



**Search for the University Librarian and Dean of Libraries
Ann Arbor, Michigan**

The mission of the University of Michigan is to serve the people of Michigan and the world through preeminence in creating, communicating, preserving, and applying knowledge, art, and academic values, and in developing leaders and citizens who will challenge the present and enrich the future.

THE SEARCH

The University of Michigan ("U-M") seeks a strategic, visionary, and collaborative leader to serve as its next University Librarian and Dean of Libraries ("Dean"). This is an opportunity to lead one of the top academic research libraries in North America, with more than 14,850,000 physical and digital volumes, nearly 450 library personnel, 10 locations, and an annual budget of approximately \$63 million.

Founded in 1817, the University of Michigan was one of the first public universities in the nation, established before the territory became a state and 45 years before the Morrill Act of 1862 created the modern, public land-grant university system. Throughout its 200-year history, it has maintained the highest levels of education, scholarship, and research. It is admired and envied for its ambition, innovation, breadth and depth at scale, emphasis on collaboration, and its strong sense of community.

These qualities are present in the University of Michigan Library ("U-M Library"), which also has its own proud traditions of service excellence and leadership among libraries. The Library supports teaching, learning, and discovery across the University's 19 schools and colleges, with top programs in the arts and humanities, social sciences, biomedical sciences, business, law, and engineering, and one of the largest and most distinguished academic medical centers in the world. Critically, it aids clinical work by care providers who need access to the latest information under enormous time constraints. U-M Library is the institution that sets direction for major developments in the field: HathiTrust was created at the University of Michigan. The Library is also known for its partnership with Google to digitize the bound print volumes of the U-M collection, providing scholars and the general public with access to the Library's resources.

This is a moment full of potential for the University and the Library. The University Librarian and Dean of Libraries will join U-M at a time when the University prepares for the arrival of a new president, and as the institution lays the foundation for its upcoming comprehensive campaign. Reporting to the Provost, who acts as the institution's chief academic officer and chief budgeting officer, the Dean will develop and communicate an inspiring, sustainable vision for the Library, one that aligns with its rich history and anticipates future directions. The University Librarian and Dean will advance and implement a plan to meet the physical requirements and infrastructure of the Library; secure the financial support necessary to run a world-class library system; strengthen organizational health and culture, including with respect to antiracism and social justice; and serve as a collaborative, engaged thought partner and manager. The University welcomes interest from all with a distinguished record of achievement in research libraries and/or in the academy.

A search advisory 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.

THE UNIVERSITY OF MICHIGAN

The University of Michigan serves as a national model of a richly diverse, comprehensive public institution of higher learning. As the flagship institution, it plays a particular role in service to its state; it also has an extensive range of activities that serve the world. The University is recognized for the range and excellence of its research activities (it leads U.S. public institutions in sponsored research), the exceptional level of cross-disciplinary and cross-unit collaboration, and its emphasis on ensuring that discovery and research are translated into ways that benefit society.

U-M has a historical commitment to fostering racial, ethnic, gender, and socioeconomic diversity. In 2003, in the landmark Supreme Court case *Grutter v. Bollinger*, the University advocated for and successfully defended its affirmative action admissions policies. More recently, in 2016 a five-year university diversity, equity, and inclusion [strategic plan](#) was adopted, as well as plans for individual units, including one for U-M Library; 2021-22 marked the conclusion of that plan and the beginning of a year-long evaluation process to guide the planning phase for the next DEI strategic plan, to be launched in October 2023.

U-M's main campus is located in Ann Arbor, 35 miles southwest of Detroit, with regional campuses located in Dearborn and Flint. The Ann Arbor campus is home to over 3,100 tenured and tenure-track faculty; nearly 4,600 additional academic personnel including lecturers, clinical faculty, research professors, librarians, and archivists; and more than 50,000 undergraduate, graduate, and professional students. In fiscal year 2022, the University's budget was \$10.4 billion. The University has an endowment of \$17 billion.

For more information, visit <https://umich.edu/about/>.

UNIVERSITY OF MICHIGAN LIBRARY

The University of Michigan Library is distinctive for its scale and scope, its ambitious and forward-thinking spirit, and its service excellence.

