



Search for the Executive Director

**University System of Maryland & Affiliated Institutions
College Park, Maryland**

THE SEARCH

The University System of Maryland & Affiliated Institutions (USMAI) invites applications and nominations for the role of Executive Director. USMAI is a consortium of 17 academic and specialized libraries that are housed within 15 institutions. The Office of the Executive Director for USMAI is located on the University of Maryland, College Park campus in the [McKeldin Library](#). USMAI is dedicated to sharing human and information resources to advance the research and learning of various constituencies that partner with its member libraries. The Consortium supports and explores resource sharing and enhancement of services to users through programs in cooperative collecting, access to electronic resources and physical collections, and enhanced interlibrary loan and document delivery. USMAI now seeks to appoint a leader who will help it discover and develop new approaches to resource sharing in the broadest sense, and work to position it and its members at the forefront of consortia enterprises.

In collaboration with the Council of Library Deans (CLD) and the Senior Vice Chancellor for Academic and Student Affairs, the Executive Director of USMAI will provide visionary and energetic leadership for the Consortium. Working with the CLD, the Executive Director is responsible for managing the programs and services of the Consortium, implementing strategic initiatives, and seeking new opportunities and funding sources to improve the services and performances of the member libraries. The next Executive Director will be at the forefront of trends in academic libraries and be able to bring new ideas to the Consortium.

Successful candidates will bring to the role a demonstrated command of trends in academic and digital libraries, information policy, and information technologies, personal skills to maintain effective relationships while building consensus with staff, constituents, and professional colleagues, knowledge of technology applications relevant to user-centered library services and excellent project management skills. They will also have a minimum of twelve years of relevant and progressively responsible experience working in either academic libraries, associations, related non-profit organizations, or similar organizations. Successful candidates will also demonstrate a record of progressively increasing administrative skills relevant to the requirements of the position, including ability in leadership, participative management, and sound fiscal oversight.

USMAI has retained Isaacson, Miller, a national executive search firm, to assist the search committee. All applications, inquiries, and nominations, which will remain confidential, should be directed to the search firm as indicated at the end of this document.

ABOUT THE UNIVERSITY SYSTEM OF MARYLAND & AFFILIATED INSTITUTIONS

Founded over thirty years ago, USMAI's purpose is to support effective access to library resources, provide and promote a range of services, leverage expertise, and maximize benefits to the individual libraries of the member institutions. The Consortium also shares a single, centrally managed online catalog system, and represents a diverse group of institutions, including [Bowie State University](#), [Coppin State University](#), [Frostburg State University](#), [Loyola Notre Dame Library](#), [Morgan State University](#), [Salisbury University](#), [St. Mary's College of Maryland](#), [Towson University](#), [University of Baltimore](#), [University of Baltimore Law Library](#), [University of Maryland Baltimore County \(UMBC\)](#), [University of Maryland Center for Environmental Science](#), [University of Maryland, College Park](#), [University of Maryland, Eastern Shore](#), [University of Maryland Global Campus](#), [University of Maryland Health Sciences and Human Services Library](#), and [University of Maryland Law Library](#).

USMAI member institutions reflect a full range of diversity that is typical in larger states and consortia in terms of institutional size, mission, educational programs, availability of library resources, rural and urban locations, and the faculty and staff populations they serve. Additionally, USMAI libraries collectively serve nearly 190,000 undergraduate and graduate students. The Consortium has expanded its offerings to include additional platforms and tools, no-cost borrowing and lending of physical collections among member institutions, a portfolio of group-licensed electronic information resources, and a shared staff development and training program.

In 2021, USMAI was the first consortium to join the [Center for Research Libraries Global Resources Network](#) (CRL). Under the new CRL consortium membership model, USMAI joined an essential effort to preserve and make important resources available to support top-tier research. One of the most critical issues facing research libraries is how they work together to address shared challenges and advance shared values. USMAI continues to look for meaningful ways their research libraries can leverage their collective impact. One way USMAI is accomplishing this objective is by recognizing that its collections and services are cultivated by specialists who work together to identify, preserve, and make available unique materials to populations in Maryland and around the world.

The Library Consortium and all its member libraries are migrating to a new Integrated Library System (ILS) to replace its previous system, Aleph. With great excitement, USMAI will introduce Ex Libris Alma / Primo VE in hopes of supporting the Consortium's entire suite of library operations-selection, acquisition, metadata management, digitization, and fulfillment - for the full spectrum of library materials, regardless of format or location. Ex Libris Alma is a secure, scalable end-to-end library software system (ILS) for managing the acquisition, sharing, cataloging, and use of all kinds of resources, including physical and

electronic books, physical and electronic periodicals, and digital resources (such as audio, image, and video files).

With a clear strength in resource-sharing, USMAI also helps to redefine the library's role in scholarly communication and in the process of scholarly research. The Consortium is committed to promoting and supporting Open Educational Resources (OER). These research materials are either available in the public domain or are under copyright. They have been released under an open license and permit the Consortium's members to access these coveted materials at zero-cost. Due to greater access to these resources, scholars may re-use, re-purpose, and redistribute the items without penalty. The further promotion of OER continues to support USMAI's strategic plan of providing services that increase access to proprietary materials.

