

An invitation to apply for the position of**Vice President for University Libraries and University Librarian (VPUL)****THE SEARCH**

Rutgers, The State University of New Jersey, seeks an experienced and committed library professional to serve as its Vice President for University Libraries and University Librarian (VPUL). This is an exceptional opportunity to lead an academic research library with an extensive history, a strong commitment to service excellence, and an exciting future. The Rutgers University Libraries (RUL) includes 26 constituent libraries, centers, and reading rooms located on the University's four campuses across three cities in New Jersey: New Brunswick, Newark, and Camden, and serves two medical schools and the only dental school in New Jersey. RUL is home to 5.7 million volumes (print and electronic) as well as the renowned Special Collections and University Archives (SC/UA), the largest and most comprehensive New Jersey history archives, including the historical record of Rutgers University. RUL's broad assets also include the Institute of Jazz Studies (IJS), the world's leading jazz archive, and the Special Collections in the History of Medicine. In addition, RUL offers a host of resources, services, and programs that support teaching, learning, and discovery by Rutgers faculty, students, and staff, and that are enabled by more than 200 dedicated library personnel (73 faculty and 137 staff).

Founded as the eighth oldest college in the United States, Rutgers has a rich history. Established in 1766 as Queen's College, Rutgers is one of only nine U.S. institutions of higher education chartered before the American Revolution. Today, Rutgers, in the aggregate, is a research powerhouse, the top public university in New Jersey, a member of the Association of American Universities, and among the most diverse institutions in the Big Ten Academic Alliance. Rutgers is composed of four chancellor-led units: Rutgers University–New Brunswick, the state land-grant institution and its largest campus, with multiple highly-ranked schools, departments, and doctoral programs; Rutgers University–Newark, a diverse urban campus and anchor institution in its host city with a nationally-leading commitment to community engagement; Rutgers University–Camden, noted for its close-knit and collaborative intellectual environment and distinctive cross-disciplinary doctoral programs; and Rutgers Biomedical and Health Sciences (RBHS), the University's academic health center and home to one of the country's leading cancer institutes. Together, the four campuses present rich and complementary opportunities for learning, discovery, and work to advance the public good.

Reporting to the Executive Vice President for Academic Affairs and serving as a key member of the academic leadership team, the VPUL will join Rutgers at a propitious moment. In July 2020, Jonathan Holloway began serving as the University's 21st president, and in October 2020 Prabhas V. Moghe joined Dr. Holloway's leadership team as Executive Vice President for Academic Affairs. This is a time of enormous energy and anticipation, across the University and in the Rutgers University Libraries (RUL). The VPUL will be a collaborative intellectual leader and a thought partner with the vision and heart to strengthen and champion RUL's identity, organization, and culture.

An unwavering and demonstrated commitment to furthering diversity, equity, inclusion, and belonging is an absolute requisite, as is a passion for the mission and academic aspirations of Rutgers University.

A search committee has been formed and Isaacson, Miller, the national executive recruiting firm, has been retained to support the committee. Confidential inquiries, nominations, and applications can be directed to the firm as indicated at the end of this document.

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

The history of Rutgers University testifies to its institutional ambition and its importance to the state of New Jersey. Chartered in 1766, Rutgers (then Queen's College) was initially a private liberal arts college with ties to the Dutch Reformed Church. In the nineteenth century, it was renamed Rutgers College in honor of trustee and Revolutionary War veteran Henry Rutgers, and after the Morrill Act of 1862, Rutgers became New Jersey's land-grant college. In the 1920s, Rutgers became officially nonsectarian and assumed university status; in 1945 and 1956 state legislative acts designated Rutgers as the State University of New Jersey. Rutgers—New Brunswick (and now Rutgers Biomedical and Health Sciences) joined the Association of American Universities in 1989, and in 2013 it became a member of the Committee on Institutional Cooperation (now called the Big Ten Academic Alliance), a consortium of 15 leading research-intensive universities.