Consistently ranked among the top academic research libraries (and the second largest research library in the world by volumes held), the University of Michigan Library was established two decades after the University's founding, in 1838. The Library is housed in 10 locations and encompasses more than 16 libraries, including the Hatcher Graduate Library, the Shapiro Undergraduate Library, the Special Collections Research Center, and Taubman Health Sciences Library. In addition, there are many archival, disciplinary, and/or departmental [libraries at the University that are separate from the University Library](#), as well as member units of the [Cultural Collections Council](#). The University Library is also separate from the libraries of the University of Michigan-Dearborn and the University of Michigan-Flint. Collaboration and coordination among all the libraries, nevertheless, is seen as highly desirable, and the University Librarian can play a key role to that end.

U-M Library is considered to be a collection of record. Its holdings are rich, broad, and significant. The assumption—not only on campus, but for a much broader audience—is that the University of Michigan will

"have it." The Harlan Hatcher Graduate Library is the main research library for the humanities and social sciences. It would be impossible to mention all of the Library's areas of strength and points of distinction, but among the many highlights are the Asia Library, among the largest collections in North America; the Clark Library's map collection, the largest in Michigan and one of the largest of any university; materials supporting research in international studies; collections that include film as well as video games and gaming consoles; and data that are purchased or licensed to support the academic research of faculty, students, and staff. The Library's special collections include works by Copernicus, Galileo, Kepler, and Ptolemy; early Islamic manuscripts that are regarded among the largest and most important such collections in North America; a world-renowned collection of ancient papyri, the largest such collection in North America; and the comprehensive Joseph A. Labadie collection including materials on movements such as anarchism, anti-colonialism, antiwar and pacifism, among others. The Taubman Health Sciences Library has comprehensive collections and integrated services in all facets of health care and medical research and is a member of the National Network of Libraries of Medicine. It sustains partnerships and support for health professionals and the medical research community through its Academic and Clinical Engagement and Research and Informatics programs.

U-M Library has long been recognized for innovation. In the early 1990s, [JSTOR](#) was piloted under the direction of the University of Michigan before it became an independent not-for-profit; in the 2000s [HathiTrust](#) was created at the University, and while independent now it is still based at U-M. Indeed, for much of the past twenty years the Library has invested heavily in the digital arena and been a leader in the field. The Library is also committed to exploring new approaches and solutions for library instruction and services, the research and scholarly communication life cycle, collections, and infrastructure, among others. Success in these areas will hinge in no small measure on the ability of the University Librarian to nurture strategic collaborations and partnerships within the Library and across campus.

U-M Library plays a vital role in supporting the work of faculty and students as authors and creators as well as users of information. New physical and virtual spaces support digital scholarship, research data, and publishing. Library personnel are actively involved in supporting new modes of scholarly communication, providing solutions that advance accessibility, discoverability, and preservation. The [University of Michigan Press](#) is a key component of U-M Library's [Publishing division](#), which is the primary academic publishing arm of the University and also incorporates the Deep Blue data and documents repositories and a publishing services department. The Press publishes in a wide range of humanities and social science disciplines and applies new pedagogies to the development of instructional materials. The Press is a leader in the development of digital scholarship using the [Fulcrum platform](#) and supports the dissemination of knowledge as widely and freely as possible. It is a leader in open access book publishing.

The work of the Library is enabled and carried out by over 440 talented employees. Their expertise, commitment to service excellence, and level of engagement are unmatched. Developing, maintaining, and caring for a collection the size of U-M's is an enormous undertaking, requiring tremendous skill, well-maintained facilities, excellent communication, cooperation, and a commitment to the continued professional development and recognition of Library personnel. The past few years have been particularly challenging for library personnel, in part owing to the pandemic. Sincere admiration for the librarians and staff exists throughout campus. Still, the intense demands, unrelenting pace of work, and ongoing issues with storage and facilities, among other things, have at times resulted in lower morale.

ORGANIZATIONAL INFORMATION

The outgoing University Librarian and Dean of Libraries is James Hilton, who has served for nearly a decade as Vice Provost for Academic Innovation and University Librarian and Dean of Libraries. In January 2022, Dr. Hilton announced that he would step away from his role leading the Library to focus more sharply on academic innovation. As University Librarian and Dean of Libraries, he led the development of digital scholarship services, increased the awareness of and access to U-M faculty research, piloted new models of sustainable open-access publishing, furthered the potential for cooperative collection sharing, preservation and collaboration, and enhanced the organization's focus on redressing issues of bias and racism.

