

**Associate Dean for Digital Strategies**

**University Libraries**

**University of Miami**

**Coral Gables, FL**

**THE SEARCH**

The University of Miami Libraries (UML) seeks an Associate Dean to bring vision and innovation to their newly restructured leadership team. The new Associate Dean will joinan exceptional team of three other associate deans, supporting the Dean of Libraries, Chuck Eckman. These four individuals will shape and promote the mission of collaboration and develop new programs, structure, and tradition for the University of Miami Libraries.

Reporting to the Dean and University Librarian, the Associate Dean for Digital Strategies will provide strategic leadership and direction for the UML digital infrastructure and technology planning. S/he will also provide University-wide leadership and serve as the primary spokesperson for the libraries’ digital strategy and services to the UM community, will oversee the Libraries digital production program and infrastructure development for all of the Libraries content management systems and repositories, provide leadership within the Libraries on the creation and curation of digital objects for learning and research, and ensure a robust technical infrastructure to support a wide range of digital scholarship and scholarly publishing.

Required qualifications for this role include: a Master’s degree in library and information science, computer science, or a closely related field, a minimum of five years’ experience working in academic research libraries, demonstrated knowledge of current trends and issues in the application of technology to libraries and higher education, substantive knowledge of digital assets and the technical infrastructure required for their life-cycle management, including metadata requirements, migration strategies, best practices in digital preservation, and relevant national and international standards; substantive knowledge of library systems, digital libraries, and digital repositories and a familiarity with modern software development methodologies and technologies

The University of Miami has retained Isaacson, Miller, a national executive search firm, to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

**THE UNIVERSITY**

The University of Miami is one of the great success stories of American private higher education. The University was founded in 1925 by a group of citizens who believed that an institution of higher learning was needed for the development of their young and the growing community in South Florida. A year later the area was devastated by a hurricane, and before it could recover the nation was plunged into the Great Depression and then World War II. The University survived primarily due to the vision and persistence of its first president, Dr. Bowman F. Ashe (1926-52) who, after leading the institution through the War, oversaw the University’s first period of explosive growth and expansion immediately following World War II.

Today the University of Miami ([www.miami.edu](http://www.miami.edu)) is one of the nation’s leading research universities in a community of extraordinary diversity and international vitality. The University is a privately supported, non-sectarian institution located in Coral Gables, Florida, on a 260-acre subtropical campus with operations at four additional campus locations throughout the greater Miami region. The University comprises eleven degree granting schools and colleges, including Architecture, Arts and Sciences, Business Administration, Communication, Education, Engineering, Law, Medicine, Music, Nursing, and Marine and Atmospheric Science. Over 13,000 full- and part-time faculty and staff provide a comprehensive and robust educational experience to over 16,000 undergraduate and graduate students from around the world through the University. Over the past 15 years, the University of Miami has climbed the *U.S. News & World Report’*s prestigious “Best Colleges” rankings. Currently, at 47th, it is the highest ranked school in Florida. *U.S. News* also cited several of its programs in “America’s Best Graduate Schools.” The university operates with an annual budget of approximately $2.7 billion and reports approximately $360 million annually in external research funding.

In 2001, Donna E. Shalala became the fifth President of the University of Miami, continuing the tradition of long tenured and highly successful presidents. President Shalala previously served as the Secretary of Health and Human Services in the Clinton Administration (1993-2001); Chancellor of the University of Wisconsin, Madison; and President of Hunter College of The City University of New York.

Early in her tenure at Miami, President Shalala launched the Momentum Campaign. Officially kicked-off in 2003, the Campaign aimed to raise $1 billion by 2007. The Campaign reached its goal by 2006 and closed in 2007 with a total of $1.4 billion secured. A second campaign, Momentum2 is now underway with a goal of $1.6 billion and by fiscal year-end 2013; more than $1 billion had been committed to the campaign. The $1 billion raised to date is from over 100,000 donors, of which 124 have given $1 million or more.

For more information about the University of Miami, please visit [www.maimi.edu](http://www.maimi.edu).