Rutgers is a vibrant institution with a dynamic intellectual environment, featuring more than 8,700 faculty and 14,900 staff members serving approximately 70,000 undergraduate and graduate students. The University offers more than 150 undergraduate majors and more than 400 graduate programs. In 2021, *U.S. News & World Report* ranked 38 Rutgers graduate programs across a wide range of disciplines among the top 25 in the nation. The University's FY2022 budget is approximately \$4.8 billion; research grants and sponsored programs totaled \$907.9 million in FY2021. The University has over 530,000 living alumni, who in FY2021 gave more than \$223 million. In FY2020, alumni and friends gave over \$240 million making that year's fundraising results the second highest in the University's history, notwithstanding the COVID-19 pandemic.

Rutgers, The State University of New Jersey includes:

- **Rutgers University—New Brunswick.** Located in central New Jersey, the campus is home to more than 43,000 undergraduate, graduate, and professional students.
- **Rutgers University—Newark,** with more than 13,000 undergraduate, graduate, and professional students.
- **Rutgers University—Camden,** where approximately 7,000 students pursue more than 40 undergraduate majors and approximately 30 graduate and professional programs through six schools.
- **Rutgers Biomedical and Health Sciences (RBHS),** was formed in 2013 through the integration of biomedical and healthcare academic units from Rutgers University and the former University of Medicine and Dentistry of New Jersey (UMDNJ). As one of the nation's largest academic health centers, with multiple campuses in Newark, New Brunswick, Piscataway, and Blackwood, it prepares nearly 7,000 students to be physicians, nurses, dentists, pharmacists, and other health professionals.

LEADERSHIP

Jonathan Scott Holloway, 21st President of Rutgers, The State University of New Jersey, assumed his role in 2020. An eminent historian of 20th century African American thought and letters and an elected member of the American Academy of Arts and Sciences, Dr. Holloway was previously Provost of Northwestern University and Dean of Yale College. At Rutgers, Dr. Holloway has identified three overarching priorities for his tenure: the relentless pursuit

of academic excellence; the development of strategic and institutional clarity; and the achievement of “a beloved community” – a university culture imbued with tolerance, diversity, and the spirited exchange of ideas.

Dr. Holloway’s arrival has vitalized the University in multiple ways. Already, a permanent Office of Climate Action has been created; the University’s first Senior Vice President for Equity has been named and a comprehensive Equity Audit has been completed to undergird a strategic diversity plan for the institution; a transformative new [faculty hiring initiative](#) has been announced; a task force to examine the [future of work](#) has been formed; and several major commitments to student access and success have been undertaken, including the [Scarlet Promise Grants](#), which provide undergraduate scholarships and emergency, temporary relief to those facing hardship, and the [Rutgers Summer Service Internship Initiative](#), which will offer up to 150 second- and third-year students paid summer public service internships.

Prabhas V. Moghe joined Dr. Holloway’s leadership team on October 5, 2020, as the Executive Vice President for Academic Affairs (EVPAA), the second-ranking administrative role at Rutgers. Dr. Moghe most recently served as the Provost and Executive Vice Chancellor for Research and Academic Affairs for Rutgers—New Brunswick, preceded by an inaugural role as the Vice Chancellor for Research and Innovation. A Distinguished Professor and member of the faculty in the School of Engineering since 1995, Dr. Moghe has been an active scholar, educator, and innovator in nanomedicine and bioengineering, as well as a champion for STEM training and inclusive, interdisciplinary graduate education.

As the EVPAA, Dr. Moghe serves as the Chief Academic Officer for Rutgers and also oversees the Office for Research, which reports to him. As EVPAA, he is responsible for coordination of academic strategies, academic affairs, and academic priorities across the central administration and chancellor-led units. He oversees key University units including the Rutgers University Libraries, Rutgers Global, the Division of Continuing Studies, University Enrollment Services, Student Veteran Services, Institutional Research, and Rutgers University Press. The VPUL is part of the EVPAA’s core cabinet and also serves on the President’s Administrative Council.