The Library will be led in the interim by Donna Hayward, who is Associate Dean of Libraries. She has held multiple roles at U-M Library, including Director of Michigan Publishing and Associate University Librarian for Budget and Planning.

The University Librarian reports to [Laurie McCauley, DDS, PhD](#), Provost and Executive Vice President for Academic Affairs, who serves as the University's chief academic officer and chief budgeting officer. Prior to her appointment as provost, Dr. McCauley was dean of the School of Dentistry. She is the William K. and Mary Anne Najjar Professor of Periodontics in the dental school and professor of pathology in the Medical School.

The University of Michigan Library's annual operating budget is approximately \$63 million. Its collections budget is \$26 million. On average, the Library raises approximately \$3 million annually from individual donors (excluding gifts-in-kind).

The Library's personnel includes 446 librarians, archivists, curators, and staff members. More information on the Library's divisions, departments, and organizational structure can be found [here](#).

Library boards and councils include:

- the [Library Council](#), which serves in an advisory capacity to the Dean, is part of the Board of Regents bylaws, and is composed of faculty and students;
- the [Librarians' Forum](#), which advises the Dean on matters affecting the academic or professional interests of librarians, including the promotion process;
- the [Staff Forum](#), which serves as the collective voice of non-librarian staff, and which advises the Dean on such matters as the continued professional development and growth of staff; and
- the [Library Diversity Council](#), which provides leadership, support, and development opportunities across all levels of the library and the broader community in areas of diversity, equity, inclusion, and accessibility.

An organizational chart can be found at <https://spg.umich.edu/org-charts/470000>.

For more information, visit:

- <https://www.lib.umich.edu/>
- <https://www.lib.umich.edu/about-us/about-library/assessment/statistical-highlights>

KEY OPPORTUNITIES AND CHALLENGES

The next University Librarian and Dean of Libraries will join U-M at a consequential moment. The campus will soon welcome a new President, and planning has begun for U-M's next campaign. The Library's current leadership team has communicated the needs of the Library, in particular around storage, facilities, and infrastructure, and campus leaders are well aware of existing physical challenges. This is an organization poised for movement.

The next University Librarian and Dean of Libraries will:

Develop a compelling, innovative, and sustainable vision for U-M Library.

U-M Library has long been a leader in the field. Its collections are vast and comprehensive, its activities have been closely observed by other institutions, and its strategic choices have had consequences far beyond campus. It is regarded as a collection of record, and as knowledge grows, so too does the collection. The variety of physical and digital materials, their requirements for storage and care, the range of activities to support and promote their use, and the associated human, financial, and capital needs are ever-expanding.

Now is the time to take stock of the Library's current commitments, develop a clear strategic vision for the U-M Library, and to bring Library personnel into that work inclusively. The Dean will have the opportunity to define the Library for generations to come—setting priorities, establishing a holistic collections strategy that weighs the needs of the various disciplines and the forms scholarship can take, balancing the needs of the Central and North Campuses, and securing and allocating the necessary resources. The Dean will also work collaboratively to think about the Library's various Open initiatives, and how they should evolve.

Address challenges of facilities and storage.

The Harlan Hatcher Graduate Library is the University's largest and most historic library; the Shapiro Undergraduate Library is a hub for individual and group study. These locations also serve as event and gathering spaces for the campus and surrounding community. Both are among the most used locations of U-M Library and occupy a prominent place in the minds of current and former faculty and students. Each is in need of reimagination and renovation. This would be the first major renovation of the libraries since the 1990s and would bring the buildings into the 21st century, in addition to creating expanded opportunities and support for community events. A related but separate issue is the need for a high-density repository, which will allow for the proper care and storage of the collection, and which, when built, will permit the renovation and reimagining of Hatcher and Shapiro. Collections are scattered across multiple offsite shelving locations with conditions that are not suitable for caring for the collection.

Campus-wide, there is strong agreement and support as to the importance of both projects. The next Dean will have to further socialize, mobilize, and execute both projects.

Champion, advocate, and secure support.

The University is in the early phases of a campaign, which will likely launch soon after the arrival of the University Librarian and Dean of Libraries. This will be a priority of the Dean, who must work first within the institution to elevate the visibility of the library's needs, sharpen the case for support and giving, navigate a

complex matrix of University funding priorities and donor relationships and interest, and finally solicit and secure support.

The Dean must be an effective case-maker and storyteller about the work of U-M Library—able to present the needs of the Library in the context of the University's strategic ambitions, fluent in the language and aware of the concerns of senior campus leaders, and at once bold and constructive in presenting options and solutions.