**THE LIBRARIES**

The University of Miami Libraries ([www.library.miami.edu](file:///C%3A%5CUsers%5Cceckman%5CAppData%5CLocal%5CMicrosoft%5CWindows%5CTemporary%20Internet%20Files%5CContent.IE5%5CBG1QFH4F%5Cwww.library.miami.edu)) rank among the top fifty research libraries in North America, drawing scholars from around the world through its important print collection of 3.5 million volumes, rare and unique special collections, state-of-the-art digitization and preservation facilities, and a staff of experienced professionals. The Otto G. Richter Library lies in the heart of the Coral Gables campus and serves as the central interdisciplinary library for the University. The University of Miami Libraries also include the Paul Buisson Architecture Library, the Judi Prokop Newman Business Information Resource Center, the Rosenstiel School of Marine and Atmospheric Science Library, and the Marta & Austin Weeks Music Library. The campus also has independent medical and law libraries. The Libraries have a staff of 38 Librarians and 88 support staff and are a member of ARL, ASERL, CLIR, CNI, CRL, DLF, IFLA, NERL, OCLC Research Library Partnership, DPN, APTrust, HathiTrust, and Lyrasis. For more on strategic partnerships see: <http://library.miami.edu/strategic-partners/>

In 2002, the University of Miami and the University of Florida signed a Memorandum of Understanding to create the Collaborative Academic Library Collection (CALC), a shared collection in an off-campus repository located in Gainesville for long-term preservation and retention of low use or duplicate library materials. In addition, the University of Miami has joined with other public and private academic libraries in Florida to create an expanded facility to provide for a state-wide collection of low-use print materials, the Florida Academic Repository (FLARE). UM’s Libraries also currently have off-site storage in Miami Lakes.

Among the Richter Library’s departments are:

**Special Collections.** The UM Special Collections division is growing in visibility and is experiencing a dramatic increase in the variety and depth of its holdings. In addition to working with the University community, the Division fosters important collaborations with scholars, artists, scientists, and researchers. Over the years, Special Collections has grown into one of Florida’s largest repositories for archival and rare book collections, with a particular focus on documenting the cultural and political history of south Florida.

**The Cuban Heritage Collection (CHC)** is a jewel in the University’s crown. It is the largest collection of Cuban materials outside of the Island, and it serves as a documentation center for the Cuban exile experience. It collects, preserves, and provides access to primary and secondary sources of enduring historical, research, and artifactual value which relate to Cuba and the Cuban diaspora from colonial times to the present. Today, the Collection hosts researchers from around the world who are interested in Cuban history, the Cuban experience outside the island, and the impact of Cuban Americans in South Florida and beyond.

**The University Archives** holds organizational records, photographs, clippings, scrapbooks, and other materials of the academic and administrative units. These include the University of Miami Historical Photograph Collection, official records from the Office of the President, administrative offices, other schools and departments, and audio and video materials on historical events affecting the University. During the past three years, the University Archives has aggressively digitized over 450,000 photographs and Presidential records to promote preservation and access. Other recent activities include the digitization of the University’s historical architectural plans and UM student newspaper, the Hurricane.

**The University of Miami Digital Collections** provide online access to primary source materials to support teaching, learning, and research at the University and worldwide. The Digital Collections feature unique items from the University of Miami Libraries, including the Cuban Heritage Collection, Special Collections, and the University Archives, as well as distinctive collections developed in collaboration with non-library partners.

Digital resources include correspondence, manuscripts, books, periodicals, scrapbooks, photographic images, slides, maps, prints, posters, audio, video, and oral histories. Currently the site contains over 70 collections.

**The Scholarly Repository.** In 2010, the Libraries launched the University of Miami Scholarly Repository, using the bepress DigitalCommons platform. In addition to making papers and articles available, the Repository hosts student theses and dissertations. Last year, there were over 250,000 downloads worldwide from the Repository. In the area of e-publishing, the Libraries currently support the [Anthurium](http://scholarlyrepository.miami.edu/anthurium/) journal and are working with academic departments to develop two additional journal publications. The Repository is a digital initiative of the Otto G. Richter Library, Rosenstiel School of Marine and Atmospheric Science Library, Louis Calder Memorial Library at the Miller School of Medicine, the Marta and Austin Weeks Music Library, the Paul Buisson Reference Library (Architecture), and the Judi Prokop Newman Information Resources Center (Business).

