



SEARCH FOR THE ASSOCIATE UNIVERSITY LIBRARIAN
RUTGERS UNIVERSITY-NEWARK
NEWARK, NEW JERSEY

THE SEARCH

Rutgers University seeks a service-minded and innovative leader to be the next Associate University Librarian (AUL) of the John Cotton Dana Library. This is a moment of significant change across the campus, with shifts in leadership and the final elements of a new vision of the Rutgers University Libraries falling into place. The Rutgers-Newark AUL will be a critical leadership placement for the Libraries. Reporting to the Associate Vice President for Campus Libraries, the next AUL will be tasked with working effectively in a centralized system while serving as a leader on the Rutgers-Newark campus. They will be responsible for 9 tenured, tenure-track faculty, and non-tenure track faculty, and 11 professional staff in a unionized environment. The AUL will work to build connections within the libraries, across campus, and throughout the institution. They must have a record of scholarship and service, which qualifies them to be immediately tenurable as they will oversee the tenure and promotion process for Library faculty. Under the vision of “One Rutgers” and “One Library,” the AUL will serve as a strategic leader within the unified Rutgers Library as well as on the Rutgers-Newark campus to grow and position their team to best serve the many varied stakeholders while leveraging efficiencies across the Rutgers University Libraries system.

As part of one of the most diverse universities in the country, the next AUL will support and enhance Rutgers-Newark’s commitment to diversity, equity, inclusion, social justice, and accessibility. They must have a personal commitment to those values and live them out through their work. The AUL will exemplify their commitment to inclusion by recruiting and retaining diverse and excellent faculty and staff, seeking out collections that represent the multi-faceted student body and cultures around the world, as well as ensuring that the materials and services are accessible to not only the Rutgers community but the Newark community as well. The connection between Rutgers-Newark and the Newark community is strong and enduring, and the next AUL will serve as a touchpoint for those in the community who utilize the library’s services. The AUL will embrace community members and celebrate the city of Newark as an integral partner of the John Cotton Dana Library.

Isaacson, Miller, the national executive search firm, has been retained to assist the search committee and Rutgers University-Newark in this recruitment. As indicated at the end of this document, confidential applications, inquiries, and nominations should be directed to the search firm.

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

[Rutgers University](#) has a distinguished history of service and ambition in the state of New Jersey and beyond. Chartered in 1766 as the nation's 8th institution of higher education, it became New Jersey's land-grant college after the Morrill Act of 1862. In the 1920s, Rutgers assumed university status; in 1945 and 1956, state legislative acts designated Rutgers as the State University of New Jersey.

Rutgers is a research powerhouse, the top public institution, and the flagship university of the state. It is an institution dedicated to the highest standards of teaching, groundbreaking research, and providing services, solutions, and clinical care that help individuals and their local, national, and global communities. A dynamic intellectual environment, the University has more than 10,000 faculty and 17,450 staff members serving approximately 67,000 undergraduate and graduate students. The institution offers over 150 undergraduate majors and more than 400 graduate programs.

RUTGERS-NEWARK

[Rutgers-Newark](#) is among the most diverse universities in the country and is the number one ranked Hispanic-serving institution in New Jersey. Originally founded in 1908 as the New Jersey Law School, it officially merged with Rutgers University in 1946. It has grown to include over 13,000 undergraduate and graduate students spread between six schools and colleges.

The Rutgers-Newark campus is in a vibrant urban hub, with a plethora of cultural and food events and venues to suit every taste. Newark is New Jersey's largest city and sits just across the river from New York City. With an international airport and several rail options, it's easy to commute to and from, as well as to travel throughout the East Coast and beyond. It's a diverse city with so much to offer. Learn more [here](#).

RUTGERS UNIVERSITY LIBRARIES

Rutgers University Libraries support and enrich the instructional, research, and public service missions of Rutgers, The State University of New Jersey, through the stewardship of scholarly information and the delivery of information services. With over five million volumes and thousands of digital resources located in more than 20 libraries, centers, and reading rooms in New Brunswick, Newark, and Camden, Rutgers University Libraries rank among the nation's top research libraries. Rutgers also greatly benefits from its status as part of the Big Ten Academic Alliance.

