



**Search for the Dean of Libraries
Florida International University
Miami, FL**

THE SEARCH

Florida International University (FIU) seeks an experienced, visionary, and inspiring leader for the position of Dean of Libraries. Rooted in the best academic and disciplinary approaches and with transformational thinking toward the role, function, and identity of the 21st-century public university library, the Dean will provide innovative leadership to align FIU Libraries and its services with FIU's concomitant priorities to research excellence and top student social mobility.

Florida International University, the country's fastest-rising public research university, is located in Miami, a multilingual, multinational crossroads of the Americas and a hotspot for innovation and creation. Established in 1972 as Miami's state university, FIU is committed to producing excellent research and graduating students from all economic strata. An urban, multi-campus, high research (R1) institution, FIU offers bachelor's, master's, and doctoral degrees both on campus and entirely online. FIU's mission-oriented approach to enriching the local and global community, its purpose-driven faculty and staff, and its hard-working students give it an edge in addressing the challenges of a rapidly changing 21st-century educational environment. FIU is among the ten largest universities in the nation, enrolling more than 56,000 students. The University has graduated more than 280,000 alumni, 165,000 of whom live and work in South Florida, making it one of South Florida's premier anchor institutions. With over \$240 million in annual research expenditures, strong legislative support, preeminent programs, a robust e-learning capability, and a private fundraising campaign that has raised millions of dollars in support from the community, FIU is well-positioned to expand its reach and impact.

Uniquely positioned at the intersection of information, technology, and innovation, FIU Libraries engage with local and global partners to foster student-centered learning and to support internationally recognized research. FIU Libraries house over 2.1 million titles, more than 650,000 of which are

electronically available online, including a growing collection of e-books, e-journals, streaming audio files, and streaming videos. In particular, FIU Libraries provide print or digital access to over 100,000 journals, magazines, and newspapers and more than 1,000 databases. FIU Libraries offer numerous distinctive collections, sound recordings, artist books, print sheet music, rare books, and manuscripts; University Archives also reside in FIU libraries. FIU Libraries hold this extensive collection in two physical buildings on two campuses while providing digital access across numerous additional campuses and centers in Florida and Washington, DC, as well as on international campuses across the globe.

Reporting to the Provost, who also serves as Executive Vice President and Chief Operating Officer, the Dean promotes and articulates a learning environment that encourages creativity, research, scholarship, and student success, while ensuring the continued use of emerging technological advances to enhance library services and resources. As the chief administrative and budgetary officer, the Dean is committed to building collections appropriate for academic and professional programs. The Dean plays a vital role in working with FIU faculty, students, staff, alumni, public patrons, and the libraries' many donors and stakeholders. As a Provost's Deans Advisory Council member, the Dean engages with the Provost, Senior Vice President for Research, the academic deans, and other campus leaders. The Dean defines the role of FIU Libraries in accelerating the University's growth as a major research institution and in collaboration with other units at the institution. Since FIU is a member of the Florida State University System (FSUS), the Dean also participates in decision-making affecting other state universities.

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

ABOUT FLORIDA INTERNATIONAL UNIVERSITY

Florida International University is one of the country's largest public research universities, enrolling more than 56,000 students. FIU is committed to educating students from all backgrounds and means and is delivering on this mission today as one of the top 5 universities in the country for social mobility. Moreover, as the country's largest Hispanic Serving Institution, FIU enrolls more than 32,000 students who identify as Hispanic or Latinx. FIU has an aggressive goal to be a Top 50 public university by 2025.

The outstanding diversity and quality of FIU's students and faculty have driven the school's research and learning ethos. Among the ten largest universities in the nation, FIU has multiple campuses and centers. In addition, the University supports artistic and cultural engagement through three museums: the [Patricia and Philip Frost Art Museum](#), located on the FIU main campus, [The Wolfsonian-FIU](#), and the [Jewish Museum of Florida-FIU](#), both of which are located in Miami Beach, Florida. FIU also hosts a Washington-based platform that provides internship and public policy immersion for well over 1,000 students each year.

