable support for digital and web-related services. Maintains good communication with department and branch heads regarding procedures and practices that affect service, including participation in the Branch Librarians group and other formal or informal SIL groups.

Participates fully in the administration and management of the Libraries through membership in the SIL Executive Committee. As needed, serves as Acting Director in the Director's absence. Shares equally in development and documentation of SIL's long- and short-range planning efforts, fund-raising activities, budget decisions, personnel policy formulation, and major organizational changes.

Represents digital and web-related services, activities and concerns within SIL and to the SI community. More broadly, serves as a spokesperson for the SIL, representing its mission and goals to the Institution and beyond. Provides information and advice on issues regarding digitization in general and automated library services.

Factors

Knowledge Required

A full understanding of the major technological, structural, and substantive issues confronting research libraries and political and technical skill in developing and administering information technology projects to support library services and operations. Specialized knowledge of programs, procedures, management, and technological infrastructure of the SIL.

Thorough knowledge of theories and practices of library, museum, and business information technology in order to develop and maintain an up-to-date technological infrastructure for the SIL that interfaces well with other systems used within the Smithsonian. Specialized knowledge of digital technologies and their application within research libraries and museums.

A successful professional experience of at least three years in managing library digitization services for a large university or research library, as demonstrated by reports of successful installations of large digital libraries.

Expert knowledge of technology industry trends and issues as they relate to computer applications in research libraries and museums.

Mastery of library technology marketplace to solve highly complex problems; to develop new and innovative approaches to policies, programs, and methods; and to serve as an authority for other libraries or library systems.

Excellent written and oral communication skills as shown by publications or public presentations.

Supervisory Controls

The Associate Director for Digital Services reports to the Director of Libraries. The incumbent exercises considerable authority and independence in the administration of web, information services, and digital imaging units, interpreting both Institution and Libraries' missions, objectives, policies, etc. The incumbent serves as technical expert and authoritative source for information regarding all aspects of web services and digitization. Work is reviewed for results only.

Guidelines

The incumbent works within established federal and Smithsonian policies but shares in the development of long- and short-range planning efforts, budget decisions, library-wide policy formulation, organizational changes, etc. The incumbent also takes into account industry, Institution, and library standards in areas such as integrated library systems, acquisitions, cataloging, and document delivery to ensure that SIL practices are compatible. As a senior executive of the SIL, the incumbent is responsible for implementation of staff and general policies, requiring considerable personal judgment and initiative.

Complexity

The position involves highly complex web and digital library services issues as well as considerable supervisory and administrative duties and a broad understanding of all Smithsonian Institution directives, programs and applications regarding contracts, fund accounting, collection management, etc. in order to meet the requirements of SIL operations and services. Substantive political and technical skills are required to guide SIL staff in planning for and employing new technological applications and standards in support of digital services. Smithsonian requirements for digital services differ from standard academic institutions due in part to the need to conform to federal guidelines, the multiplicity of separate administrative units, and the relationship to the museum community; therefore, the incumbent cannot rely completely on existing models. The position involves assessing, evaluating and implementing new technologies to improve technical and automated library services.

Scope and Effect

The purpose of the work is to analyze major issues in digitization, web presentation, information

access and dissemination or to develop authoritative new approaches, methods, or standards to resolve critical or highly unusual information problems. The work affects the policies, standards, and principles used by librarians, the development of major aspects of library programs, or the efficiency of library services rendered to clientele within or outside the agency or major component. The work directly affects the users of the Libraries, both Smithsonian Institution staff and national and international scholars dependent on information about and access to SIL collections for scholarly research.

Personal Contacts

The incumbent has extensive and intensive contacts with fellow SIL executives, senior Smithsonian administrators; other SI personnel including researchers and scholars; the internnational library and information science community; and his/her own staff.

Purpose of Contacts

The contacts are to ensure the provision of timely, thorough, accurate technical and automated library services to the Libraries and the Smithsonian community. The incumbent maintains strong cooperative relations with other members of SIL's senior executive staff to assure that the needs for technical and automated library services are met. Contacts within and without the Smithsonian are to establish and maintain consultative relationships and to exchange information. Contacts within the national and international library community are for the purpose of exploring and implementing cooperative programs and projects to increase the resources available to SIL staff, as well as to identify and assess trends in technical and automated library services. The high level of contacts requires character, tact, and sound judgment.