The Rutgers University Libraries (RUL) are distinguished by an emphasis on the public good, excellence in service, and a forward-looking, collaborative academic spirit. RUL is known for expert and comprehensive service, focusing on empowering student success, building accessible collections, reimagining library spaces, supporting research excellence, and forging strategic relationships. RUL was one of the first

organizations to have an Open Access Resolution passed by the University Senate, and it played an early leadership role in the Coalition of Open Access Policy Institutions (COAPI).

As an academic unit, RUL is deeply integrated into the campus community. Most librarians are tenured or tenure-track faculty who work closely with faculty in other academic units and can be affiliate members of academic departments. RUL personnel play a key role in student success initiatives. Librarians teach and lead sessions for students as part of their academic programs or as independent offerings, support and serve as experts for open access initiatives such as the Open and Affordable Textbook Program, and partner with faculty on various research endeavors. Health Science librarians provide expertise not just in the academic setting but in practice as well, participating in medical rounds and sitting in Morning Reports. RUL partners with the School of Communication and Information, which houses one of the nation's top-ranked master's programs in Library and Information Science (LIS). As part of that relationship, RUL faculty sometimes teach or present in the academic program, and LIS faculty regularly sit on review committees for library faculty reappointments and promotions.

Rutgers University Libraries personnel are organized in several collective bargaining units. Faculty (librarians) are represented by Rutgers AAUP–AFT. RUL staff are represented by multiple unions, including URA-AFT, AFSCME Local 1761, HPAE 5094, Teamsters 97, and CWA 1031.

RUL operates with a projected FY24 budget of \$48 million; its collections budget is over \$15 million. As of April 2023, RUL's endowment was valued at \$19.3 million. The collections, particularly in jazz history and New Jerseyana, are outstanding. The Libraries' holdings include more than 4.8 million volumes. RUL uses Alma and OCLC as its primary bibliographic utilities.

RUL is a member of several organizations and cooperative entities, including the Association of Research Libraries, the Big Ten Academic Alliance, the Center for Research Libraries, the Coalition for Networked Information, the Coalition of Open Access Policy Institutions, LYRASIS, New Jersey Library Association, NorthEast Research Libraries (NERL), the Partnership for Academic Library Collaboration and Innovation, the Scholarly Publishing and Academic Resources Coalition, Association of Academic Health Sciences Libraries (AAHSL), and the Virtual Academic Library Environment of New Jersey.

THE JOHN COTTON DANA LIBRARY AT RUTGERS UNIVERSITY-NEWARK

The John Cotton Dana Library, named after former Newark Public Library director John Cotton Dana, opened in 1966 and is the main library at Rutgers University–Newark. It supports all the institution's undergraduate and graduate programs except law. Dana Library houses Rutgers University Libraries' research collections in business, nursing, and neuroscience and contains over 600,000 volumes, 600,000 pieces of microform, and 15,000 audiovisual items.

An intellectual hub of the university and locus of student activity, the library hosts Rutgers–Newark’s largest computer lab and conducts a popular workshop series for graduate students. It is also home to the P3 Collaboratory for Pedagogy, Professional Development, and Publicly Engaged Scholarship, a comprehensive faculty development center. It houses the Institute of Jazz Studies, the world’s foremost jazz archive and research facility, and has been a federal depository since its opening. For more information, visit <http://libraries.rutgers.edu/dana>

The [Institute of Jazz Studies](#) (IJS), located within the John Cotton Dana Library, Rutgers University–Newark, was founded in 1952 and is now the largest and most comprehensive library and archives of jazz and jazz-related materials in the world. Its collections include more than 200,000 recordings and 6,000 books, the musical instruments of jazz greats such as Lester Young and Miles Davis, and the archives of Benny Carter, Mary Lou Williams, Marshal Stearns, Abbey Lincoln, and other jazz musicians and scholars. The IJS sponsors several public programs, including exhibitions, concerts, and the Jazz Research Roundtable series. In 2013, the IJS was designated a Literary Landmark in the National Registry of the Library of Congress.

LIBRARY LEADERSHIP

In July 2022, Dr. Consuella Askew was named Vice President for University Libraries and University Librarian. An accomplished administrator, librarian, and scholar, Dr. Askew was previously Associate University Librarian at Rutgers University-Newark. An active contributor to the academic library profession, Askew is a member of the editorial board for the award-winning academic journal *portal: Libraries and the Academy*, and executive committee member for the Virtual Academic Library Environment (VALE) of New Jersey organization. She is a past chair of the Library Leadership and Management Association (now known as CORE) Assessment Community of Practice section.

