



Search for the Director of Collins Memorial Library
University of Puget Sound
Tacoma, Washington

The University of Puget Sound (Puget Sound), one of the nation's leading liberal arts colleges and among a select few "Colleges that Change Lives," located in Tacoma, Washington, seeks a collaborative and visionary library professional to be its next Director of the Collins Memorial Library. With a distinguished President, an engaged and committed board of trustees, a dynamic and dedicated senior leadership team, including a new Provost, passionate students, and exceptional faculty and staff, Puget Sound has a strong momentum to achieve its ambitious 10-year strategic plan, Leadership for a Changing World, which challenges the University to be bold and forward-looking in the delivery of education and in meeting the needs of current and future generations of students. The Library Director will play a key role in guiding the future direction of the organization and defining the role the library plays in advancing institutional excellence, academic distinction, and student success at Puget Sound.

The University enrolls approximately 2,000 undergraduate and 300 graduate students on the 97-acre campus in Tacoma's residential North End. Some 240 distinguished faculty members offer courses in both traditional and distinctively interdisciplinary areas, in an undergraduate liberal arts curriculum and in several highly regarded graduate programs. As a leading liberal arts college, Puget Sound ranks #89 among National Liberal Arts Colleges according to U.S. News & World Report and is in the unique position of being the sole independent liberal arts college in Western Washington and one of five in the Pacific Northwest.

Over the years, the Collins Memorial Library has continuously and proactively adapted to changing student and faculty needs and expectations around the library as a source of information literacy and a place of community. Recent additions include a Makerspace that brings students and faculty together in new and creative ways; the addition of 24/7 chat reference; the integration of library instruction into first-year seminars; the transformation of research and reference services through a library liaison program; the development of a peer research advising program; the adaptation of Archives and Special Collections to support research projects; and new services like OCR for Canvas and interlibrary loan system. Collins Memorial Library is a proud and active contributing member of the Orbis Cascade Alliance, a library consortium of academic libraries serving 38 colleges and universities the Pacific Northwest of the United States that collaboratively shares resources and material in order to enhance the library experience for

students at all institutions. The library staff are committed to diversity, equity, and inclusion (DEI) in their efforts to create a welcoming environment for all users. The library also serves as a space for the greater Tacoma community to gather, as evidenced by the most recent “Dreams” exhibit showcasing 150 international artists.

The Library Director will provide vision, leadership, and management of library resources, services, and spaces to enhance the mission and strategic goals of Puget Sound. As a valued member of the Academic Affairs team, they will engage with and advance the educational values of Puget Sound and advance diversity, equity, and inclusion to foster an environment that is welcoming for all. The Library Director will report to the Provost of Puget Sound, Drew Kerkhoff, Ph.D. who joined Puget Sound in July 2023, and will work with a dedicated staff ready to champion the work of the library.

The Library Director will be expected to address the following key opportunities and challenges:

- Develop a compelling vision for the future of the library
- Foster a unified culture with transparency, support, and inclusion among library staff
- Advocate for and champion the work of the library
- Collaborate with campus partners to make academic support resources and services more visible and accessible to students

A list of the desired qualifications and characteristics of the Director of Collins Memorial Library can be found at the conclusion of this document, which was prepared by the Search Committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

ABOUT THE UNIVERSITY OF PUGET SOUND

Founded in 1888 in a vibrant port city in the dynamic Pacific Northwest, the University of Puget Sound is an independent, residential, and predominantly undergraduate leading liberal arts institution. The university has undergraduate schools of both music and business leadership with graduate programs in education and health sciences, including a new graduate program in Public Health. Puget Sound seeks to foster continual engagement and exploration in an inclusive and welcoming environment and takes a highly collaborative and experiential approach to teaching and learning, led by faculty members who challenge students to think critically and creatively and make connections across disciplines. A Puget Sound education, both academic and co-curricular, encourages a rich knowledge of self and others; an appreciation of commonality and difference; the full, open, and civil discussion of ideas; thoughtful moral discourse; and the integration of learning, preparing the university’s graduates to meet the highest tests of democratic citizenship. Such an education seeks to liberate each person’s fullest intellectual and human potential to assist in the unfolding of creative and useful lives. Shared governance, institutional engagement, and collaboration are key values at the University of Puget Sound.