FIU maintains a significant number of community partnerships, locally and globally. In 2020, the Carnegie Foundation for the Advancement of Teaching designated FIU as a community-engaged university, one of 119 US colleges and universities demonstrating a distinct institutional focus on engagement in local,

regional, national, and global communities. As of 2019, the University held 211 international agreements across 51 countries, fostering study abroad and faculty exchange programs, dual degrees, articulation agreements, scholarships, and online education opportunities.

FIU's strategic vision is premised on "adopting a mindful approach to making possible for our learners an opportunity for preeminent intellectual engagement, upward social mobility, and improved lives."

The following three pillars of teaching excellence define FIU's vision of excellent teaching:

- **Learning-centeredness** - focus on optimizing student learning, growth, and development;
- **Evidence-based practice** - instructional practices informed by existing educational research and both quantitative and qualitative evidence collected while teaching; and
- **Cultural responsiveness** - teaching that recognizes the significance and value of students' cultural identities to their learning and strives for equitable outcomes.

FIU is located in Miami, a global city and gateway to the Caribbean and Latin America. It is rapidly becoming one of the country's finance, arts, and technology centers, building on its strengths in logistics, tourism, real estate, media, and producer services. In particular, Miami is emerging as an innovation hub for the hemispheric region. FIU is a significant source of talent driving this development. The University's research and service efforts aim to identify the unique issues Miami faces in climate change, globalizing economy, major population shifts, and more. Miami is a dynamic metropolis that offers everything from trendy nightlife to beautiful beaches, the historic Art Deco District, and family-oriented neighborhoods. It also has a top-performing K-12 public education system. For more information, please see the [Greater Miami Convention and Visitors Bureau](#), and [Visit Florida, City of Miami](#) websites.

FLORIDA INTERNATIONAL UNIVERSITY LIBRARIES

Florida International University Libraries (FIU Libraries) serves as the central space of students' academic life, providing pathways for knowledge and discovery, and paving the path to student success in the 21st century. It provides resources essential for research and innovation, propels research collaboration, and facilitates scholars throughout the research life cycle. Cognizant that a top-tier university needs a top-tier library, the mission of FIU Libraries is to serve as a catalytic leader in data, information, knowledge base, and digital technology that facilitates 21st-century students' and researchers' learning, discovery, exploration, and creation.

With an annual budget of approximately \$17 million, FIU Libraries employs 41 faculty, 40 staff, and 30 administrators to support its mission. FIU Libraries house over 2.1 million titles, with more than 650,000 electronically available online, including e-books, e-journals, audio files, and videos. In particular, FIU Libraries provide print or digital access to over 100,000 journals, magazines, and newspapers and offer more than 1,000 databases, ranging from European legal statutes to fictional characters. There are more than 400 online subject-specific and scholarly databases, almost all of which are available via remote access. To support FIU's hybrid and online course offerings, FIU Libraries' collection development focuses on perpetual electronic access and digital subscriptions. FIU Libraries' strategic investment in

21st Century resources ensures that FIU students, faculty, and staff have continuous access to high-quality research materials and data anytime and anywhere. In addition, FIU Libraries hold robust and impressive art, music, and other Special Collections. FIU Libraries' Hubert Library also serves as a library for an on-campus high school through a partnership with Miami-Dade County Public Schools.

FIU Libraries offer multifaceted instructional services, including workshops, exhibits, research consultations, tutorials, and broad-based creative outreach programming encouraging student, faculty, and public engagement. For example, FIU Libraries' [LibGuides](#) offers on-demand instruction and a vast knowledge base of in-house created content to support students in a wide array of disciplines arranged by subject. FIU Libraries maintain formal relationships with the state's university and college libraries (through the Florida Virtual Campus, formerly the Florida Academic Library Services Cooperative) and multi-type libraries in the region through the Southeast Florida Library Information Network (SEFLIN).