STRATEGIC PLAN

The USMAI consortium is composed of the institutional libraries and its affiliates that are within the University System of Maryland. All member libraries of the Consortium share in and benefit from the services and resources provided to USMAI member libraries. In exchange for these services and other benefits, each member library commits to the financial, resource-sharing, and other cooperative activities of USMAI. And, also to the Consortium governance procedures specified in its [Bylaws](#).

While in compliance with its Bylaws, USMAI is guided by notable principles and strategic priorities. Adopted in 2020 by the Council of Library Directors (CLD), the Consortium developed the following [guiding principles](#) and [strategic priorities](#).

USMAI LEADERSHIP

Council of Library Directors

The Council of Library Directors (CLD) manages the business and affairs of the Consortium. It consists of the current or interim director of each member library plus the following ex officio, non-voting members: a representative of the Office of the Vice Chancellor for Academic and Student Affairs of the University System of Maryland; the current director of the library of the Universities at Shady Grove; the current director of the library of USM-Hagerstown; and the appointed USMAI Executive Director. The current members of the Council of Library Directors, as well as existing members of the Executive Committee, may be found [here](#).

Allison Wrynn

In 2022, Dr. Alison Wrynn was appointed senior vice chancellor for academic and student affairs. In this position she provides critical leadership and support to deliver on the USM's academic and student services mission, serving as a strategic resource to Chancellor Jay Perman and his executive team, USM presidents, academic and student affairs leaders, faculty, staff, and students to deliver innovative programs supporting the system's strategic plan, [Vision 2030: From Excellence to Preeminence](#).

As senior vice chancellor, Dr. Wrynn's responsibilities also include leadership and collaboration with the Maryland Higher Education Commission and the Maryland Association of Community Colleges, as well as direction for ARTSYS (the state's transfer-credits platform). Dr. Wrynn also serves as lead staff to the Board of Regents Committee on Education Policy and Student Life and supports other committees and workgroups. Additionally, she leads USM efforts in academic transformation, strengthening the P-20 pipeline, and affordability.

The Executive Director will serve at the pleasure of the Council of Library Directors and will also have reporting lines to the Senior Vice Chancellor for Academic and Student Affairs and to the Dean of Libraries at the University of Maryland, College Park.

ROLE OF THE EXECUTIVE DIRECTOR

The Executive Director of the USMAI Library Consortium will provide strategic vision and leadership in developing, implementing, and assessing consortial initiatives. They will work closely with the CLD and consortial staff to anticipate emerging trends in library services, library systems and technologies, scholarly communication, and collection development. The Executive Director will represent the USMAI Library Consortium at the System, state, and national levels and will be the consortial contact on collaborative projects with other libraries and consortia. The Executive Director will have a leading role in key initiatives, including the full enactment of the next-generation library system for the Consortium, full implementation of discovery tools, review and negotiation of consortial purchasing arrangements, exploration of new models for collection development, and other initiatives in keeping with USMAI's statement of purpose, guiding principles, and strategic priorities.

Leadership and Governance: The Executive Director works with the CLD to develop its vision, shape strategic planning, advance programs, address governance requirements, and provide necessary support for governance meetings, such as creating agendas, preparing documents, and writing minutes. Reporting to the Senior Vice Chancellor for Academic and Student Affairs through the CLD, the Executive Director works closely with the delegates of the Consortium's Executive Committee.

Administrative: The Executive Director leads an office staff of four full-time professionals. These individuals include the Consortial Digital Initiatives Librarian, the Shared Information Resources Manager, the Communications & Events Coordinator, and the Consortial Library Services & Operations Head. An additional six specialized staff also support these four leaders. In addition to leading this team, the Executive Director is responsible for the administration of finances and personnel records. The Executive Director works closely with USM Senior Administrators on budget planning, analysis, and management and works effectively with expert consultants when USMAI requires specific expertise on other initiatives.

Program: USMAI supports a variety of programs and activities. The Executive Director may implement CLD initiatives or actions according to the Council's direction. More often, committees or working groups consisting of staff from member libraries carry out programs and activities and are supported by the

Executive Director. The Executive Director works with CLD members to ensure appropriate staff are appointed to committees. The Executive Director develops charges for committees and works closely with CLD members to ensure that committee duties meet the directives of the CLD. The Executive Director has the responsibility to work closely with CLD to ensure that staff from member libraries have opportunities for involvement in the Consortium's work, that the committee is well guided so that the outcome of its work is valued by the CLD, and that the committee members receive recognition for their effort.

Communication: The Executive Director is responsible for communication within the CLD and about CLD events and activities outside of the Consortium. The Executive Director works with committees and the CLD to develop and shape USMAI communication. The Executive Director is responsible for ensuring that information on CLD or committee actions, meetings, and events is available through the secure USMAI web portal and that the USMAI office uses a variety of media platforms to promote Consortium activities and events.

