



## INDIANA UNIVERSITY

**Ruth Lilly Dean of University Libraries  
Indiana University Bloomington  
Bloomington, Indiana**

Indiana University, Indiana's flagship public research institution, seeks a visionary advocate and strategic leader to serve as its next Ruth Lilly Dean of University Libraries. This is a critically important position for the university: the Dean oversees Indiana University Bloomington (IUB) Libraries ("the Libraries"), an organization that touches and serves every office and constituency in the academic enterprise on campus. As a thought partner to university leadership, senior administration, faculty, staff, and students, the Dean will ensure that the work of the Libraries strengthens and enhances all aspects of Indiana's educational and research enterprises, in classrooms, labs, in community engagement, and creative pursuits.

Indiana University Bloomington is committed to providing an educational experience that is second to none among the leading public research institutions in the nation. It prepares students for lives of thinking and doing, boldness and impact. It provides a landscape for academics to engage in impactful, leading-edge research. IUB is a member of the Association of American Universities and the Big Ten Academic Alliance, and it is the research-intensive campus of Indiana University. With over 34,000 undergraduate students and more than 11,000 students in graduate and professional programs, the campus has 17 colleges and schools comprising over 550 degree-granting academic programs at the bachelor's, master's, doctoral, and professional levels.

Reporting to the Provost, the Dean will lead the division of the Libraries, which includes 15 libraries on the Bloomington campus, in addition to the University Archives, the Wylie House Museum, and Indiana University Press. Consistently ranked among the top 25 academic research libraries by the Association of Research Libraries, the Dean will continue to serve as an advocate for the excellent and comprehensive work of the division. The Libraries combines the richness of strong and deep collections and a skilled faculty and staff who are dedicated to advancing discovery and connecting people with knowledge. In collaboration with others, the Dean will build upon the Libraries many strengths while leading the Libraries through its next iteration of growth and distinction. In doing so, the Dean will address the following key opportunities and challenges:

- Develop a strategic plan that reflects a thoughtful and well-informed assessment of the future roles of university libraries
- Advocate for the Libraries with IUB leadership, across the campus, and outside of the University
- Support and enhance the commitment to diversity, equity, inclusion, justice, and access
- Steward and bolster resources while demonstrating prudent financial management

- Lead and inspire a dedicated and talented faculty and staff by fostering a healthy culture characterized by openness and collaboration

A complete list of the desired qualifications and characteristics can be found at the conclusion of this document. IUB has engaged the services of Isaacson, Miller, a national executive search firm to assist with this search. All confidential applications, inquiries, and nominations should be directed to Isaacson, Miller as listed at the end of this document.

## **INDIANA UNIVERSITY**

Indiana University is a major multi-campus public research institution, grounded in the liberal arts and sciences, and a world leader in professional, medical, and technological education. Indiana University Bloomington (IUB) serves as the flagship residential, doctoral-extensive research campus, while Indiana University's other core components include Indiana University – Purdue University Indianapolis (IUPUI), the highly ranked IU School of Medicine in Indianapolis, and five regional campuses spread throughout the state. IU is home to world-class business and music schools, the world's first and leading school of philanthropy, the nation's first school of informatics, and the nation's largest medical school. IU has countless other academic programs that are among the world's best, including programs in the arts and sciences, education, engineering, law, international studies, journalism, music, nursing, public affairs, and public health. All IU campuses are committed to research and scholarly excellence, global engagement, inclusion and diversity, academic freedom, and meeting the changing educational and research needs of the state, the nation, and the world.

IU Bloomington enrolls over 34,000 undergraduate and more than 11,000 graduate students who learn, explore, and grow in 23 thematic and academic living-learning centers, more than 300 research centers and institutes, and more than 550 bachelor's and graduate programs within its 17 schools and colleges. Diversity and inclusion are core values of Indiana University, and IUB has consistently increased the diversity of its class in recent years. A large number of IUB students are Pell recipients, and the campus has pioneered efforts to support them with wraparound scholarship programs. In addition, the campus hosts a number of programs and centers to support students from diverse backgrounds.

IU faculty, students, and alumni rise to the highest standards of their fields, bringing home prestigious national and international awards, including Nobel and Pulitzer Prizes; Tony, Emmy, Oscar, and Grammy Awards; and Guggenheim and Fulbright Scholarships. IU also has a long and distinguished record of international engagement, beginning early in the history of the university and growing exponentially in the second half of the twentieth century. The Bloomington and Indianapolis campuses together welcome nearly 10,000 international students annually from approximately 150 countries, and many IU undergraduate students participate in a study abroad experience before they graduate.