FIU Libraries' 2025 strategic plan emphasizes the following three areas:

Amplifying Learner Success and Institutional Affinity

In alignment with FIU's goal to ensure timely graduation for all admitted students and provide exceptional, accessible, and personalized educational experiences at every level of the University, FIU Libraries will continue to employ current and emerging technology and data to ensure student access to needed course material and software in addition to providing high tech and high touch physical and virtual spaces for facilitated learning. FIU Libraries offer opportunities for undergraduate and graduate student internships and research assistant positions through collaborative internal and external funding initiatives with departments across the University. Students gain practical work experience and valuable technology skills, positively impacting employment rates and wages after graduation in alignment with the FIU employment readiness and post-graduation success goal. To further the connection with FIU alumni and the South Florida community, FIU Libraries are prepared to advance the effort in gathering, mapping, analyzing, and archiving information and data about FIU alumni and its communities to aid in the development of targeted outreach strategies. In addition to providing targeting assistance, FIU Libraries can capitalize on their ongoing community efforts by continuing and expanding engagement activities such as exhibits, lectures, and partnerships with municipalities and community organizations.

Accelerating Preeminence & Research and Innovation Impact

To cultivate novel and interdisciplinary research, scholarship, and creative activities across all levels of the University, FIU Libraries will continue to work cross-departmentally to develop and provide course instruction to bolster curriculum, scholarship, and creative activities as well as working collaboratively to obtain external funding for STEM and humanities efforts. FIU Libraries will continue to champion preeminent programs by partnering with program representatives to determine and meet the needs of these programs while providing access to current library resources.

Assuring Responsible Stewardship

FIU Libraries will ensure that all investments support the University and its mission through the use of liaison and library budget funds to purchase the best and most sustainable resources that stimulate research and institutional growth.

FACILITIES

FIU Libraries' physical facilities encompass two buildings on two separate campuses with distinct staffs. The Steven and Dorothea Green Library is located on the Modesto A. Maidique Campus, totaling 327,331 interior square footage across eight floors, 207,678 of which is assignable square footage. The Glenn Hubert Library on FIU's Biscayne Bay Campus has 94,443 interior square footage across three floors, 56,073 of which is assignable. Floor plans for FIU libraries can be found at the link at the bottom of the following webpage: <https://library.fiu.edu/#>. Although FIU at I-75, the University's academic center in Miramar, Broward County, does not have its own library facility, library research assistance is available to students at this location through FIU at I-75's liaison librarian.

Playing a leadership role in effectively using technology across the University, the Green Library and the Hubert Library have GIS (Geographic Information Systems) teaching labs. The Digital Scholar Studio, located at the Green and Hubert Libraries, provides students and faculty with the necessary tools and training to analyze and create in a technology-driven era. This suite of specialized multi-media software, hardware, and visualization tools better equip FIU students to create visual representations of work in the humanities and the sciences. The Digital Scholar Studio hosts multiple workshops every semester on digital scholarship tools, topics, and methods, ranging from Introduction to Digital Humanities to Advanced Excel.

SPECIAL COLLECTIONS AND UNIVERSITY ARCHIVES

The Special Collections and University Archives of FIU Libraries bring together rare and unique resources for research and scholarship in 99 collections and thousands of rare books. Founded by FIU's first President, Charles E. Perry, as an integral part of the University Library to serve and reflect the research interests of the faculty and students, the University Archives and Special Collections has grown from its first location in the airport tower to its location on the 4th floor of the Steven and Dorothea Green Library. The collections date from the 15th to the 21st centuries. They include rare books, manuscripts, pamphlets, maps, scrapbooks, photographs, personal papers, artifacts, artwork, audiovisual media, and digital resources exemplifying the Caribbean, Miami, South Florida, and Latin American history, development, and culture of the geographic, national, and cultural regions, as well as the history of the University.

DIGITAL COLLECTIONS

FIU Libraries maintains many digital collections, including the Digital Library of the Caribbean (dLOC), a multi-institutional, international digital library for resources from and about the Caribbean and circum-Caribbean. Other highlighted collections include The Diaz-Ayala Cuban and Latin American Popular Music Collection, featuring 150,000 items – including 45,000 LPs; 15,000 78 rpms; 4,500 cassettes; 5,000 pieces of sheet music; 3,000 books, and thousands of CDs, photocassettes, and paper files

– valued at more than \$1 million. The [Miami Metropolitan Archive](#) is a digital collection of source materials related to Miami-Dade County history, development, management, and culture. This growing collection partners with local agencies, organizations, and individuals. Another highlight is the [Everglades Digital Library](#), an evolving collection of information resources relating to the South Florida environment, including scientific and technical reports, maps, natural history writings, and more. This project is a collaborative effort between FIU Libraries, the Council of State University Libraries, Everglades National Park, and other organizations.