For more information, visit <https://www.rutgers.edu/about-rutgers>.

THE LIBRARIES

"The Rutgers University Libraries support and enrich the instructional, research, and public service missions of the University through the stewardship of scholarly information and the delivery of information services."

-- RUL mission statement

Emphasis on the public good, expertise, and a forward-looking, collaborative academic spirit: these are hallmarks of the Rutgers University Libraries (RUL). RUL is known for their superb and comprehensive services, with a focus on empowering student success, supporting researcher excellence, building accessible collections, reimagining library spaces, and forging strategic relationships. The RUL was one of the first organizations to have an Open Access Resolution passed by the University Senate, and it played an early leadership role in the Coalition of Open Access Policy Institutions.

Special Collections and University Archives (SC/UA) are a particular point of pride: SC/UA holdings include the early modern print culture collection; the Sinclair New Jersey Collection containing more than 70,000 monographs, pamphlets, periodicals, and serials related to the state’s history; more than 2,200 manuscript collections related to New Jersey history, 19th century Westerners in Japan, the consumer movement in the United States, and 20th century Latin American Politics; and the university archives which document Rutgers University’s history. The Institute of Jazz Studies (IJS) is celebrated as a leading world-class jazz archive. Other marks of

distinction are RUL's strong and collaborative relationships with the [Rutgers Initiative for the Book](#) and with Rutgers University Press, particularly around open access, digital platforms and digital repositories, and projects involving special collections and archival materials, including Special Collections in the History of Medicine – the only repository entirely devoted to providing resources in the history of medicine in New Jersey.

As an academic unit, RUL is deeply integrated into the campus community. Most librarians are tenured or tenure-track faculty who work closely with faculty in other academic units, are affiliate members of academic departments, and serve as directors of academic programs. Librarians teach and lead sessions for students as part of their academic programs and as independent offerings, and RUL and its personnel play a key role in student success initiatives. Health Science librarians serving multiple campuses in Newark, New Brunswick, Piscataway, and Blackwood NJ, participate in medical rounds, and sit in Morning Reports at the hospital. Finally, RUL has a special relationship with the School of Communication and Information which houses one of the nation's top-ranked master's programs in information within the Department of Library and Information Science (LIS). As part of that special relationship, RUL faculty sometimes teach or present in the academic program; RUL has special internship programs set up for those students; LIS faculty regularly sit on review committees for library faculty reappointments and promotions; and faculty and students at the school regularly conduct projects with RUL librarians and staff.

In recent years, Rutgers University has merged with the former University of Medicine and Dentistry of New Jersey (UMDNJ) and Rutgers—New Brunswick has joined the Big Ten Academic Alliance. Within RUL itself, the last several years have seen significant strengthening of technical infrastructure, as well as investments in tools and initiatives such as the Open and Affordable Textbooks program. RUL has also been tested by issues common to academic research libraries, including strained resources, rising costs of subscriptions and operations, and the challenges brought forth by the pandemic.

Characteristically, RUL faculty and staff have met these developments with professionalism, resourcefulness, and dedication. With a leader possessed of vision, strategy, and empathy, the organization is poised to undertake transformational change in ways that will position RUL faculty, staff, and collections at the forefront of library science and academic service. Looking to the future, RUL continues to pursue Open Research, Open Science, and Open Scholarship. Ensuring the vitality of the RUL collections will require continued planning and management of appropriate facilities. The Special Collections and University Archives remain a source of great pride, but unfettered access to the collections has been recently challenged during the pandemic and exacerbated due to hurricane damage to facilities. In the long term, preservation of collections and the identification and/or construction of a new space with the appropriate storage and research environments will be an area of priority. At the most senior levels of the University, there is recognition that the collections and work of the RUL are crucial to the ability of Rutgers to achieve its strategic aims. This is the moment to build on RUL's strengths, broaden its reach, and deepen its impact.