Strengthen U-M Library culture and its activities with respect to diversity, equity, and inclusion.

The employees of U-M Library are a core strength of the organization. They animate and embody its mission and values, and it is through them that users on campus and worldwide experience the wonders of the collections.

Libraries as workplaces have been on the front lines of the pandemic, in part owing to the large number of adaptive behaviors and systems that have evolved, and in part due to the current cultural and historic context. The size and scale of U-M Library, where silos can proliferate and communication ties can sometimes fray, has at times magnified the impact of these developments.

The moment calls for attention to the human, logistical, physical, moral, and financial dimensions of the organization. Recently, U-M librarians, archivists, and curators voted to unionize. The University Librarian and Dean of Libraries will lead with an eye to organizational health. This includes ensuring that there are robust and equitable systems and paths for engagement, communication, decision-making, workflows, personnel management and advancement.

U-M has a robust record of commitment to diversity, equity, and inclusion, and there will soon be a second university-wide DEI plan. The University Librarian and Dean of Libraries will be tasked with leading the Library through the implementation of this plan, and must be a fluent, authentic, collaborative, and sophisticated leader around social justice and antiracism.

Increase collaboration and partnership.

In keeping with a signature strength of the University's culture, the Dean will pursue opportunities to increase impact through partnership. The Dean will promote collaboration within the Library, to lower barriers and break down silos, and empower people to connect and innovate in their work. With schools, colleges, and other academic units, the Dean will promote joint activities—for example, continued collaboration with the College of Literature, Science, and the Arts around digital curation. With the other libraries on campus as well as Dearborn and Flint, the Dean will work to coordinate and maximize the impact of collections and services to faculty, students, and staff. Last, the Dean will continue U-M Library's record of leadership and collaboration in consortia, including the Big Ten Academic Alliance.

QUALIFICATIONS AND CHARACTERISTICS

The next University Librarian and Dean of Libraries will be a persuasive and seasoned professional with a record of accomplishment in the scholarly and/or library communities. U-M Library's leader should possess the energy, strategic clarity, professional experience, financial acumen, and emotional intelligence necessary to advocate for and lead the Library.

Top candidates will demonstrate excellence as a librarian, administrator, and/or scholar with knowledge of the full array of functions and operations in a large and complex research library setting. The University of Michigan seeks individuals with senior-level management experience; demonstrated commitment to the educational and research missions of the University; demonstrated commitment to diversity, equity, inclusion, and accessibility; demonstrated aptitude for transparent and courageous communication and decision-making; and institutional ambition, accompanied by a service ethic and personal humility.

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

- Deep understanding of university library systems and universities, and awareness of how to prepare or transform organizations to meet current and future challenges and opportunities;
- Intellectual curiosity and vitality, ability to form and sustain relationships with leaders throughout the University, and ability to advance a compelling, urgent case;
- Outstanding leadership capabilities, including strategic vision, experience at or close to scale, budgetary sophistication, excellent organizational and communication skills, and the proven ability to recruit, develop, and retain a diverse and accomplished corps of personnel;
- Exceptional interpersonal ability, including the ability and commitment to build consensus and share in priority-setting and decision-making;
- Demonstrated ability to advance a case for financial support, cultivate donors, and raise funds;
- Deep commitment to—and concrete experience in—strengthening workplace culture with respect to DEIA, antiracism, and social justice;
- Alignment with the institutional values of the University of Michigan: commitment to exploration, common good, inclusion, well-being, and integrity;
- Qualities of mind and character that demonstrate open-mindedness, authenticity, resilience and persistence, good humor, flexibility, compassion, and an orientation that emphasizes service and favors teamwork; and
- Credentials appropriate to the leadership of a modern research-intensive library.

FOR CONSIDERATION

Confidential questions, nominations, and applications should be submitted electronically to:

Anita Tien, Partner
 Rachel Brown, Senior Associate
 Isaacson, Miller
<http://www.imsearch.com/8593>

The University of Michigan is an equal opportunity/affirmative action employer dedicated to the goal of building a culturally diverse and pluralistic university community committed to teaching and working in a multicultural environment. Potential applicants who share this goal are encouraged to apply.

Land acknowledgement

The University of Michigan resides on the traditional Territories of the Three Fires Peoples — the Ojibwe, Odawa, and Potawatomi.