Physical Demands

The work is largely sedentary; however, walking, bending and climbing usual in libraries is occasionally present.

Work Environment

The work environment is a normal office setting suitable for the post. The office is currently physically located in Washington, D.C. in the National Museum of Natural History.

Syracuse University Library
Associate Dean for Undergraduate Education (UE)
Job description

Position purpose: to enhance the quality of undergraduate education and improve student outcomes.

1) *Provide undergraduate education expertise and recommendations.*
   a) Identify trends and best practices in undergraduate academic education and identify leading providers of undergraduate education in libraries
   b) Build relationships across the academic community to support and enhance undergraduate education
   c) Build relationships across the academic community to provide education to those who teach on how the Library enhances student outcomes
   d) Recommend actions that strengthen undergraduate learning and library use
      i) Lead the planning for Library programs and services for undergraduates
      ii) Recommend actions for collecting and using information and data about SU undergraduates' academic activities to strengthen library services
      iii) Drive new service initiatives
      iv) Identify the role technology plays in the undergraduate learning process
   e) Work with students, student organizations, and others as appropriate to gain understanding of undergraduate students from their perspective

2) *Create infrastructure to develop and administer technology-based (e.g., online) educational programs focused on undergraduate library use.*
   a) Identify experts within and outside of the library with whom to work collaboratively to develop and maintain technology-based educational materials (e.g., podcasts, video, and other web-based tools) to replace current classroom-based general research skills/information literacy instruction program
   b) Create an assessment process for undergraduate educational programs to ensure relevance and meet changing and expanding needs

3) *Provide administrative oversight for the Learning Commons* (Bird Library and Carnegie Building)
   a) Provide direction to the Learning Commons Director
      i) Oversee the ongoing development of the Learning Commons
      ii) Create and secure implementation of library fellows program to develop and mentor new librarians in undergraduate services roles and responsibilities
   b) Lead the planning for the renovation of Learning Commons spaces in collaboration with other Library administrators

4) **Librarian Personnel Administrator**
   a) Manage recruitment, searches, performance reviews, retirements and resignations for librarians and professional staff (usually classified as S5 and above).
   b) Manage promotion/permanent status and emeritus status processes for librarians.
   c) Oversee the *Librarians' Manual*

5) **Disability Services**
   a) Provide leadership for the Library's Disability Services program

6) *Other*
   a) Participate in any relevant dialog on undergraduate education
   b) Ensure the provision of appropriate environments for student engagement;
      i) Provide input on any discussion of the library's public learning spaces, e.g., study rooms, classrooms, open study spaces, etc.
   c) Contribute to the overall leadership of the library and actively engage in the academic community

2/3/09; rev. 5/19/09 lem; draft rev. 1/9/12 lem

Washington State University
Position Description

Position Number: 38198
Appointment Status: Tenured Faculty, Annual, 100% FTE
Organization and Location: Libraries, Pullman

<u>*Working Title:*</u>   Associate Dean of Libraries

Basic Function: The Associate Dean is responsible for planning, coordinating, and managing public services, technical services and systems, including personnel, budget, services and facilities, for the WSU Libraries in consonance with the Libraries' Strategic Plan. The Associate Dean leads the Libraries in sustaining and enhancing a full range of user-centered services, and in developing a proactive approach to library services with an emphasis on the integration of emerging technologies for delivery of materials, information, and instructional services in all platforms. The Associate Dean participates in assessment, in promoting awareness and fostering the successful use of research and information services for WSU, community, and state populations, and in building networks of support and advocacy across campus for teaching, research, and service. The Associate Dean promotes a working environment in which all employees are supported in developing their skills so that they can contribute to the maximum of their ability, and facilitates the WSU Libraries' efforts in building an open, collaborative organization. This full-time, 12-month position reports to the Dean of Libraries.

<u>Responsibilities</u>

A. Administration of Public and Technical Services
1. Works with the unit heads and team leaders across the divisions to plan, coordinate, and manage services and facilities in the following areas: Access Services; Assessment; Research Services; Scholarly Communication; Systems; and Technical Services.
2. Responsible for creating and implementing outreach services and programs that reflect WSU priorities mandated by its land-grant institution status.
3. Understands both the unique and common aspects of the diverse library units and recognizes the need for a balance among them.
4. Assesses unit needs and services to assure the provision of the best user-centered services.
5. Works with the regional campus librarians at WSU Vancouver, WSU Tri-Cities, WSU Spokane, the Intercollegiate College of Nursing, and the WSU Energy Library, to coordinate programs with Pullman units.
6. Provides leadership for staff, faculty, and temporary employees.
7. Serves on Management Advisory Committee (ex officio) and other groups.
8. Coordinates the efforts of the working groups reporting to this position.
9. Collaborates with library development personnel in fundraising efforts.
10. Fosters atmosphere of open communication, trust, and respect.