In 2020, IU celebrated its bicentennial year and executed an ambitious series of initiatives engaging all units of the campus in its future success. The university completed numerous

initiatives contained in its Bicentennial Strategic Plan, <https://strategicplan.iu.edu/priorities/> and its Bicentennial Campaign raised nearly \$4 billion across all campuses.

## Leadership

Pamela Whitten became the 19th president of Indiana University on July 1, 2021. A visionary scholar and accomplished educator and researcher, Whitten has held a variety of leadership roles, beginning at Michigan State University where she served as a dean for five years, and most recently as president of Kennesaw State University. As IU's first female president, Whitten assumes the helm at one of the nation's leading research universities at a time of record-level research funding and philanthropic support. She is an internationally recognized expert in the field of telemedicine. As part of her work in higher education, she additionally held leadership roles at the University of Georgia and the University of Kansas Medical Center. President Whitten holds a doctorate in communication studies from the University of Kansas, a master's degree in communication from the University of Kentucky, and a bachelor's degree in management from Tulane University.

John S. Applegate is Interim Provost and Executive Vice President of the Indiana University Bloomington campus, a position he assumed on July 1, 2021. He has served in senior university roles since 2007, most recently as Executive Vice President for University Academic Affairs. As Interim Provost and Executive Vice President, he is the chief academic officer of IU's flagship residential and research campus, with overall responsibility for the campus's operations. A distinguished environmental law scholar, he joined the IU faculty in 1998. He was named the Walter W. Foskett Professor of Law in 2002 and the James Louis Calamaras Professor of Law in 2020. Applegate served as the school's executive associate dean for academic affairs from 2002-2009. He holds a law degree from Harvard Law School and a bachelor's degree in English from Haverford College.

## INDIANA UNIVERSITY BLOOMINGTON LIBRARIES

The Libraries at Indiana University are nothing short of resilient. Having survived three library fires — in 1854, 1883, and 1969—the Libraries have continued to rise within rankings and serve as a leader in the field. Collections and materials are expansive, represented in digital, visual, audio, and print. Materials within the Libraries' 10.7 million cataloged items represent 450 different languages. The materials support every academic discipline on campus. Collections also include journals, maps, films, and sound recordings. Users can access more than 1,871 databases, 60,000 electronic journal titles, and 1.9 million electronic books, as well as locally developed digital content. IUB Libraries is prolific in open access publishing and hosts 40 open access journals.

The Libraries partnership with University Information Technology Services (UITs) to complete the Media Digitization Preservation Initiative (MDPI) is the country's most ambitious academic audio, video, and film digitization preservation project to date. IUB Libraries are known for national

leadership and expertise in copyright, preservation, open access publishing, textmining, digital collection management, digital scholarship, and geographic information systems.

The Herman B. Wells Library, with its double towers of Indiana limestone, is the visual center of the multi-library system and primarily supports the disciplines of the humanities and social sciences. Especially noteworthy are the collections that support IU's international and area studies, including interdisciplinary research collections developed in the areas of African Studies, Russian and East European Studies, Uralic and Altaic Studies, East Asian Studies, and West European Studies.

Indiana University Libraries is also home to the [Indiana University Press](#), an academic press serving the world of scholarship and culture as a professional, not-for-profit publisher. Founded in 1950, IU Press is recognized internationally as a leading academic publisher specializing in the humanities and social sciences. IU Press generates approximately \$5 million in revenue each year.

Teaching and learning are central to the IUB Libraries' mission. Librarians and archivists collaborate with faculty to enhance engagement with scholarship, foster experiential learning, and create new knowledge within and across disciplines. By collaborating with faculty to incorporate information literacy concepts into the curriculum, librarians enable students to gain a firm grasp of research in their disciplines and to graduate with fluency in digital literacies and digital modes of working. Librarians work alongside students as they synthesize, create, and disseminate research, helping them understand their place in the information world. These partnerships with faculty and students are grounded in and galvanized by IUB Libraries' strong and unique collections (both print and digital), as well as open educational efforts. Library collections and resources foster a diversity of perspectives that enhance critical thinking and contribute to the democratization of knowledge, reaching students of all ages, backgrounds and expertise. As students engage with information in increasingly complex ways and in a variety of learning environments, and as the practices of teaching, learning and research continue to overlap, librarians and archivists work with partners across IUB to help students develop the multimodal literacies—critical, digital, visual, media—they need to become global citizens.