Of the about 2,000 undergraduate students, seventy-four percent are from out of state with 46 states and territories and 8 countries represented on campus. Students can choose from more than 50 areas of traditional and interdisciplinary areas of study, with a student-faculty ratio of 11:1. At the heart of the academic experience is a core curriculum developed and revised by the faculty over many years with the most recent updates to the curriculum made during the current academic year with implementation to begin in Fall 2024.

The University of Puget Sound is guided by the 2018-28 strategic plan, Leadership for a Changing World, which offers five goals: advancing institutional excellence, academic distinction, and student success; enriching the learning environment through increased diversity, inclusion, and access; supporting and inspiring faculty and staff; enhancing engagement with the community, including promotion of environmental justice and sustainability; and pursuing entrepreneurial and other opportunities to full leverage and expand the University's assets.

To learn more about the University of Puget Sound, please visit: <https://www.pugetsound.edu/>

ABOUT COLLINS MEMORIAL LIBRARY

Built in 1954 and named after President Everell Collins, the Collins Memorial Library building provides experienced staff, academic support, and access to an abundance of physical and digital collections to members of the University of Puget Sound. The library is one of the nation's premier liberal arts college libraries and is recognized for the contributions made to the profession by library staff including publishing articles in peer-reviewed journals, presentations at local, regional, and national conferences, and serving on campus and national committees. The mission of the library is critical as it aims to provide excellent collections, high-quality service, engaging environments, and innovative instruction in support of the University's mission of teaching, learning, civic engagement, and diversity. Library services consist of library administration, archives and special collections, resource management services, and public services, which encompasses an active instruction program, research and reference services, and circulation and interlibrary loan.

Collins Memorial Library provides access to digital, physical, and unique collections that actively support the teaching, learning, and academic needs of Puget Sound. The library has developed a robust collection that is suitable for a liberal arts college, prioritizes the needs of the undergraduate and graduate curricula, and emphasizes diverse voices. The success of the library's collections is achieved through careful stewardship of physical space and financial resources. Participation in consortial arrangements, such as the Orbis Cascade Alliance, has extended the available resources.

Collins Memorial Library is housed under the Provost in Academic Affairs. The Library Director will be tasked with working closely with the Provost and other senior leaders across Academic Affairs to help advance the academic mission of the university and foster collaboration between these departments.

To learn more about Collins Memorial Library, visit: <https://library.pugetsound.edu/home>

CURRENT CONTEXT

In recent years, Collins Memorial Library has expanded its place as central to academic life by adding new services and seeking new ways to support the broader community. The library has provided access to scholarly resources with robust collections that total nearly 800,000 books, serials, and media in print and electronic format. The Library is also home to the Faculty Development Center and Technology Services, creating opportunities for collaboration and coordination. One of the services that has boosted users of the library is the Makerspace, which provides members of Puget Sound with the opportunity to make, create, collaborate, learn, and share by taking on hands-on projects involving no tools, hand tools, and high-tech tools. Additionally, the liaison librarian program connects the library to the classroom and supports each of the academic departments on campus with a designated librarian who serves as a contact for information about library programs, resources, and services. There are currently five liaison librarians that support the undergraduate and graduate programs.

Recognizing the need to continually adapt, the work of the library staff has been critical to meeting the needs of students and faculty of Puget Sound. Over the years the service of the library has expanded to include integrated library instruction into first-year seminars; research and reference services through a consultation model where students can make appointments with a subject liaison librarian and receive customized assistance with their projects; a peer advising program that offers research support to students in a supportive peer-led environment; and new instructional space led by Archives & Special Collections. Staff of the Collins Memorial Library are also deeply committed to building a diverse and inclusive library while actively supporting the University in advancing equity, diversity, inclusion, and reducing institutional bias and structural racism for all members of the Puget Sound community. Recent efforts to advance these efforts include an intense and multifaceted instructional program that incorporates DEI strategies; addressing bias regarding access to information; diversifying archives and special collections; providing staff development opportunities; and featuring collections that reflect DEI-related themes.