The [dPanther Repository](#) is an open-source, in-house digital repository hosting unique cultural, historical, scholarly, educational, and community resources. These include rare books, manuscripts, maps, photographs, and oral histories held by FIU and partner institutions. The dPanther Repository is an important way that FIU and FIU Libraries collaborate with a number of community partners throughout South Florida and beyond. While several community partners have their own digital repositories, many elect to include aspects of their collections on dPanther to further grow and make accessible their audience and reach. These include several community museums, archives, nonprofits, municipalities, and others, such as the Historic Hampton House, The City of Coral Gables, The City of Miami Beach, and Sant La Haitian Neighborhood Center.

[Digital Commons](#) is a service of FIU Libraries providing a centralized access point for FIU’s dissertations, scholarship, creative works, and the history of the FIU community. Faculty, staff, and students can share their work openly through this institutional repository while retaining full rights to their work.

GOVERNMENT DOCUMENTS

As a designated Selective Depository under the Federal Depository Library Program, FIU Libraries offers access to select United States government documents and laws, providing federal government information to the public. FIU Libraries’ Government Resources & Information Department provides access to and holds international and Florida government documents.

COLLABORATING AND PROFESSIONAL LIBRARIES

The [Wolfsonian Library](#), a separate operational entity from FIU Libraries, accounts for over half of the 200,000 works in The Wolfsonian–FIU’s collection. As a member of the prestigious Association of Research Institutes in Art History (ARIAH), it includes 125,000 rare books, periodicals, reference materials, special archives, and ephemeral items, such as vintage postcards, advertisements, brochures, calendars, leaflets, labels, sheet music covers, schedules, matchbook covers, and more. These artifacts demonstrate the vital role that art, architecture, and design have played in shaping perceptions of the modern world and are preserved to reflect the times in which they were created. The Wolfsonian Library has 15 collections and archives with materials ranging from playbills to interior decoration renderings. The vast holdings are verified by [The Wolfsonian Metadata Squad](#), a group of FIU history graduate students who receive tuition waivers, insurance benefits, and stipends sponsored by the FIU Department of History and The Wolfsonian–FIU to serve as research assistants for the collections. These

graduate students prepare for careers in cultural heritage fields such as historic preservation, art collection management, and digital assets.

FIU Law Library and FIU Medical Library are unique OCLC-classified libraries supporting the unique professional needs and goals of the FIU College of Law and FIU Herbert Wertheim College of Medicine. FIU Libraries collaborates with FIU Law Library and FIU Medical Library to support cross-disciplinary and cross-campus research and scholarly pursuits. The Dean collaborates closely with the directors of the Law and Medical libraries to effectuate the unified strategic vision and mission of the University. Additionally, the libraries unite to collaborate on the shared Florida state-wide catalog, working groups, and administrative responsibilities as part of Florida Virtual Campus (FLVC) membership.

THE ROLE

The Dean is the chief administrative and budgetary officer for FIU Libraries and is committed to building collections appropriate for academic and professional programs. The Dean oversees an education and general budget of approximately \$17 million, which includes more than \$4.4 million in operating expenses. FIU Libraries employ 111 faculty, staff, and administrators to support its mission. The Dean manages a senior leadership team comprised of two Associate Deans of Faculty, an Associate Director of Administrative Services, 6 Department Chairs, a Buildings Operations Manager, an Assistant Director of Access Services, and an IT Assistant Director. Within the Dean's office are an Executive Assistant, an Account Manager, and a Digital Library of the Caribbean Program Manager. FIU Librarians are 12-month, non-tenure track faculty eligible for promotion through the Non-Tenure Track Promotion process detailed in [FIU Libraries' Promotion Manual](#). Library faculty play an active role in faculty governance through the [Library Assembly](#), which initiates, reviews, evaluates, and recommends policy while supporting the FIU Libraries' mission, vision, and values.