Dr. Askew has engaged the RUL community in extensive discussions about RUL's organizational structure. An Associate University Librarian (AUL) oversees the libraries of each chancellor-led unit; these libraries have specific strategic aims, cultures, and norms. Meanwhile, overarching library functions such as administrative and information technology services and scholarly communications are the purview of the central administration.

Ms. Caroline Muglia was named Associate Vice President for Campus Libraries in January 2024. She has experience in higher education, government, and corporate library environments. Her role serves as the deputy chief administrator for RUL, reporting directly to the vice president of university libraries and university librarian. Ms. Muglia works to foster collaboration across each of the chancellor-led units and works closely with senior leadership to ensure that the needs of the campus libraries are met.

This organizational structure has supported the development of library activities that provide each of the campuses with robust, highly tailored services and solutions. At the same time, the current organizational

structure has tended to encourage the creation of silos and to present obstacles that hamper communication, cross-campus experimentation, the making and implementation of complex decisions, and institutional cohesion. This Associate University Librarian role will be critical in breaking down those silos and encouraging a culture of collaboration and integration across the organization.

ROLE OF THE ASSOCIATE UNIVERSITY LIBRARIAN

Reporting to the Associate Vice President for Campus Libraries, the Associate University Librarian (AUL) is responsible for the leadership and administration of the John Cotton Dana Library at Rutgers University-Newark. The AUL also served on the academic leadership team of the Rutgers-Newark campus. The AUL oversees the tenure and promotion process for library faculty. As such, the AUL will have a record of scholarship and service commensurate with being tenurable upon hire. The AUL will have strong supervision and management skills to manage a service-centered team. The AUL will have a deep appreciation for collections, which are at the heart of the Dana Library, with the Institute of Jazz Studies (IJS) representing a jewel of the campus with its unique archival and special collections. The IJS is housed within the Dana Library, with a dotted line to the AUL. To that end, collaboration will be a critical skill for the next AUL in order to build bridges within the Rutgers University Libraries, as well as across campus. This is a moment of significant change within the Libraries, at Rutgers Newark, and Rutgers University broadly. The next AUL must be adept at change management and have a strong desire to build and grow the Dana Library while remaining connected to the Newark community.

KEY OPPORTUNITIES AND CHALLENGES FOR THE ASSOCIATE UNIVERSITY LIBRARIAN

The Associate University Librarian role is an outstanding opportunity for a leader who is prepared to employ strategic thinking and collaboration to build a service-minded organization within a strong library system.

The AUL will address the following opportunities and challenges:

Work Effectively Within a Centralized University System While Serving as a Leader on the Rutgers-Newark Campus

The AUL will work within the unified Rutgers University Libraries system to leverage the resources of the broader Libraries for the benefit of Rutgers- Newark faculty and students.” The AUL will need to build connections across the Libraries by engaging effectively with the campus leadership teams, deans in various colleges, and departmental leaders. Leveraging campus partners to tackle considerable, emerging challenges around open education resources, digital scholarship, research data management, and digital preservation is essential. This includes engaging with the research community on the fundamental transformations developing in scholarly communications in the academy and engaging with faculty,

academic administrators, and assessment experts to align the Libraries' instructional programs with the key objectives of schools and departments.

At the same time, this leader will serve as a leader on the Rutgers-Newark Campus leadership team and champion the Dana Library and its distinctive needs. The AUL will continue building a strong link with the Institute of Jazz Studies to advocate for this campus jewel, its staff, and its faculty. A critical task of the next AUL will be building the team of the Dana Library by leveraging resources and harnessing institutional efficiencies to enable faculty, staff, and students to interface effectively with and benefit from the resources of the broader Rutgers University Libraries system.

Support and Enhance Rutgers-Newark's Commitment to Diversity, Equity, Inclusion, Social Justice, and Accessibility

Diversity, Equity, and Inclusion is a key priority for the Rutgers University Libraries. RU-N is one of the most diverse campuses in the country and is proud of its status as a leading Hispanic Serving Institution (HSI) and Asian American and Native American Pacific Islander Serving Institutions (AANAPISI). RUL has made significant progress in promoting and advancing diversity, equity, inclusion, and accessibility within RUL and across campus, and the Associate University Librarian will be invested and highly involved in achieving success in continued efforts. As a thought leader with a proven track record of actively advancing access and inclusion, the AUL will work in collaboration with faculty, staff, students, administration, and relevant committees to foster education, awareness, advocacy, and actions promoting a more diverse, equitable, and inclusive teaching and learning environment and resource allocation to advance RUL's mission further. The next AUL will prioritize the accessibility of library resources to provide Rutgers-Newark students and community members with equitable opportunities to succeed and innovate on campus and virtually.