For more information, visit <https://www.libraries.rutgers.edu>.

ORGANIZATIONAL INFORMATION

RUL's annual budget is approximately \$45 million. Its collections budget is over \$15 million. As of January 2022, RUL's endowment was valued at \$27.9 million.

Total personnel in RUL numbers 210 (73 faculty and 137 staff). Faculty (librarians) are members of Rutgers AAUP–AFT, and some of the Health Science librarians are members of AAUP-BHSNJ. RUL staff are represented by multiple unions, including URA-AFT, AFSCME Local 1761, HPAE 5094, Teamsters 97, and CWA 1031.

The **RUL Cabinet** serves as the advisory body to the VPUL. Members of the Cabinet include:

- the Assistant Vice President for Scholarly Communication and Collections;
- the Assistant Vice President for Information Services and Director of Health Sciences Libraries;
- the Executive Director of Administration & Technology;
- the Associate University Librarian, Rutgers University–Camden;
- the Associate University Librarian, Rutgers University–New Brunswick; and
- the Associate University Librarian, Rutgers University–Newark.

KEY OPPORTUNITIES AND CHALLENGES

The Vice President for University Libraries will have the opportunity to:

Develop and drive an affirmative vision for RUL.

The VPUL will have the opportunity to advance an exciting vision for RUL. What does it mean to be an academic research library for the 21st century? How can RUL anticipate and support emerging and future approaches to research, instruction, and discovery? How can RUL continue to lead in digital engagement, access, scholarly communications, and affordability? What approaches should RUL adopt with respect to collections management and use of physical space? The VPUL will work with the RUL community to lean into these questions and chart a bold course, ensuring that RUL meets the requirements and fuels the aspirations of a major research university.

Champion an integrated RUL identity.

RUL is a single library system, integrated across four campuses. Just as Rutgers encompasses four distinct campuses with complementary areas of strength and overlapping interests, so too do the campus libraries have their own cultures and practices. The VPUL will respect and celebrate their unitary strengths, and at the same time nurture a more integrated sense of RUL. There are opportunities to collaborate, experiment, and identify approaches and solutions that will cross campus borders and build synergies. This is a chance to leverage the discrete strengths of the campuses and develop a more robust and powerful system.

Steward and bolster RUL's organizational culture.

There is a sense that RUL is ripe for investment. As at other public institutions of higher education, the ongoing pandemic exacerbated the institutional challenges that have impacted the budgets of various academic and administrative units. The Rutgers University Libraries (RUL) have weathered these challenges through a combination of internal synergies and prioritized investments while library personnel have stepped up, the accumulated impact of these measures have been witnessed and felt by faculty, staff, and students. Now, with new senior University leadership and organizational momentum, it is a time for reinvigoration and revitalization. In this context, the VPUL will be a key thought partner to the EVPAA's leadership team, setting forth a coherent and intentional plan that simultaneously strengthens RUL and supports the other academic units, the better to achieve the strategic aspirations of the University.

The VPUL will also attend to the internal culture of RUL. The VPUL must promote a sense of connectedness and agency; a climate of appreciation, respect, and inclusion; and individual and organizational pride and empowerment. The VPUL will nurture trust through active listening, open lines of communication, transparency about decision-making, and a commitment to shared governance.

Support and advance RUL's commitment to diversity, equity, and inclusion.

President Holloway has bolstered the University's commitment to build an inclusive community and has supported the work of the [University Equity and Inclusion Office](#) in the development of a university-wide diversity strategic plan. The VPUL will ensure that the work and initiatives of RUL align with and support the objectives of this strategic plan. Additionally, the VPUL will embrace the opportunity to strengthen DEI across the full range of RUL activity. This includes but is not limited to the recruitment, retention, mentoring, and professional development of RUL personnel; library operations, including space, security, and technology; collections and collections development; and information management and retrieval.