**Academic Computing.** Over the past year, since the arrival of a new Chief Academic Technology Officer, the Libraries have collaborated closely on academic technology services for the University. The Libraries are positioned as a major service portal for academic computing to support online education and to help advance teaching in a high-tech environment. The Libraries are working with IT and the Medical and Law libraries to implement a unified UM library resources discovery environment. In addition, the Libraries have partnered with IT to identify and execute a Shared Video Solution for the University.

**The Libraries’ Education and Outreach** librariansare embedded in curricula across the University and have teaching roles in the classroom and in the Library’s learning spaces. The librarians are highly involved in the university community as members of the University Curriculum Community. The Libraries are co-sponsors of the University’s Faculty Learning Communities (FLC) which are designed to advance faculty's integration of Information, Communication, and Technology (ICT) Literacy into the curriculum as part of the University's Quality Enhancement Project (QEP) for SACS (our accreditation agency). The Librarians have played an influential role in the development of the FLC program.

The Libraries have inaugurated a Preservation Program and built a state of the art conservation lab which supports the exhibition program and the special collections. This preservation capability is unique in the region. In the four years since the Program’s launch, the Lab has been essential in preparing materials for digitization, exhibitions, and teaching.

The Library is heavily used by students, and not only in peak periods. The Richter Library has an Information Commons area with sophisticated learning software and access to online library resources. The Commons are also home to Digital Media Services (DMS) which offers expert support for a variety of digital media projects, including web development, image creation/editing and audio/video editing. The Library hosts sessions for student consultation with the University’s Writing Center and through its own Education and Outreach programs offers orientation, course-related instruction, and workshops.

The Dean of the College of Arts and Sciences and the University Librarian have joined in strategic planning to create a digital humanities program and to house the University’s Center for the Humanities in the Richter Library in order to promote cooperative programing in support of the arts and humanities. Together, the College and the Library have created a position of Associate Dean for Digital Library Creativity to advance the development of digital humanities tools and software. The Associate Dean is the PI on a Mellon Foundation grant to develop enhanced software for the College/Library sponsored Cuban Theater Digital Archive. As part of an overall plan to build and enhance the University of Miami virtual library, the goal is to align the Libraries’ e-scholarship activities with the objectives of the College.

The Libraries have been well-supported. Total expenditures in FY13 were $19.5 million and materials expenditures were $9.2 million. Library expenditures on salaries were $6.9 million.

**CHALLENGES AND OPPORTUNITIES**

In December 2012 Charles Eckman became the Dean and University Librarian for the University of Miami. He has begun an exciting restructuring of his administrative team, creating four Associate Dean positions. Joining the Associate Dean for Information Systems Management and Access and the Associate Dean for Collection Strategies and Scholarly Communication will be two new positions, the Associate Dean for Digital Strategies and the Associate Dean for Learning and Research.

Reporting to the Dean and University Librarian, the Associate Dean for Digital Strategies will provide strategic leadership and direction for the UML digital infrastructure and technology planning. S/he will also provide University-wide leadership and serve as the primary spokesperson for the libraries’ digital strategy and services to the UM community, will oversee the Libraries’ digital production program and infrastructure development for all of the Libraries’ digital content management systems and repositories, provide leadership within the Libraries on the creation and curation of digital objects for research and learning, and ensure a robust technical infrastructure to support a wide range of digital scholarship and scholarly publishing.

The specific challenges and opportunities for the Associate Dean for Digital Strategies will include:

**Help develop a strong leadership team within the University of Miami Libraries**

The AD for Digital Strategies will be joining the UM Libraries at an opportune time in their development. As part of the new administrative team, the AD will participate in planning and strategy development for the Libraries and manage the Digital Strategies division. Along with the other three ADs, the AD for Digital Strategies will develop a strong, high-functioning team that will work well together and communicate effectively with each other and the Dean of Libraries.