The Executive Director represents USMAI at local, state, regional, and national events. The specific conferences or events attended annually may vary depending on USMAI's focus. In addition, the Executive Director maintains relationships with local, state, and regional consortium leaders in an ongoing effort to identify further opportunities for collaboration.

KEY OPPORTUNITIES AND CHALLENGES FOR THE EXECUTIVE DIRECTOR

One of the most critical issues facing research libraries is how they can work together to address shared challenges and advance shared values. By connecting member libraries into one consortium, research libraries can significantly leverage their influence in the communities they aim to serve. The new Executive Director will be tasked with continuing the excellent growth and development of the Consortium and sustaining its recent momentum. Some identified opportunities and challenges the new Executive Director will want to familiarize themselves with include:

Developing a shared vision for the Consortium

Working closely and proactively with the CLD, the new Executive Director will continue to promote a shared vision for the Consortium that supports the mission of the CLD and is responsive to the changing needs of its constituents. The current USMAI "guiding principles" and "strategic priorities" outline its priorities as adopting a range of shared services and expertise available throughout its member institutions. Building on this endeavor, the new Executive Director will lead the development of an inspiring long-range vision and mission for USMAI based on its members' expressed needs.

Bringing and developing new ideas with the USMAI membership

The Executive Director will bring new insights, best practices, innovation, and creativity to ensure that the Consortium offers the best possible services and support to its membership. In addition to bringing their own ideas, the Executive Director will also cultivate and shepherd ideas that rise up through the membership. For example, ideas that have been considered include the supervision of the new ILS, the recruiting and retention of member institutions, and thinking creatively about generating new revenue

streams that exist for a consortium largely supported by member fees. These are critical items the Executive Director will want to consider further.

Continue strengthening channels of communication

Effective communication and outreach strategies are crucial to the success of USMAI, including both clear communications with its members and the external community. The new Executive Director will effectively communicate the shared vision within USMAI and other relevant groups and facilitate increased communication among the member institutions. The Executive Director will also promote and enhance the reputation of USMAI as a leading library consortium for the 21st century. This includes oversight of USMAI's public relations, including the USMAI website, production of publicity materials; and presentations for various communities of interest.

Generate funding to increase USMAI's range of services

USMAI's operating budget is supported through its membership fees. USMAI is not recognized as a separate 501(c)(3) entity. So, the new Executive Director will want to think about ways USMAI may secure additional funds to enable the Consortium to develop special activities that enrich the programming and services available to its membership. In 2023, The University System of Maryland earned a planning grant from the [Institute of Museum and Library Services](#). The two-year grant in the National Leadership Grant category articulates the role of academic libraries and library consortia in increasing the relevance of open educational resources (OER) through OER localization.

In addition to this secured grant, the new Executive Director may want to continue identifying and seeking funding opportunities from corporate, private, and other sources as USMAI pursues the development of innovative projects or research initiatives capable of attracting grant support.

QUALIFICATIONS AND CHARACTERISTICS

The next Executive Director of USMAI will be an accomplished leader and administrator who will be able to work in an open and collaborative manner with the member institutions in advancing their goals and ambitions for the Consortium. Along with an in-depth understanding of academic libraries, the successful candidate will bring to the position the following required qualifications:

Education: A master's degree in Library or Information Sciences from a program accredited by the American Library Association, a graduate degree from a relevant discipline, or equivalent.

Experience: Twelve years of progressively responsible experience in positions in academic libraries, associations, related non-profit organizations, or similar organizations. Evidence of professional experience as a transformative and collaborative leader.

Knowledge, Skills, and Abilities:

- Knowledge of trends in higher education and how libraries fit in those trends.

- Excellent communication skills and the ability to manage relationships with staff at all levels in multiple institutions and organizations.
- Track record of innovation.
- Demonstrated commitment to equity, diversity, and inclusion.
- Ability to balance competing demands and priorities in a challenging and complex organizational environment.
- Strategic and analytical thinking skills with an ability to solve problems and make decisions.
- Leadership, coaching, and teambuilding skills to strengthen and cultivate relationships.
- Ability to lead, motivate and work effectively in a team environment and independently, and to work collaboratively with faculty and staff of the USMAI libraries.
- Flexibility in a changing technological environment.
- Evidence of sound financial, accounting, and budget management experience.
- Initiative, energy, enthusiasm, and commitment to supporting the mission of the USMAI Library Consortium.
- Evidence of enthusiasm, a sense of humor, creativity, and potential to succeed in a rapidly changing academic library environment, including an excellent collaborative and relationship-building track record.

Preferred qualifications include:

- Fundraising and grant writing experience.
- Project management experience.

COMPENSATION AND LOCATION

The estimated salary for this position is \$165,000 to \$180,000 per year. The USMAI Executive Director position will be located on the University of Maryland, College Park campus in the McKeldin Library.

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-system-maryland-and-affiliated-institutions/executive-director>. Electronic submission of materials is strongly encouraged.

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