Along with the Puget Sound community, the library also engages with the broader Tacoma community through exhibits, sponsored lectures, music and theater performances, the Makerspaces and Book Arts Studio workshops, poetry readings, and more. “The Link” is the exhibition space that holds the library’s featured exhibits, including the annual Puget Sound Book Artists exhibition for the last eight years, with the most recent “Dreams” exhibit capturing the themes of hope and aspiration across borders, barriers, and binaries through the work of 51 artists from around the world.

ROLE OF THE DIRECTOR OF COLLINS MEMORIAL LIBRARY

Reporting to the Provost of Puget Sound and participating as a member of the Provost’s Academic Affairs Leadership Team, the Library Director will provide vision, leadership, and management of library services to enhance the mission and strategic goals of Puget Sound. As a visionary and strategic leader, the Library

Director will ensure the systems, resources, and functions of the library are adapted to the campus' evolving needs.

The Library Director leads a team of 16 staff and about 60 student-staff members and is responsible for managing an annual budget of approximately \$2.9M. Direct reporting staff include the Associate Director for Public Services, Associate Director for Resource Management Services, Administrative and Special Projects Coordinator, Graphics Specialist, and Archives and Special Collections Librarian.

KEY OPPORTUNITIES AND CHALLENGES FOR THE DIRECTOR OF COLLINS MEMORIAL LIBRARY

Develop a compelling vision for the future of the library

In concert with library staff, university faculty, Academic Affairs, and other key stakeholders, the Library Director will craft a unifying vision for the next chapter of the Collins Memorial Library. With a strategic plan in place and the university looking to advance institutional excellence, academic distinction, and student success, the Library Director will have the opportunity to chart a new direction for the library and help advance the academic success of the university. The vision must take into consideration the human and financial capital that the library has, while also being forward-thinking about where it should and can go. The Library Director will communicate the vision with clarity and enthusiasm; gain buy-in from university leadership, campus partners, and external stakeholders; and galvanize and motivate staff toward the vision.

Foster a unified culture with transparency, support, and inclusion among library staff

The Library Director will lead a talented and dedicated staff who are engaged in the mission of the library. Recognizing that staff turnover has taken place in previous years, the University has experienced budget cuts, and there are many new staff recently hired to support the library's engagement with the campus, the need to create an environment that supports teamwork through transparency, support, and inclusion is critical. The Library Director will also need to be aware of diversity, equity, and inclusion issues impacting staff and focus their attention on the retention of library staff, including providing staff with opportunities for professional development that allow them to develop in the profession. To be successful, the Library Director will focus on building the morale of staff by supporting, valuing, and trusting their work. The Library Director will be able to handle personnel issues that arise and avoid disruption of the flow of the team.

Advocate for and champion the work of the library

The Library Director will be a principal advocate for Collins Memorial Library to internal and external stakeholders of the university. They will play an essential role in presenting a strong case for further investment of resources into the library, including to the board of directors and donors. In particular, they will champion the library as essential to information literacy and teaching and learning and how librarians

and archivists collaborate with faculty to support research and student success. It also acts as a physical space with access to print collections, Makerspace, art exhibits, and study areas; a virtual space with online resources including open education resources; and outreach space to the local community. The Library Director will figure out how these spaces can work together and champion this work to the broader campus community. Recognizing the diversity of roles the library plays, they will also prioritize accessibility of the library across student identities and backgrounds to become a campus resource that is welcoming to all. They will also encourage stakeholders to take part in this work by funding resources to help sustain the library and make resources more accessible.

Collaborate with campus partners to make academic support resources and services more visible and accessible to students

As a representative of the academic affairs leadership team, the next Library Director will create connections between resources on campus that promote academic success. They will make sure that the library is seen as a resource for information literacy and that students are aware of the tools available to them, especially for students from underrepresented backgrounds. This will require collaboration with faculty, university staff, and library staff to understand what needs exist and where resources currently live so that the library can streamline these resources and make them more centralized. They will also find ways to encourage feedback from faculty and staff to maintain relevancy and use of the library, library services, and materials that the library offers. The Library Director will deepen existing key partnerships and encourage new ones to support the university's academic ecosystem and strengthen the library's role as the university's steward of information literacy.