**Provide strategic leadership and direction for UML’s Digital Strategies**

The AD will lead digital efforts across the UML, taking a big picture view across the Libraries, pulling together existing initiatives and developing a strategy and framework for new endeavors. The AD will be the primary spokesperson for the Libraries’ digital strategy and services to the UM community**.** The AD will also be the link to the University’s IT services on campus on all digital endeavors and will ensure alignment of UM Libraries digital infrastructure with the University’s IT services. The AD will also develop grant and fund-raising opportunities as appropriate for the Libraries. S/he will work closely with the Associate Deans for Information Management and Digital Library Innovation to develop and manage a rational and flexible distribution of programming skills and support across the Libraries’ array of technology-based programs.

**Put together a strong Digital Strategies team**

The AD will begin with a core team and will have the opportunity to hire three to four new positions supporting a data curation and digital scholarship program, including a GIS Librarian and a Digital Humanities Librarian. S/he will lead and manage the team, developing them professionally and coordinate their coming together as a well-functioning unit.

**Oversee the Libraries’ digital production program**

The AD will ensure integration of the program and projects across the Libraries and oversee infrastructure development for all of the Libraries’ content management systems The AD will also provide leadership within the Libraries on the creation and curation of digital objects for research in all formats. The AD will work with asset owners (including Special Collections, University Archives, and Cuban Heritage Collection) as well as the Digital Collections Strategies Committee to ensure understanding of curation requirements and digitization prioritization processes and will work closely with Libraries stakeholders and partners, including the Associate Deans for Digital Library Innovation and Research and Learning Services in expanding the Libraries’ capacity to support innovative digital scholarship. S/he will develop a broad array of domain expertise within the Libraries’ staff supporting the application of new technologies and approaches to digital library content. This individual will also actively participate in related national and international organizations to keep abreast of current activities, identify best practices, and to promote and represent the Libraries.

**QUALIFICATIONS AND EXPERIENCES**

The following qualifications are required for the next Associate Dean for Digital Strategies:

* Master’s degree in library and information science, computer science, or a closely related field.
* Minimum of five years’ experience working in academic research libraries.
* Demonstrated knowledge of current trends and issues in the application of technology to libraries and higher education.
* Substantive knowledge of digital assets and the technical infrastructure required for their life-cycle management, including metadata requirements, migration strategies, best practices in digital preservation, and relevant national and international standards.
* Substantive knowledge of library systems, digital libraries, and digital repositories.
* Familiarity with modern software development methodologies and technologies.
* Strong knowledge of community-based and commercial data curation strategies.
* Experience in planning for the delivery of information resources in a diverse computing environment.
* Demonstrated project management and organizational skills, including flexibility in meeting objectives, and implementing creative solutions.
* Ability to effectively supervise, evaluate motivate, and mentor staff.
* Demonstrated effective fiscal management.
* A strong commitment to diversity and inclusion in supporting a diverse workforce and serving the needs of a diverse population.
* Excellent interpersonal, written, and oral communication skills.
* Demonstrated ability to work collegially with faculty, staff, and students.
* Evidence of continued professional development.

In addition to the above, the following experiences are preferred:

* Experience with digital scholarship in one or more disciplines.
* Experience in implementing research data management services.
* Experience participating in and/or managing grant-funded projects.

**TO APPLY**

Review of applications, nominations, and expressions of interest will begin immediately and continue on a confidential basis until an appointment is made. All inquiries, nominations/referrals, and applications (including curriculum vitae and letters of interest responding to the position challenges and objectives outlined above) should be submitted via Isaacson, Miller’s website:

Beverly Brady, Senior Associate

Julie Yermack, Associate

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[www.imsearch.com/5095](http://www.imsearch.com/5095)

*The University of Miami is an Equal Opportunity Affirmative Action Employer. The University has a strong commitment to diversity and encourages applications from candidates of diverse cultural backgrounds.*