Be an Engaged Community Partner in the City of Newark

Rutgers University-Newark is an anchor institution in New Jersey's largest city. The campus lives by the motto "in and of Newark" and exemplifies that through its enduring commitment to deeply collaborative civic service, partnering with other anchors in the community on long-term projects and connections. The John Cotton Dana Library is an extension of this more than a century old commitment. The AUL will celebrate the Library's connection to Newark and strive to be a community-serving hub on the campus. This includes welcoming community members to utilize the Library's services and materials and creating systems to ensure accessibility to all. The AUL will connect with community partners and other anchor institutions to provide education, programming, and outreach showcasing the Library's commitment to the Newark community.

Develop, Lead, and Inspire a Strong, Service-oriented Faculty and Staff

Rutgers has strategically looked at how to leverage resources across the broader library system and make more resources available in a non-place-specific way so they are accessible to all faculty, students, and staff. This has sometimes caused a dynamic where the librarians are stretched and asked to do more. A critical task of the next AUL will be to build not only the staff team, but the morale of the current staff as well. The AUL must work effectively in a unionized environment where many have been in long-standing service to the institution. Previous union experience isn't required, but it would be helpful in this context. The AUL will need to be attuned to the faculty and staff's professional development and define programs to retain the experts in the Library. The AUL will lead tenured and tenure-track library faculty, including overseeing the tenure and promotion process.

QUALIFICATIONS AND CHARACTERISTICS

Successful candidates will also possess most, if not all, the following characteristics and credentials:

- Master of Library Science or an equivalent degree from an ALA-accredited institution and a record of accomplishment befitting tenure at Rutgers-Newark.
- A clear understanding of the challenges facing higher education and research university libraries in the digital age during this time of complex and extended transition and the ability to engage campus, regional, and national groups in meaningful discussions of these issues.
- Inspired direction and leadership toward achieving a major research library's central mission of delivering high-quality content and responsive services supporting world-class research, teaching, and learning.
- An ability to develop and maintain collaborative partnerships across the institution through effective communication and leadership.
- Experience with strategic planning, assessment, and policy development to enhance library services and the entrepreneurial spirit and strategic mindset to stimulate growth.
- A demonstrated commitment to shared governance, transparency in management, and data-informed decision-making.
- Demonstrated evidence of success in creating and working well within a diverse and inclusive environment coupled with a deep commitment to social justice and anti-racism.
- An advanced understanding of digital technology trends and their impact on information management infrastructure and the Libraries' ability to provide collections and services.
- A successful history of staff recruitment, development, retention, and team building coupled with a proven ability to lead and inspire a talented professional faculty and staff.
- A record of collegiality and accomplishment in collaborative activity.

- Awareness of trends and practices in teaching and scholarly research, including open access, open educational resources, and scholarly publishing reform.
- Proven operational leadership in a complex organizational setting, including the effective management of fiscal, human, and physical resources.
- The ability to view issues from an institution-wide perspective, foster teamwork across departments and divisions, and stimulate cross-functional collaboration within the Libraries.
- A user service mentality, including creating processes to understand and communicate with faculty and staff regarding the user experience.
- The ability to write and communicate effectively to a variety of audiences.
- Unquestioned integrity and ethics.
- Experience at a Research Extensive University Library is preferred.
- Experience with special collections is preferred.

APPLICATIONS, INQUIRIES, AND NOMINATIONS

Rutgers University has retained Isaacson, Miller, a national executive search firm, to assist in this recruitment. The review of candidates will begin immediately and continue until the position is filled. Nominations, inquiries, and applications, including a CV and letter of interest, should be submitted via the [Isaacson, Miller website search page](#). *Electronic submission of materials is strongly encouraged.*

Sean Farrell (he/him), Partner
Melissa DePretto Behan (she/her), Senior Associate
Drew Chang (she/her), Search Coordinator
Isaacson, Miller

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