OPPORTUNITIES AND CHALLENGES

The Dean will address the following opportunities and challenges:

Provide innovative vision and strategic leadership to FIU Libraries

FIU is a uniquely diverse and fast-growing institution at the forefront of innovation and scholarship. The Dean will be responsible for developing a vision that supports resource management while meeting the needs of a rapidly growing research institution. The Dean's vision should inspire and ensure a welcoming, accommodating physical and digital space. Their vision will be grounded in innovative ideas aimed to enhance the value of FIU Libraries within the context of FIU's mission and strategic priorities, particularly regarding faculty research and student access and success. The Dean will proactively enact a creative strategy to guide the evolution of a 21st-century library that spans a broad geographic region with an integrated catalog. A member of the Provost's Deans Advisory Council, the Dean of Libraries will work with the Provost, Senior Vice President for Research, the academic deans, and other campus leaders to ensure that this strategy centers FIU Libraries' relevance within the wider University, supports the University's research enterprise, and elevates the overall profile of FIU. The Dean's strategic leadership

will ensure that FIU Libraries provide the FIU community and the public with excellent and relevant programs, services, collections, technologies, and learning spaces.

Lead as a strong and compelling advocate

As the public face of FIU Libraries, the Dean will be an effective communicator and tireless advocate for the libraries, generating excitement about the relevance and importance of the libraries from administrators, faculty, students, and the public. Increasing campus and community awareness of the libraries' resources and services and their capacity to support the community's teaching, research, and creative activities are a priority. The Dean must maintain strong communication channels to determine the best ways to support students in their studies and projects, faculty in their teaching and research, and the public in its use of library resources and services. This will include collaborating with the FIU museums to strengthen their overlapping missions with those of the libraries and bolster the current interfacing between the libraries and museums. The Dean will also work to establish and implement feedback channels aimed at improving internal library communication and rebuilding trust with its highly dedicated, mission-driven faculty and staff. Transparency through reporting and knowledge sharing will be essential to improve morale and ensure retention.

Manage resources in a budget-constrained environment

FIU Libraries' budget requires strategic and prudent management. The Dean will have the financial acumen to proactively manage resources to keep pace with the University's evolution, anticipating escalating collection costs, increasing enrollment, expanding academic programs, multi- and cross-disciplinary research endeavors, and evolving student success initiatives. The Dean should be talented and skilled in the judicious use of existing funds to make strategic budget decisions to ensure the most effective use of the University's resources in lockstep with the FIU's strategic vision. FIU is a member of the FSUS and beneficiary of centrally bargained journal subscriptions. The FSUS also has an extensive Interlibrary Loan system, and there is strong collegiality and close collaboration between the Deans of Libraries across the FSUS.

Forge external partnerships to ensure the continued growth and success of FIU Libraries

To ensure the continued maintenance and growth of FIU Libraries, the next Dean will be creative in generating revenue streams, including participating in fundraising activities, to secure funds outside the standard budget. The Dean will partner with the FIU advancement office to present a clear and compelling vision for FIU Libraries, identify prospective donors, raise private funds, and establish mutually beneficial relationships with donors, alumni, supporters, and community partners. The next Dean will foster existing and new relationships with government bodies and partnerships with other libraries in furtherance of FIU Libraries' mission. Given that FIU is a Carnegie-classified community-engaged institution, the Dean will ardently support programs and services geared toward the greater Miami metropolitan area. The Dean of Libraries should be an effective and collaborative partner who can think creatively about connecting the libraries with local communities.

Foster a collaborative and accommodating culture

Critical to FIU's mission is its service and dedication by faculty and staff to educate a highly motivated and aspirational student population that is exceptionally diverse. The Dean will create strategies and initiatives that enable FIU Libraries to effectively support the University's multicultural, multilingual, and diverse student body, consistent with FIU's culture and core values. FIU Libraries' dedication to diversity allows it to serve the University's community with sensitivity and adaptability. The Dean will demonstrate active collaboration in working with staff and librarians to foster and promote a service-oriented environment in FIU Libraries.