Rich research collections are the essential raw material for scholars to master deep understanding of their topic, understand the discoveries and scholarship that preceded them, make new connections and gain new insights, and share their scholarship through traditional and new forms of publishing. Through the work of its librarians and staff, IUB Libraries has for decades built excellent collections—selecting, acquiring, and making materials discoverable and accessible—as well as curating and preserving them. In addition to books, journals and manuscripts, today's research collections are made up of a wide range of materials, such as born-digital and digitized library collections and archives, open web resources, museum and cultural heritage institution collections, and collaborative collections at scale. To ensure that these complex collections remain accessible to researchers in a coherent, useful way over the long term, librarians and specialists have assumed enhanced roles as partners with scholars and students: serving on grant projects, building digital collections and exhibitions, collaborating on

new forms of publishing, and building data management and preservation plans. Of note, in 2019 IU Libraries brought in \$13.2 million in external grant funding from organizations such as the Andrew W. Mellon Foundation, the National Endowment for the Humanities, and the Institute of Museum and Library Services, among others.

For more information about the Libraries, please visit: <https://libraries.indiana.edu/>

## **THE RUTH LILLY DEAN OF UNIVERSITY LIBRARIES**

As the executive, administrative, and strategic leader for the Libraries, the Ruth Lilly Dean of University Libraries oversees and manages a large research library system that has a vital and comprehensive role at the center of the University's academic mission. Reporting to the Provost, the Dean will develop a strategic vision that builds on a record of excellence and the signal strengths of Indiana University; steward a rich and growing collection of materials; empower a large, dedicated, service-oriented staff and faculty; and position the Libraries for superb service to faculty, students, and staff in a rapidly evolving academic and research environment. The Dean will astutely manage the Libraries' resources and bolster them through direct fundraising efforts. The Dean is also responsible for overseeing the Board of Trustees election process, including deputizing library staff to engage and support the process.

The successful candidate will bring a demonstrated record of innovative, inspiring, and inclusive leadership, with proven experience managing a large and complex organization and a demonstrated commitment to advancing diversity and inclusion. The Dean will have experience working with a unionized staff and tenured library faculty.

The Dean will chart a course for continued success in a changing library landscape, developing and supporting traditional and innovative services and collections through collaborations across and beyond the campus. In 2019 there were 3.5 million visits across the Libraries at IU. In recent years there have been facilities upgrades in the common areas, and the Libraries serve as a hub for students to gather in the academic year. The Dean will recognize this central presence to campus as an opportunity to advance the offerings of the libraries as well as serve as a hub for innovation and collaboration.

The Libraries strongly support IU's commitments to diversity, equity, and inclusion; the the Dean will have an eye toward these core values in all aspects of the Libraries' operations, including collections strategy and the workplace. More information can be found at:

<https://libraries.indiana.edu/libraries-diversity-resources>

The Dean oversees a general fund of over \$36.2M, of which \$15M is dedicated to collections. 8% of the general fund comes from assessments to academic units, 3% from a combination of the Provost's office and fines revenue, and the remainder from state appropriations. The total endowment is \$9.8M. The Dean oversees 83 faculty, a staff of over 220, including 23 staff from the IU Press, and over 400 student employees. There are 10 direct reports to the Dean, including the Executive Director of Development; Director of the IU Press; Director of Administrative Services; Director of Cook Music Library; Director of Lilly Library; Associate Dean of Collection

Development & Archival Collections; Assistant Dean of Library Technologies; Associate Dean of Research & Learning Services; Associate Dean of Technical Services and Preservation; and Associate Dean of Planning and Administration.

## **OPPORTUNITIES AND CHALLENGES**

The Ruth Lilly Dean of University Libraries will provide leadership in addressing the following key opportunities and challenges:

### ***Develop a strategic plan and provide visionary leadership for the Libraries***

The role of an academic research library is more encompassing in the 21<sup>st</sup> century than ever before, and the Dean will recognize and envision how to continually lead from within the Libraries amidst a rapid transformation in the information management landscape. The latest strategic plan for the Libraries concluded in 2020, and the new Dean will have the opportunity to chart a path for the next chapter of IUB Libraries, articulating goals, policies, and actionable steps to advance the University's mission and priorities through the Libraries. There is a desire for continued growth in several areas, including collections and archives, professional development for staff and faculty, the continued development of digital resources and technology in the libraries, and growth of resources and funding, among others. The Dean will position the Libraries for excellence as an innovative organization on campus serving a diverse constituency of users.

The Dean will continue to promote an already well-established culture of service and library-led research, leading a dedicated library faculty and staff in the direction of a shared and well-articulated vision of the future and will be a strong advocate for the library staff and faculty and their part in that future.

### ***Advocate for the Libraries with IUB leadership, across the campus, and outside of the University***

The Dean will be a dynamic, tireless advocate for the Libraries on all matters. On campus, this includes securing needed resources, involvement in University initiatives and collaborations, and promoting the Libraries and its services broadly to the campus and broader community. The Dean will be a collaborative partner with the other deans, ensuring strong cross-campus coordination and support. The Dean will present a clear, compelling vision for the Libraries and will skillfully and passionately educate the community about its value.