QUALIFICATIONS AND CHARACTERISTICS

The Library Director will be an experienced leader and visionary who understands the evolving role of the library at a liberal arts institution. An MLS or MLIS from an ALA-Accredited institution is required.

In addition, the ideal candidate will possess many of the following professional and personal experiences and qualities:

- Successful record as an administrative leader with experience in strategic planning; fiscal management; and personnel management including staff and students.
- Familiarity with library services including collection development and management; library instruction and research services; operations; and physical facilities.
- A demonstrated commitment to diversity, equity, and inclusion; an understanding of its importance to the mission of the University and its continued success within the library.
- An expressed commitment to engaging with and advancing the mission of the liberal arts.
- A successful record of faculty engagement and evidence of innovation in support of curricular development, pedagogy, and scholarship across disciplines.

- Evidence of developing effective collaborations and relationships across campus constituencies, as well as with community partners and key stakeholders that expand beyond the campus community.
- A collaborative managerial style with an ability to prioritize, delegate, and motivate as well as support staff in ongoing professional development opportunities.
- Excellent communication, interpersonal, and leadership skills and the ability to act as a strong advocate for the library.
- Experience elevating and developing special collections within a library.
- Expert knowledge of the challenges and trends impacting academic libraries and universities with experience developing innovative and creative solutions to respond.
- A clear vision for the academic library as a vibrant center of teaching, learning, civic engagement, and diversity and demonstrated commitment to developing a dynamic and evolving student-centered library.

COMPENSATION AND LOCATION

The anticipated salary range for this position is \$125,000 to \$150,000 annually and is commensurate with related experience and qualifications. The University of Puget Sound offers excellent [benefits](#), including medical, dental, retirement, paid time off, and tuition benefits.

Tacoma is a community of approximately 200,000 residents and the political center of Pierce County, a county of 800,000 just 30 miles south of Seattle; 30 miles north of Olympia, the state capital; and with easy access to Seattle-Tacoma International Airport. It is situated on the shores of Commencement Bay, with the Olympic Mountains to the west, the Cascade Range to the east, and Mount Rainier visible from campus on clear days. The pedestrian-friendly city offers an ever-growing array of locally owned and created vintage boutiques; independent bookstores; museums; restaurants; and coffee shops that define the region, as well as the 760-acre Point Defiance Park, including a zoo, aquarium, hiking trails, marina, and ferry service to nearby Vashon Island. Tacoma is also alive with activity from students attending the University of Washington Tacoma, the University of Puget Sound, The Evergreen State College Tacoma campus, local trade and technical colleges, and nearby Pacific Lutheran University.

Located on 97 acres in Tacoma's residential North End neighborhood, the Puget Sound campus is among the University's most distinctive assets. The physical characteristics – its Tudor-Gothic architecture, open spaces, pathways, and landmarks – support a 24/7 living and learning environment. In the past decade, significant investment has been made in the physical infrastructure, including Commencement Hall, Wheelock Student Center, Athletics & Aquatics Center, and the Welcome Center. The Puget Sound area also offers internships, employment, and research opportunities unique to the geography of the region, and a thriving economy, including local businesses as well as Seattle-area corporations.

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/university-puget-sound/director-collins-memorial-library>. Electronic submission of materials is required.

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University of Puget Sound is an equal opportunity employer and is committed to recruiting, hiring, and retaining the most qualified persons based on job-related criteria. The University will not engage in or tolerate any discrimination or harassment in the workplace as prohibited by local, state, or federal law. More specifically, no applicant or staff member will be discriminated against or harassed on the basis of their sex, race, color, nation of origin, religion, creed, age, disability, marital or familial status, sexual orientation, sexual identity, veteran or military status, gender identity and expression, genetic information, socioeconomic class, the languages spoken, documentation status, political affiliation, or any other characteristic protected by applicable federal, state or local law.