QUALIFICATIONS AND EXPERIENCE

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

- An ALA-accredited MA in Library Science degree or its equivalent is required.
- A record of progressively responsible administrative experience in academic or other libraries, including budget management, strategic planning, negotiation, and patron services. Experience in all types of libraries will be considered equally.
- A record of developing or cultivating external fund sources for resource enrichment in a university or other non-profit setting.
- Excellent communication, interpersonal, and leadership skills and the ability to act as a strong advocate for libraries at the university, regional, state, and national levels.
- A collegial leadership style that encourages input from all levels within the libraries and promotes an organizational climate based on mutual respect, service, communication, and teamwork.
- Evidence of a strong commitment to promoting diversity and belonging within the workplace, particularly with regard to hiring.
- Experience and commitment in advancing the implementation of creative outreach programming and community engagement, linking cultural and creative activities to collections.
- A clear understanding and commitment to the libraries' role in promoting information literacy and student or learner success.
- A clear vision of the academic library as a vibrant center of research, teaching, and learning; demonstrated commitment to creating a dynamic and technologically innovative learner-centered library.
- Expert knowledge of the challenges and trends impacting academic libraries and universities and experience developing innovative and creative solutions to deal with them.
- An understanding of how current trends have impacted the publishing ecosystem.
- Commitment to ensuring the use of emerging technological advances to provide more efficient and effective access to information resources and to enhance library services.
- Commitment to fostering internal and external communications, marketing, and donor relations efforts.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search:

<https://www.imsearch.com/open-searches/florida-international-university/dean-libraries>

Electronic submission of materials is strongly encouraged.

Sean Farrell, Partner

Mia Carpinello, Senior Associate

Drew Chang, Search Coordinator

Isaacson, Miller

FIU is a member of the State University System of Florida and an Equal Opportunity, Equal Access Affirmative Action Employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, age, national origin, disability, or protected veteran status.

APPENDIX

UNIVERSITY LEADERSHIP

Dr. Kenneth A. Jessell, President

The Florida Board of Governors confirmed Dr. Jessell as the sixth president of Florida International University in November 2022. Before becoming interim president in January 2022, Dr. Jessell served as Senior Vice President for Finance and Administration and Chief Financial Officer at FIU from 2009-2022. Before FIU, Dr. Jessell was the Senior Vice President for Financial Affairs at Florida Atlantic University (FAU). During his 26-year career at FAU, Dr. Jessell served in several key leadership positions, including Interim University Provost, Interim Vice President for University Advancement and Executive Director of the FAU Foundation, Associate University Provost, and Associate Dean in the College of Business Administration.

Dr. Jessell is also a professor of finance at FIU's College of Business Administration. His teaching and research interests are in financial management and real estate finance and appraisal. He has published 16 articles and abstracts in academic journals, including *The Financial Review*, *Journal of Cash Management*, *The Appraisal Review*, *Housing Finance Review*, *Applied Economics*, and *Journal of Financial Education*. He has also presented several finance and real estate research papers at professional conferences and organizations, including the Oxford Roundtable in Oxford, England. Dr. Jessell received his PhD in Finance and MA in business administration from Florida State University. He holds a BA in Political Science from Florida State University.

Dr. Elizabeth M. Béjar, Provost, Executive Vice President, and Chief Operating Officer

In addition to serving as Provost, Executive Vice President, and Chief Operating Officer, Dr. Béjar concurrently serves as Senior Vice President for Academic & Student Affairs. She is a key member of the University's executive leadership team charged with defining, refining, and supporting the strategic direction for FIU and leading a transformative organizational change process to leverage student success across the broad enterprise of academic and student affairs. Much of her recent work is dedicated to mobilizing and working with teams of education professionals to research, pilot, develop and implement 21st-century student success initiatives. Her research includes contributions to an encyclopedia on women in higher education and as Principal Investigator for a funded grant studying minority-serving institutions-models of success and developing cyber-based apprenticeships in spearheading partnerships between industry and the academy. Dr. Béjar has been part of the fabric of FIU since 2003. She was the inaugural Vice Provost for Academic Planning and Accountability, building the office from the ground up. She previously served as Vice Provost and Vice President for Academic Affairs at FIU.

Dr. Béjar received her PhD in Higher Education Administration from Boston College, an MA in International and Intercultural Development Education from FIU, and a BA in Psychology and Elementary Education from the University of Miami.