Broadcast, champion, and increase the visibility of RUL.

The VPUL will promote a fuller sense of the Libraries, raise their profile, and expand campus and community awareness of the full range of offerings and expertise contained within. The Libraries will be clearly understood as essential drivers to the success of the University, valued and engaged members and supporters of the communities surrounding the campuses, and critically integrated into larger University goals.

The VPUL will also be a persistent advocate for resources—human, physical, and financial—and skilled in amassing interest and goodwill. Rutgers University employs an RCM (responsibility-centered management) budgetary model. The VPUL must be able to contextualize the requirements of RUL against the backdrop of RCM and the University; present the needs of RUL in terms that affirm its indispensable role; and thereby attract financial and philanthropic support.

QUALIFICATIONS AND CHARACTERISTICS

The VPUL will be an accomplished library professional with an MLS or MLIS and a record of accomplishment in the world of research libraries. As the leader of multi-campus library units, the University Librarian will welcome collaboration and the free exchange of ideas, promote a sense of agency and mutual appreciation, and evince the ability to inspire those working in and with the Rutgers University Libraries.

The ideal candidate will possess many of the following experiences, competencies, and personal qualities:

Professional experience and knowledge: Breadth and depth of experience in research libraries; passion for the mission of public universities. Demonstrated familiarity with the unique needs and impacts of special collections. Understanding of the resource requirements of diverse academic units; a record of strategic and effective advocacy for resources. Experience and success in raising funds from individual and organizational donors, and in securing collections. Experience with or strong commitment to scholarly communication.

Leadership experience: Effectiveness in crafting and executing an organizational vision that aligns with overarching institutional goals. A leadership style that emphasizes respect and empowerment, fosters direct and constructive dialogue, and builds excitement. Skill in working collaboratively to anticipate, forecast, plan, and implement. Ability to craft and communicate a framework for decision-making and role definition, and to communicate that framework with openness and candor. An approach to leadership that is approachable, ethical, and welcomes the energies and ideas of others.

Demonstrated commitment to diversity, equity, and inclusion: Evidence of actions and achievements in strengthening diversity, equity, and inclusion with respect to workplace culture, campus engagement, community engagement, institutional programming, and library priorities and practice. The drive and ability to stake a

leadership position in the University and beyond its campus in advancing strategy, action, and social and organizational change in service to diversity, equity, and inclusion.

Managerial experience: Clear communication skills that inspire, build trust and confidence, and motivate. A record of transparency in leadership within a complex system. Demonstrated record of successful stewardship of physical, financial, technological, and human resources. Aptitude for leading organizations through times of change while promoting a joyful work environment.

Personal qualities: Commitment to support, develop, and further the mission, vision, and institutional values of Rutgers. Institutional ambition, married with personal humility. Compassion and courage; cultural competence; emotional intelligence; a team orientation; inclination to problem-solve and move forward; and resilience. Openness, personal and professional integrity, and a healthy sense of humor.

FOR CONSIDERATION

Questions, nominations, and applications should be submitted electronically and in confidence to:

Anita Tien, Partner
Ryan Leichenauer, Managing Associate
Rachel Brown, Senior Associate
Isaacson, Miller
<https://www.imsearch.com/8397>

Rutgers, The State University of New Jersey, is an Equal Opportunity/Affirmative Action Employer. Qualified applicants will be considered for employment without regard to race, creed, color, religion, sex, sexual orientation, gender identity or expression, national origin, disability status, genetic information, protected veteran status, military status or any other category protected by law. As an institution, Rutgers values diversity of background and opinion, and prohibits discrimination or harassment on the basis of any legally protected class in the areas of hiring, recruitment, promotion, transfer, demotion, training, compensation, pay, fringe benefits, layoff, termination or any other terms and conditions of employment.