B. Personnel
1. Administers University and Libraries policies and procedures related to faculty, staff, and temporary employees.
2. Performs annual reviews for personnel who report directly to this position.
3. Fosters professional development and growth of faculty and staff.

2

C. Professional, Research, and Scholarly Activities
1. Maintains and shares knowledge of trends and innovations in library services, assessment and outreach.
2. Actively participates in professional organizations, research, and scholarly activities.
3. Participates in university and community service activities.

Faculty are expected to communicate well; maintain pleasant, courteous and cooperative relationships; display a professional manner in demeanor and language; and show courteous and effective behavior in meetings.

<u>**Qualifications:**</u>

REQUIRED:
ALA accredited degree in Library/Information Science; at least 4 years of management experience in a medium to large academic or research library; professional reference and library instruction experience; experience applying new information technologies in public service settings; budget management experience. The successful candidate will demonstrate the following: experience in leadership, mentoring, and motivation; comprehensive knowledge of a large library's varied public service functions; a history of positive interaction with faculty, staff, students, and administrators; excellent interpersonal and collaborative oral and written communication skills; understanding of current issues facing research libraries, including the rapid changes in modes of scholarly communication and strategies for outreach to a wide range of constituents; a progressive record of publication and professional participation that meets the criteria for tenure at WSU.

PREFERRED:
Experience with the following: personnel supervision, interaction with diverse units, facilitation of group decision-making and planning, assessment of services and user needs, fundraising and resource development; demonstrated support for employee development; additional advanced degree.

<u>**Signatures:**</u>

This position description reflects Washington State University's best effort to describe the essential functions and qualifications of the position. This document is not intended to exclude an opportunity for modifications consistent with providing reasonable accommodation. This is not intended to be a contract. Your signature indicates you have read this position description and understand the essential functions and qualifications of the position.

_____   _____
Employee   Date

_____   _____
WSU Dean of Libraries   Date

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**Washington State University
Position Description**

Position Number: 41611
Appointment Status: Faculty, Tenure-track, Annual, 100% FTE
Organization and Location: Libraries, Pullman

Working Title: **Head, Collections**

Basic Function: This position administers the Libraries' unit that coordinates selection activity and acquires intellectual resources to support the teaching, learning, research, and service activity at Washington State University.

Reports to: Assistant Dean
Responsibilities

Administers and approves expenditure of the $5 million-plus collections budget. Collaborates with the Collection Managers for each funding unit and with twenty-some subject selectors to select serials, monographs, media, and electronic formats for all Pullman libraries. Oversees serials selection and cancellation projects, as necessary. Oversees collection management for monographs, including weeding projects and disposal of library materials. Oversees expenditure of gift funds for collections and manages receipt of gifts in kind.

Chairs the Collections Management Working Group, the oversight committee for collections.   Monitors and revises collection policies, as needed. Oversees collection assessment and accreditation review projects.

Reviews and approves licenses with vendors and publishers for electronic resources; negotiates favorable terms, including price, service, and archival rights; consults with the Attorney General, as necessary.

Serves as liaison to consortial partners: serves as the WSU representative to the Orbis Cascade Alliance Electronic Resources Committee, the Greater Western Library Alliance Collection Development and Management Committee, Washington Cooperative Library Project (CLP) and other consortia like BCR, Solinet, Minitex, UW/WSU, ICCL, and others. Negotiates with consortial partners and vendors and commits WSU resources for selected products.

Assists in the purchase of monographic library materials by selecting vendors and managing fund accounts and payments. Prepares collection management reports. Reviews business and service agreements from time to time.

Serves as liaison to the regional campus libraries for shared access and cost for licensed and purchased electronic resources.

Serves as liaison to Technical Service units to assure an efficient workflow for licensed and purchased resources to be linked, cataloged, and made accessible to users.

Works with the Assistant Dean and other unit heads to set priorities, allocate resources, and develop plans, policies, and practices to enhance the access of library resources for all users at all locations. Serves on library groups, committees, and task forces and shares in faculty governance.