Indiana University is a member of the Big Ten Academic Alliance, and the Libraries play a critical role in information sharing and open access within the BTAA. The Dean will support the continued engagement of the Libraries as a collaborative partner and leader in higher education more broadly, including continued engagement with the HathiTrust, ARL, and others.

### ***Support and enhance the commitment to diversity, equity, inclusion, justice, and access***

IUB is deeply committed to maintaining and enhancing its culture of diversity, equity, inclusion, justice and access (DEIJA); to further advancing these core values; and to continuing to attract,

develop, and promote top talent from diverse backgrounds. The Dean is the primary guardian of this inclusive working environment within the Libraries and nurtures these values within the team and across IUB. Creating a greater sense of shared purpose, connectedness, and cohesion among the Libraries staff; bringing energy and inspiration to their professional development; and building a culture that attracts and retains the best talent is central to the new Dean's charge.

***Steward and bolster resources while demonstrating prudent financial management***

The Libraries has a substantial budget that requires strategic and judicious management. The University operates under a Responsibility Centered Management (RCM) budgeting system, and this role requires a Dean who is talented and skilled in leveraging existing funds and procuring new resources. The Dean will make strategic budget decisions that address emerging challenges, such as the rising cost of electronic and other resources and staff and faculty salaries.

IU Libraries has had a full-time development operation for the last decade. The Dean's advisory board includes 13 members. The Dean will embrace fundraising, playing a key leadership role in a team-based approach, working with university advancement, the library advancement staff and the advisory board to bolster financial support.

***Lead and inspire a dedicated and talented faculty and staff by fostering a healthy culture***

As the leader of the Libraries, the Dean will nurture a culture of collaboration and consultation. Prizing transparency and communication will contribute to a cooperative spirit among staff and faculty. The Dean will develop a strong sense of shared ethos, clear lines of communication, and an aim to build a more equitable and inclusive environment, pushing against the systemic and structural barriers to this work of inclusion.

The staff and faculty are dedicated to research and education, with great aptitude and a commitment to personal and professional growth. Continued and enhanced professional development and training opportunities will serve the mission of the Libraries and make it an even more attractive environment. The Dean will foster an organizational commitment to continued personal and professional growth.

**QUALIFICATIONS**

Indiana University seeks a Dean of University Libraries who is a dynamic and resourceful leader with a proven track record of innovative and inspiring leadership, with demonstrated experience overcoming complex challenges and productively embracing new opportunities. A doctorate, MLS, or equivalent terminal degree is required, along with academic credentials appropriate to the leadership of a contemporary research-intensive library, including a record of scholarly and professional achievement.

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



- A keen understanding of the major challenges facing academic research libraries and the ability to engage key actors and peer organizations in new and emerging developments and technology; a deep understanding of the changing role of academic libraries in the 21st century, including open access with respect to digital content and physical spaces, student success, online learning and innovation, open educational resources, scholarly publishing reform, knowledge curation, and the continued development of print, digital, and A/V collections;
- Strong executive leadership background with substantial management experience in strategic planning, change management, budget, and human resources;
- An ability to champion, empower, and inspire staff and faculty at all levels and in all roles; a commitment to transparent communication that clearly delineates decision-making processes and offers forums for input and shared governance; a successful history of recruitment, retention, development, and team building;
- Evidence of success in promoting and supporting diversity and inclusion across all areas of an organization, and in fostering a welcoming and inclusive environment;
- A record of innovation and continued openness to fresh and new approaches, coupled with wise decision-making on when to engage and when to forgo new services and whether and how to embrace opportunities for cross-institutional collaborations;
- The ability to break down silos and promote collaboration across units and institutions, to continue the Libraries' record of generous partnership in research and teaching activities; demonstrated skill in envisioning, developing, and advocating for the library's role in campus, statewide, regional, national and international initiatives;
- A record of professional accomplishment through research, publication, service, and leadership in areas that affect and inform libraries;
- Proven experience to engage in development, fundraising, community engagement, and public relations in an academic library setting;
- Unimpeachable ethics and integrity.

## TO APPLY

Review of candidates will begin immediately and continue until an appointment is made. All inquiries, nominations, and applications (including—as separate documents—a cover letter and resume) should be directed in confidence to:

Gale Merseth, Partner  
Vijay Saraswat, Managing Associate



Joanna Cook, Senior Associate  
Isaacson, Miller

<https://www.imsearch.com/search-detail/S8-041>

*Indiana University is an equal employment and [affirmative action employer](#) and a provider of ADA services. All qualified applicants will receive consideration for employment without regard to age, ethnicity, color, race, religion, sex, sexual orientation, gender identity or expression, genetic information, marital status, national origin, disability status or protected veteran status.*