Participates in professional organizations and serves the profession by conducting research, writing, and speaking.

Engages in service activities within the Libraries, the University, and the community.

Qualifications

REQUIRED:

ALA accredited degree in Library/Information Science.

Five years of professional experience in a large academic library.

Professional experience with collection development or acquisitions in a large academic library.

Organizational, project management, analytical, and decision-making skills.

Excellent interpersonal and communication skills, both oral and written.

Demonstrated ability to work effectively as a team member in a rapidly changing environment.

Demonstrated ability to work effectively and cooperatively within a diverse university community.

Record of professional and scholarly achievement warranted for a faculty appointment.

PREFERRED:

Administrative experience in collection development in an academic library.

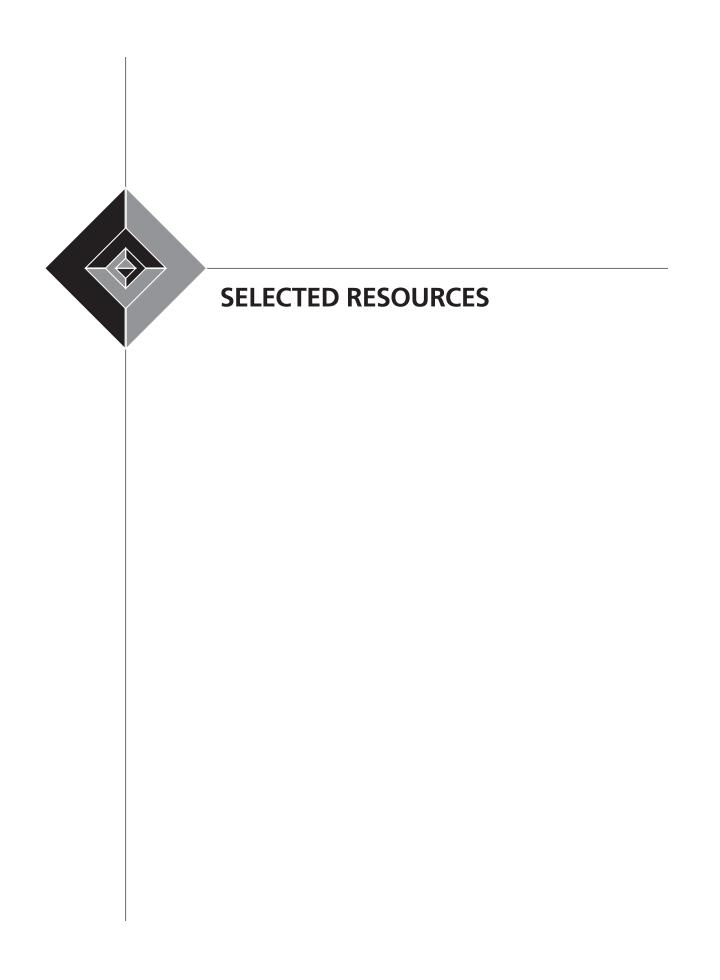Administrative experience in acquisitions in an academic library.

Experience negotiating licenses for electronic resources.

Experience working and negotiating with publishers, library vendors, and library consortia.

Successful managerial and supervisory experience and evidence of leadership qualities to be an effective unit head.

Reading knowledge of at least one foreign language.

WASHINGTON UNIVERSITY LIBRARIES

LIBRARY POSITION

POSITION TITLE: Associate Dean, University Libraries (Organizational Development)

REPORTS TO: Vice Chancellor for Information Technology and Dean of University Libraries

SUMMARY: As a member of the Senior Management Team, be responsible for the design, articulation, and implementation of library collections, programs and services. Ensure the development of library programs that meet the library's mission of supporting the teaching and research needs of the university and enhancing its role in the international research community. Develop library policies that are in keeping with the University's priorities.

QUALIFICATIONS:
MLS from an ALA accredited library school.

Second master's degree preferred.

At least five years of increasingly responsible administrative experience in an academic or research   library.

Demonstrated understanding of and commitment to providing traditional and innovative library collections, programs and services to all segments of the University community.

Demonstrated understanding of and commitment to the application of technology to expand and enhance library services.

Demonstrated interpersonal communication and leadership skills.

Evidence of professional interest and activity.

DUTIES:
Devise, document and execute a long-term planning process for the University Libraries.	25%
Implement a quality assessment and measurement program for the libraries.	20%
Assess professional development and staff training needs and implement a program to meet those needs.	20%
Provide professional leadership to staff in analyzing workflow and designing new, more efficient, effective ways of doing things.	15%
As a member of the senior management team, participate in planning, budget, operation, and personnel decisions for the University Libraries.	10%
Participate in regional, national, and international organizations and consortia as required to serve the University's needs.	5%
Ensure the implementation of University and Library policies.	5%

SELECTED RESOURCES

Books, Articles, and Reports

Block, David. *Emerging Personnel Requirements in Academic Libraries as Reflected in Recent Position Announcements.* 1980. ERIC ED215703.

Byron, George, and Pat Hawthorne. *Recruitment, Retention, and Restructuring: Human Resources in Academic Libraries: A White Paper by the Ad Hoc Task Force on Recruitment & Retention Issues.* Chicago: Association of College & Research Libraries, 2002.

Department for Professional Employees, AFL-CIO. Fact Sheet 2012. "Library Workers: Facts and Figures." http://dpeaflcio.org/programs-publications/issue-fact-sheets/library-workers-facts-figures/

Eblin, Scott. *The Next Level: What Insiders Know About Executive Success.* Mountain View, CA: Davies-Black, 2006.

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Garrison, Julie, Marianne Ryan, and Kathleen DeLong. "Moving Up: Positioning for Director Roles in Academic Libraries." In *The Associate University Librarian Handbook,* edited by Bradford L. Eden, 137–59. Lanham: The Scarecrow Press, Inc., 2012.

Giesecke, Joan, Sarah C. Michalak, and Brinley R. Franklin. "Changing Management Roles for Associate Directors in Libraries." *Library Administration & Management* 11 (1997): 172–80.

Hernon, Peter, Ronald R. Powell, and Arthur P. Young. "University Library Directors in the Association of Research Libraries: The Next Generation, Part Two." *College & Research Libraries* 63 (2002): 73–90.

——— *The Next Library Leadership: Attributes of Academic and Public Library Directors.* Westport, CT: Libraries Unlimited, 2003.

Hopper, Rosita E. "Emotional Intelligence in Academic Library Leadership." (2005). *Library Staff Publications.* Paper 1. http://scholarsarchive.jwu.edu/staff_pub/1

Hopper, Rosita E. "Is the Devil You Know Better than the Devil You Don't Know: Issues in Academic Library Leadership Recruitment." Paper presented at the Association of College and Research Libraries Biannual Conference, Philadelphia, Pennsylvania, March 30–April 2, 2011.

Kreitz, Patricia A. "Leadership and Emotional Intelligence: A Study of University Library Directors and Their Senior Management Teams." *College & Research Libraries* 70, no. 6 (2009): 531–54.

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Lynch, Beverly P., and Kimberley R. Smith. "The Changing Nature of Work in Academic Libraries." *College & Research Libraries* 62 (2001): 407–20.

McNally, Arthur M., and Robert B. Downs. "The Changing Role of Directors of University Libraries." *College & Research Libraries* 34 (1973): 103–25.

Riggs, Donald E. "Crisis and Opportunities in Library Leadership." *Journal of Library Administration* 32 (2001): 5–17.

Simmons-Welburn, J. *Changing Roles of Library Professionals.* Washington, DC: Association of Research Libraries, 2000.

Veaner, Allen B. *The Assistant/Associate Director Position in ARL Libraries.* SPEC Kit 103. Washington, DC: Association of Research Libraries, April 1984.

Wilder, Stanley J. *The Age Demographics of Academic Librarians: A Profession Apart.* Washington, DC: Association of Research Libraries, 1995.

Wilder, Stanley J. *Demographic Change in Academic Librarianship.* Washington, DC: Association of Research Libraries, 2003.

Additional Resources

University of Louisville
Faculty Job Descriptions
http://louisville.edu/library/about/faculty-job-descriptions.html

University of California, Irvine
Organizational Chart 3/15/2011
http://staffbeta.lib.uci.edu/departments/orgcharts/docs/orgchart.pdf

University of Florida
George A. Smathers Libraries org chart 10/1/2012
http://www.uflib.ufl.edu/orgchart.pdf

University of Louisville
University Libraries Organizational Chart July 21, 2011
http://louisville.edu/library/about/docs/OrganizationalChart.pdf

Note: All URLs accessed October 23, 2012.